



# ANNUAL BUDGET 2014 - 2015

SUBMITTED BY  
THE CITY MANAGER,  
CAMBRIDGE,  
MASSACHUSETTS



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Alewife Constructed Wetlands



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Cambridge  
Massachusetts**

For the Fiscal Year Beginning

**July 1, 2013**

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, 2013.

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

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

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**THIS SPACE RESERVED FOR COUNCILLORS' NOTES**



## SUBMITTED BUDGET MESSAGE

April 28, 2014

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

I am pleased to submit for your consideration my first proposed Operating and Capital Budgets for the City of Cambridge for FY15 as well as the proposed FY16-19 Capital Plan.

This Operating Budget of \$524,401,800 represents an increase of \$14,838,508, or 2.91%, over the FY14 Adjusted Budget. The proposed Capital Budget is \$31,954,025.

The FY15 Budget sets a bold agenda for the City that closely links with the priorities established by the City Council. I encourage readers to review each department's budget in detail to gain a deeper understanding of department accomplishments in FY14 and goals for FY15. Before reviewing financial particulars, I would like to provide a brief overview of representative changes proposed in this Budget.

Having worked for the City for the past 43 years, I am wholeheartedly committed to ensuring that the City of Cambridge remains a great place to work. This budget recommendation proposes a new human resources position and additional funds for new professional development and supervisory training for personnel. These new opportunities tie in with my goal to build "bench-strength" across the organization. This investment will not only prepare and support employees to grow professionally, but will also develop the next wave of City leaders. This year, the Deputy City Manager and I have been visiting each department to personally speak with employees about good customer service, our expectations and commitment to ensuring and creating a welcoming and respectful workplace for all.

This budget recommendation makes a strong commitment to addressing sustainability and resiliency issues in our City. In addition to the work of the Net Zero Task Force, the pilot curbside composting program, and the recently completed Constructed Alewife Wetland, the City will begin work on the Sustainable Community Master Plan and prepare for the impacts of climate change. Construction will continue on the M.L. King School, our first Net Zero school, which is scheduled to open in September 2015. Additionally, the City is continuing efforts to reduce energy consumption in our buildings, installing photovoltaics and converting the City's street lights to LED technology.

Public safety is an important concern addressed in this Budget. The Cambridge Police Department has expanded the Explosive Ordnance Unit to full-time, with the addition of 5 police officers and explosive sniffing canines. Additionally, the City is installing innovative technology that will help the Cambridge Police Department detect and locate weapon discharges.

Our commitment to young people in the City remains strong in this budget recommendation through the creation of the Office for College Success and added summer camp scholarships for low income children. The newly formed Early Education Task Force will continue to identify a range of possible options for expansion of early childhood services and to explore the benefits and challenges of each option. Additionally, the Cambridge Public Health Department has completed an extensive public process that will result in a Community Health Improvement Plan (CHIP). The CHIP will serve as a roadmap for the department in addressing the health needs of the City.

The Library union contract was recently settled. With this ratification, the Main Library will extend its Sunday hours from September through the end of June. Included in this budget are two additional staff positions, funding for digitizing files and an increase in book acquisition funds to comply with the Massachusetts Board of Library Commissioners' standards.

The City's continuing commitment to open space is demonstrated in the East Cambridge Kendall Square Open Space (ECKOS) Initiative. Also, the City is in the process of determining the future use and programming of the Foundry Building, a City asset, located in East Cambridge. Collaborative efforts with the Cambridge Redevelopment Authority will provide opportunities to help the community and City develop an appropriate course for the building.

Building on efforts currently underway, I am pleased to expand our City's pledge to maintaining a respectful community by appointing a Citizen Committee on Civic Unity that will serve in an advisory role to the City Manager and City Council.

We will continue to work with the Affordable Housing Trust, non-profit and private developers, and the Cambridge Housing Authority to preserve and create affordable units in conjunction with use of Community Preservation Act (CPA) funds for this purpose. CPA funds will also be used in historic preservation and open space projects as recommended by the CPA Committee. CPA recommendations and allocations are separate from the budget process.

Working closely with local business and neighborhood associations, we will continue to support a vibrant community filled with arts and culture as represented in the *Central Square Cultural District* (CSCD). This state-designated title highlights the unique character and vital activity of this area in the city.

Innovation plays a large role throughout this Budget recommendation. Three examples are developing a plan for including a Participatory Budget component in next year's budget planning process, continuing the open data initiative and significantly investing in our Information Technology Division and IT innovations.

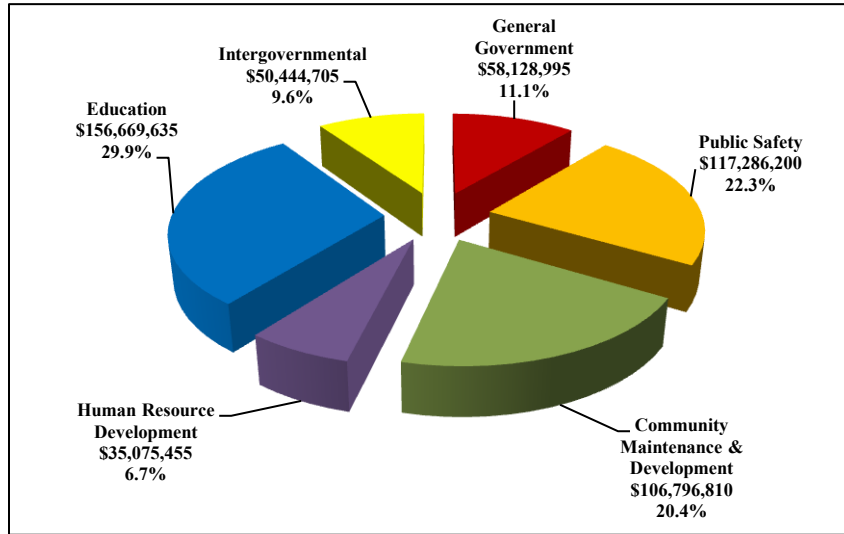
This fiscal year, the City implemented its new IT Governance Model. The goal of this model is to ensure that IT spending decisions reflect the goals of the City Council and help achieve clearly articulated principles and criteria that meet the needs of our organization. This process resulted in recommendations to fund critical IT needs to keep the organization running, in addition to new initiatives that will help us grow and transform

our practices. Building on staffing investments made last year, the IT Division is completing a staff realignment process which will allow the department to grow and to meet the future needs of the City.

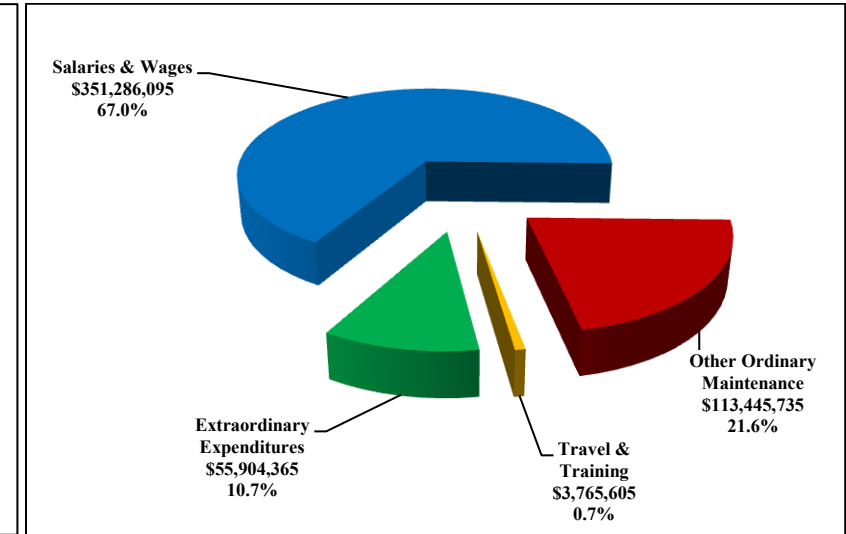
The proposed **Operating Budget** of \$524,401,800 includes the following:

- A total property tax levy of \$343,729,905 to support the General Fund Operating and Capital Budget. This is an increase of \$15,184,960, or 4.62%, from the FY14 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. It is anticipated that the City may be able to use increased non-property tax revenues at a higher level than what is included in the FY15 Budget, once actual FY14 receipts and final state aid figures are known.
- A 2.0% Cost of Living Adjustment (COLA) for all non-union employees and for those unions that have settled for FY14. A 4% increase in health insurance, 0% increase in dental and 5.85% increase related to pensions.
- Collaboration between the City and School fiscal staffs resulted in a positive budget. Recognizing the importance of this process and my commitment to education, the City increased property tax support to schools to 5%. The School Committee adopted the School Department budget of \$156,669,635.
- A 0% increase in the water rate and a 5.2% increase in the sewer rate, resulting in a 3.7% increase in the combined rate. This is the fourth consecutive year that the City has been able to produce a 0% increase in the water rate.
- An OPEB contribution of \$2,000,000 which is consistent with the FY14 allocation.
- Parking Fund Revenues will provide \$8,646,840 to support the Operating Budgets of various departments.
- The Health Claims Trust Fund is providing \$8,700,000, an increase of \$100,000, to support the Health Insurance Budget.
- \$2,000,000 in overlay surplus balances accumulated from prior fiscal years will again be used to lower the tax levy increase.
- The City will recommend using \$9 million in Free Cash to lower the property tax levy increase, which is consistent with the City's financial plan.

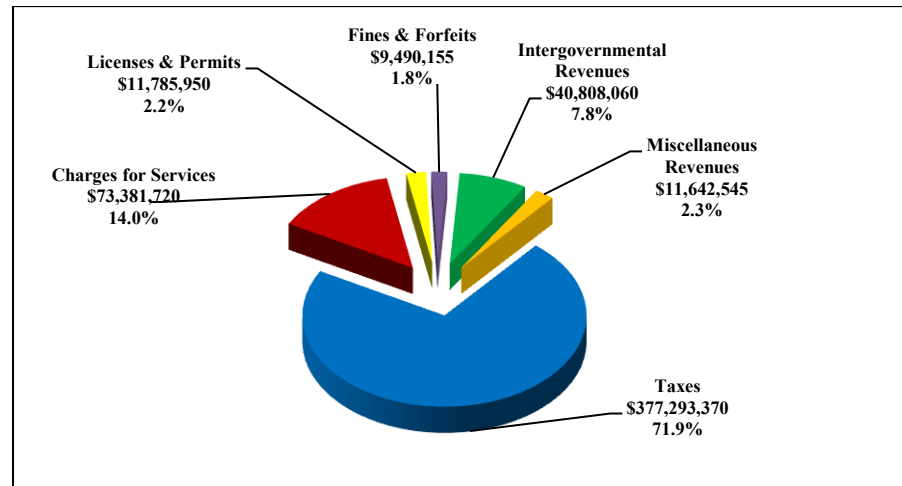
**FY15 OPERATING BUDGET-\$524,401,800  
APPROPRIATION BY FUNCTION**



**FY15 OPERATING BUDGET-\$524,401,800  
APPROPRIATION BY STATUTORY CATEGORY**



**FY15 OPERATING BUDGET-\$524,401,800  
REVENUE BY SOURCE**

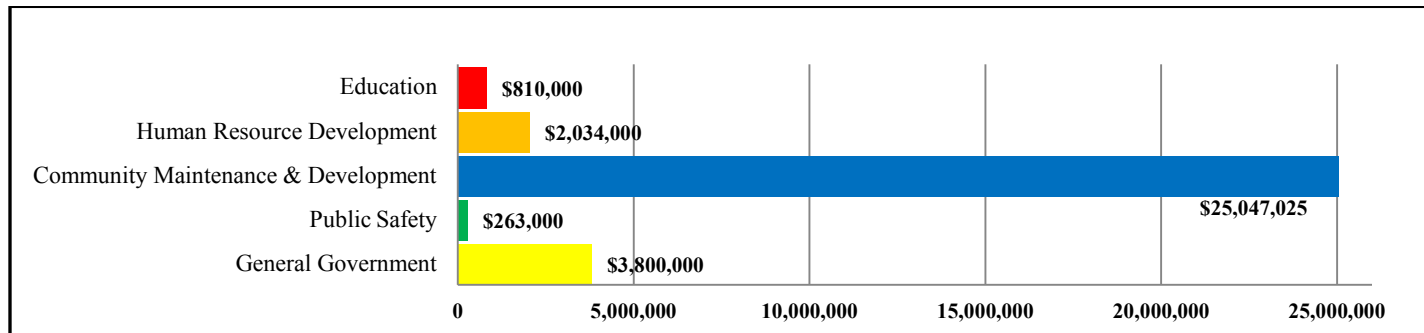




The proposed **Capital Budget** of \$31,954,025 includes the following:

- The continuation of sewer and stormwater projects at Agassiz (\$2,910,000); Western Avenue Infrastructure (\$4,520,655); other sewer capital repairs (\$1,500,000) and remedial construction (\$1,500,000); streets and sidewalks (\$4,588,140); and the comprehensive facilities improvement plan (\$2,500,000).
- A \$5,050,000 Pay As You Go /Property Tax allocation which includes \$3,650,000 in IT projects as part of the IT E-Gov initiative. The City will recommend using \$3,650,000 in Free Cash to lower the property tax levy increase directly related to the IT projects.
- Water Service Charges of \$3,400,000 to cover all water related capital.
- On February 15, 2014, the City sold \$34,900,000 in General Obligation Bonds to finance such capital projects as the M.L. King Elementary School Renovations (\$18,500,000), Sewer Reconstruction (\$12,900,000), Improvements to the Harvard Square Tunnel (\$1,000,000), Street and Sidewalk Improvements (\$1,000,000), Kendall Square Improvements (\$1,000,000) and Cambridge Common renovations (\$500,000). The City's AAA bond rating allowed the City to sell these bonds at a true interest cost of 2.56%.

#### **FY15 PUBLIC INVESTMENT APPROPRIATION BY FUNCTION - \$31,954,025**



#### **OUTLOOK AND CONCLUSION**

FY13 was an exceptional year financially for the City. Our sound financial practices have left the City with substantial reserves including \$142 million in free cash, \$117.5 million in excess levy capacity, \$15.3 million in Parking Fund Balance and \$9.1 million in Water Fund Balance. It is anticipated that the City will also end FY14 in a very strong financial position.

The economic outlook for the City both in the short and long-term is very favorable. The commercial real estate market is strong with major development in life sciences projects and other ventures that will enliven the community. Having received community benefit funds related to new development, the City Administration will prepare a plan for spending these funds early on in the fiscal year.

We will continue to use our five year financial and capital plan, debt and reserve policies and the City Council Goals as a blueprint for our long-term 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 and state budget reductions, an increase in the state's minimum wage, the impact of increasing health insurance costs and potential recommendations from the Early Education Task Force.

Major priorities that will have budget impacts in the near-term will be the reconstruction of the King Open Elementary/Cambridge Street Upper School, the second school in the Cambridge Public School's Innovation Agenda, energy saving initiatives, sustainability planning and IT innovations.

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 control costs while growing City programs and increase non-property tax revenue to ensure future budgets reflect a modest increase in the property tax levy.

The City Council and City Administration understand that choices made today impact future spending decisions. Our effective short and long term financial, economic and programmatic planning strategies will help ensure that Cambridge can continue to provide the level of services that residents desire while maintaining the modest tax implications taxpayers have come to expect. I believe that the initiatives and spending priorities recommended in this Budget submission reflect not only the goals of the City Council, but also the residents and taxpayers of Cambridge.

Very truly yours,

A handwritten signature in black ink, reading "Richard C. Rossi". The signature is fluid and cursive, with the first letters of each word being capitalized and prominent.

Richard C. Rossi  
City Manager

# BUDGET PROCESS

The preparation of the annual Budget for the City is governed by the provisions of Chapter 44 of the Massachusetts General Laws. The budget cycle for FY15 was initiated in November 2013. 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 FY15 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. It was emphasized that the FY15 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 FY15 Budget to the City Council on April 28, 2014.

From May 8 – May 22, 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 12). The City Council is projected to adopt the FY15 Budget on June 2, 2014. The Annual Budget for FY15 becomes effective July 1, 2014.

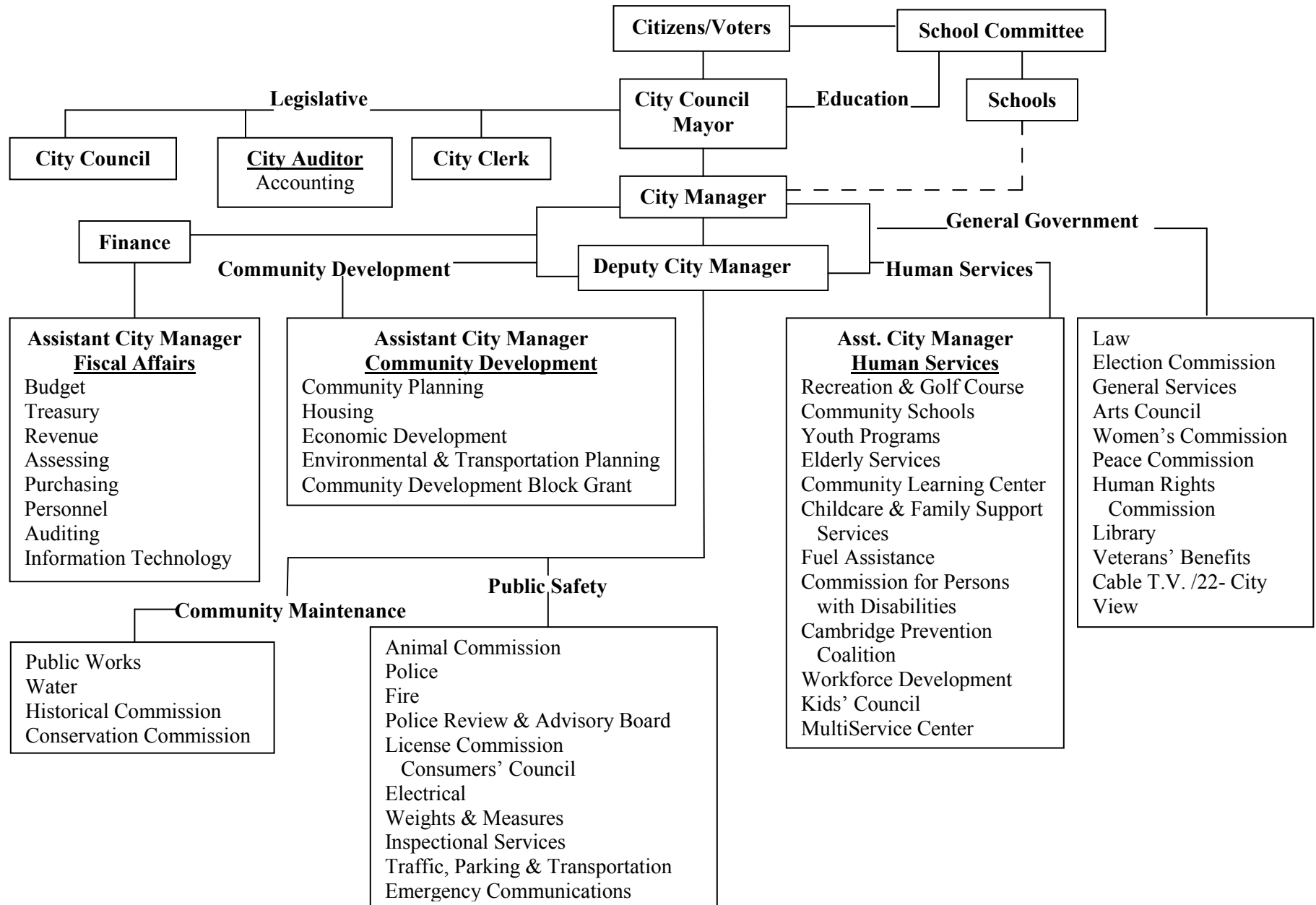
**Budget Amendment Process.** During the course of the year, on recommendation of the Mayor, the City Council may, by majority vote, transfer any amount appropriated by a department to another statutory category within the same department. A two-thirds vote of the City Council is required to transfer appropriations from one department to another. In order to increase the total appropriation in any department a majority vote of the City Council is required.

# BUDGET CALENDAR

<b>December 5, 2013</b>	<ul style="list-style-type: none"> <li>➤ Briefing on FY15 budget guidelines and schedule with City Manager and department heads.</li> <li>➤ Distribution of budget notebook and materials to departments.</li> <li>➤ Meeting of departmental finance personnel with budget staff.</li> </ul>	<b>January 13, 2014 through March 21, 2014</b>	<ul style="list-style-type: none"> <li>➤ Formal department presentations to the City Manager.</li> </ul>
<b>December 6, 2013 through December 10, 2013</b>	<ul style="list-style-type: none"> <li>➤ All personnel analysis sheets reviewed for accuracy.</li> <li>➤ All corrections placed on the personnel analysis sheets.</li> <li>➤ All personnel analysis sheets returned to the Budget Office.</li> </ul>	<b>April 28, 2014</b>	<ul style="list-style-type: none"> <li>➤ Submission of the City Manager's Budget to the City Council.</li> <li>➤ Department benchmarks updated as of 3/31/14.</li> </ul>
<b>January 2014</b>	<ul style="list-style-type: none"> <li>➤ Additional budget reviews with City Manager, finance staff and heads of the largest departments.</li> <li>➤ Capital balance review between City Manager, finance staff and department heads.</li> </ul>	<b>May 8, 2014 through May 22, 2014</b>	<ul style="list-style-type: none"> <li>➤ Dates for public hearings on FY15 Budget.</li> </ul>
<b>January 13, 2014</b>	<ul style="list-style-type: none"> <li>➤ Deadline for Operating Budget submission to the City Manager.</li> <li>➤ Department benchmarks updated as of 12/31/13 and projected as of 06/30/2014.</li> </ul>	<b>June 2, 2014</b>	<ul style="list-style-type: none"> <li>➤ Projected Budget Adopted by City Council.</li> </ul>
<b>January 24, 2014</b>	<ul style="list-style-type: none"> <li>➤ Deadline for Capital Budget submission to City Manager.</li> </ul>	<b>June 12, 2014</b>	<ul style="list-style-type: none"> <li>➤ Deadline for City Council adoption of the Budget.</li> </ul>
		<b>June 27, 2014</b>	<ul style="list-style-type: none"> <li>➤ City Manager's transmittal of chart of accounts and allotment plan (based on departmental work-plans) to the City Auditor for execution.</li> </ul>
		<b>July 1, 2014</b>	<ul style="list-style-type: none"> <li>➤ Begin execution of FY15 allotment plans.</li> </ul>

# ORGANIZATIONAL CHART

## City of Cambridge, Massachusetts





# A GENERAL PROFILE OF THE CITY OF CAMBRIDGE

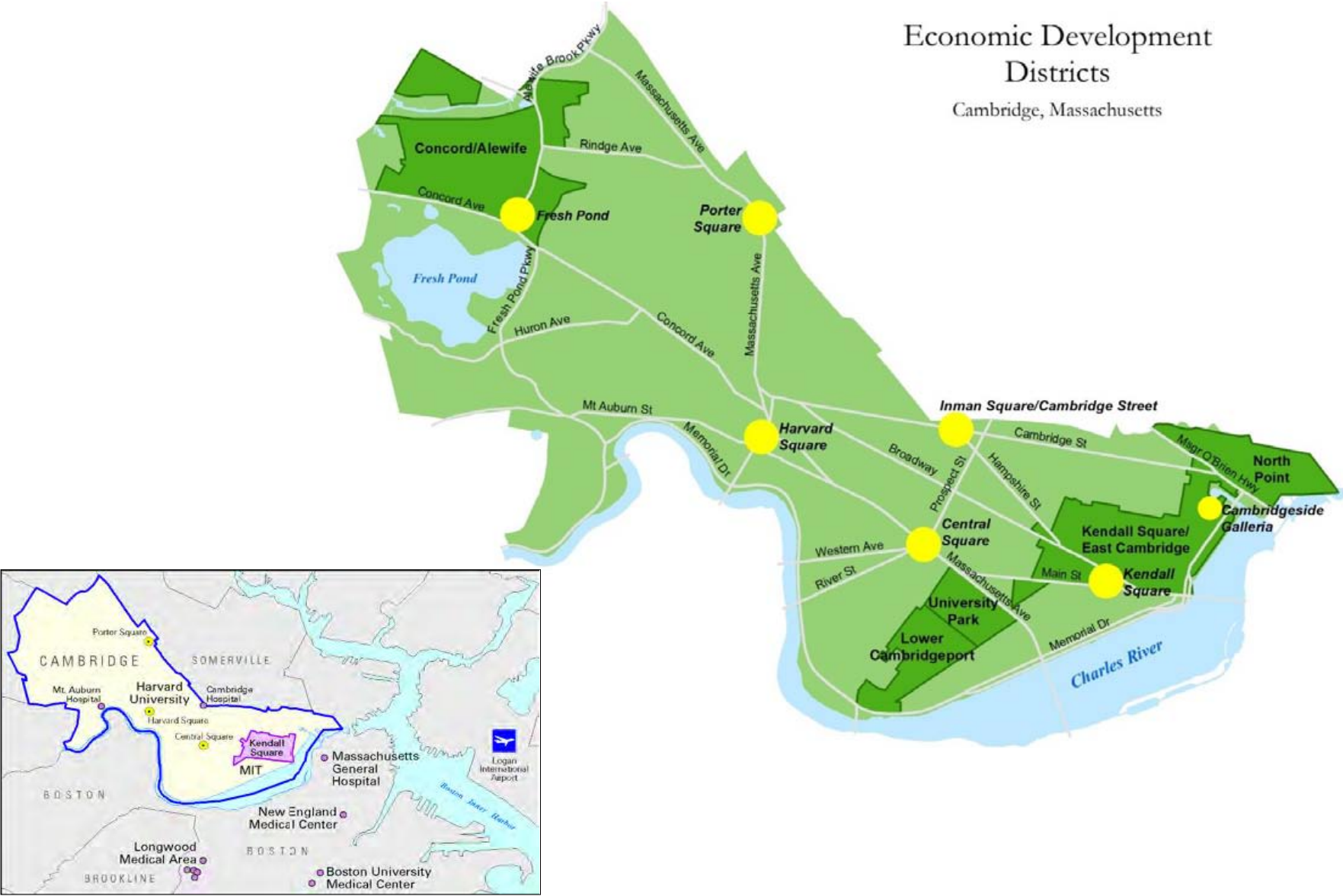
The City of Cambridge is located in southeast Middlesex County across the Charles River from the City of Boston, and occupies a land area of 6.26 square miles. The City is bordered by the Towns of Watertown and Belmont on the west and by the Town of Arlington and the City of Somerville on the north. 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 approximately one in five of all jobs are in these institutions. Yet Cambridge is more than a university city. It features high-tech workers and professionals, political activists, street musicians and immigrants from around the world.

- 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.
- 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. 14.8% of all units are publicly controlled or subsidized for affordability. (Source: 2014 Community Development Department).
- 94.0% of the population of Cambridge who are 25 years or older are high school graduates, while 74.3% of the same age group have completed four or more years of college (Source: 2010-2012 American Community Survey).
- A majority of all local jobs are in services (89%). Service employment is dominated by education, business including research and development and computer/software, engineering, government and management, and health services. Eight percent (8%) of all jobs are in

retail and wholesale trade; 3% are in manufacturing and construction and 1% work in transportation. The ten largest employers in Cambridge are listed on page II-7.



# 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%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
Hispanic Origin	6.8%	7.4%	7.6%
<i>Persons of Hispanic origin may be of any race.</i>			

## OTHER DEMOGRAPHIC

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

## GOVERNMENT

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

## COMMUNITY INFORMATION

Number of registered voters in Cambridge (Source: City's Record as of 4/14/2014)	65,309
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 01/01/13)

Type of House	Median Value	FY14 Tax Bill*	# of Parcels
One family	\$741,600	\$4,407	3,825
Two family	\$690,150	\$3,976	2,532
Three family	\$786,900	\$4,787	1,256
Condominium	\$389,500	\$1,457	14,040
*includes residential exemption			

## INSTITUTIONS OF HIGHER LEARNING

(Source: Cambridge Community Development Department)

	Degree Candidates 2014
Harvard University	17,408
Massachusetts Institute of Technology	10,908
Lesley University	4,571
Cambridge College	2,946



Harvard University



Massachusetts Institute of Technology

### OFFICE/LAB MARKET FACTS (2013)

Source: CB Richard Ellis and Community Development Department

- Large technology tenants continue to validate the value proposition of East Cambridge by expanding their foot print.
- Growth of biotech and pharmaceutical companies continues to drive Cambridge market both on the office and lab fronts.
- Transwestern/RBJ bioSTATus report noted that 4 of the 10 largest biopharmaceutical companies in the world have offices in Cambridge.
- The 2013 Milken Institute Report noted that the Cambridge-Newton-Framingham metro area has “developed critical masses of R&D assets and infrastructure that make it easier to innovate in those metro areas than in many lower-cost locations.”
- 3 new venture capital firms opened new offices in Cambridge during 2013.
- As of the end of 2013, Cambridge is home to fourteen co-working spaces.

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

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



Genzyme/Sanofi, Kendall Square

Source: Community Development Department

### THE TEN LARGEST EMPLOYERS IN THE CITY:

(Source: Cambridge Community Development Dept. and cited employers, 2013)

Rank	Name of Employer	Nature of Business	Number of 2013 Employees
1.	Harvard University	Education	11,298
2.	MIT	Education	8,960
3.	City of Cambridge	Government	2,869
4.	Novartis	Biotechnology	2,472
5.	Sanofi/Genzyme	Biotechnology	2,000
6.	Biogen Idec	Biotechnology	1,815
7.	Cambridge Health Alliance	Healthcare	1,797
8.	Mount Auburn Hospital	Healthcare	1,785
9.	Cambridge Innovation Center*	Start Up Incubator	1,472
10.	Vertex Pharmaceuticals	Biotechnology	1,298

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



Biogen Idec.

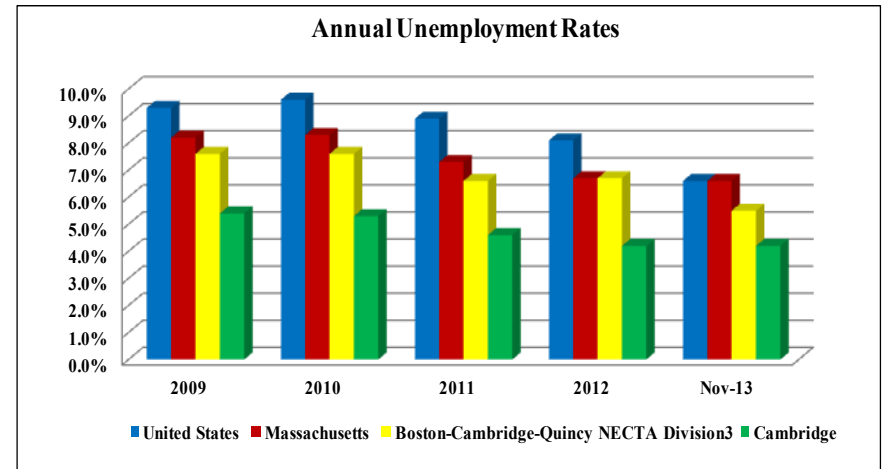
Source: Community Development Department

Cambridge continues to have a high ratio of jobs to residents, enjoying its position as a center of employment in the Boston area. In 2012, the City's employment ratio was 103 jobs per 100 residents. Compared to the previous year, the number of jobs has increased by 2.6%.

As can be seen in the chart below, the employment base extends across a diverse range of professions including higher education, research and development, consulting and health services.

Percentage Distribution of Jobs by Sector				
	2011		2012	
Other Goods Producing	64	0.1%	59	0.1%
Trade, Transportation & Utilities	8,529	8.1%	8,761	8.1%
Construction	841	0.8%	874	0.8%
Manufacturing	2,775	2.6%	2,810	2.6%
Information	3,746	3.6%	3,694	3.4%
Financial Activities	2,824	2.6%	2,976	2.8%
Professional and Business Services	32,406	30.7%	33,830	31.2%
Education and Health Services	34,653	32.8%	34,899	32.2%
Leisure and Hospitality	9,489	8.9%	10,016	9.2%
Other Services	2,381	2.3%	2,606	2.4%
Government	7,920	7.5%	7,804	7.2%
<b>TOTAL</b>	<b>105,628</b>	<b>100%</b>	<b>108,329</b>	<b>100%</b>

Source: Mass. Executive Office of Labor and Workforce Development



Sources: US Dept of Labor, Bureau of Labor Statistics, Labor Force Statistics from the Current Population Survey & Mass. Executive Office of Labor and Workforce Development, Labor Force and Unemployment Data

The graph above 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 2013 was 4.2% for Cambridge, 5.5% for the Metro area, 6.6 % for the Commonwealth and 6.6% for the United States.



# TAX FACTS

## ASSESSMENTS ( In Millions)

Fiscal Year	Real Property	Personal Property	Total
2014	\$26,081.4	\$1,080.2	\$27,161.6
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

## TAX RATES

Fiscal Year	Commercial Industrial	Residential	Full Value
2014	\$20.44	\$8.38	\$12.33
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

## TAXY LEVY (2005-2014)

Fiscal Year	Total Levy
-------------	------------

2014	\$328,544,945
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

## TOP TEN TAXPAYERS FISCAL 2014

Owner	Nature of Business	Assessed Valuation	Amount of Taxes	% of Total Tax Levy
Mass. Institute of Technology	Education *	\$2,051,720,900	\$39,790,002	12.11%
BioMed Realty Trust	Commercial	1,014,742,900	20,650,287	6.29
Boston Properties	Commercial	652,771,700	13,342,654	4.06
Equity Partners	Commercial	759,766,500	18,003,462	5.48
Pres. & Fellows of Harvard College	Education*	405,801,000	5,584,719	1.70
New England Development	Commercial	234,975,500	4,802,899	1.46
Novartis Pharmaceuticals	Commercial	233,908,600	4,781,092	1.46
PREEF American Reit II Corp.	Commercial	209,200,900	4,276,066	1.30
RB Kendall Fee LLC	Commercial	202,797,500	4,130,001	1.26
Alexandria Real Estate	Commercial	180,324,100	3,619,744	1.10
*Does not include Payments in Lieu of Taxes on exempt property		<b>\$5,946,009,600</b>	<b>\$118,980,926</b>	<b>36.22%</b>

Commercial Tax Rate Comparison	FY14 Tax Rate (per \$1,000)	FY 13 Tax Rate (per \$1,000)	FY 12 Tax Rate (per \$1,000)
Cambridge	\$ 20.44	\$ 21.50	\$ 20.76
Brookline	\$ 18.50	\$ 18.97	\$ 18.58
Somerville	\$ 21.51	\$ 22.38	\$ 21.85
Boston	\$ 31.18	\$ 31.96	\$ 31.92
Watertown	\$ 27.96	\$ 27.15	\$ 26.64

Residential Tax Rate Comparison	FY14 Tax Rate (per \$1,000)	FY 13 Tax Rate (per \$1,000)	FY 12 Tax Rate (per \$1,000)
Cambridge	\$ 8.38	\$ 8.66	\$ 8.48
Brookline	\$ 11.39	\$ 11.65	\$ 11.40
Somerville	\$ 12.66	\$ 13.42	\$ 13.09
Boston	\$ 12.58	\$ 13.14	\$ 13.04
Watertown	\$ 14.96	\$ 14.68	\$ 14.40

# **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, 2013.

	Revenues	Expenditures
As reported on a budgetary basis	\$457,884,402	\$454,012,836
Adjustments:		
Revenues to modified accrual basis	6,336,128	-
Expenditure, encumbrances, and accruals, net	-	(3,987,015)
As reported on a GAAP basis	464,220,530	450,025,821
Adjustments:		
Premium on bond issuance	4,890,992	-
Issuance of Debt	-	-
Interfund Transfers	19,948,730	6,223,000
As shown on Page II-36	<b>\$489,060,252</b>	<b>\$456,248,821</b>

# 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.

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. 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-14.

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.

	<b>Per Capita Assessed Valuation</b>	<b>Unassigned Fund Balance as % of Revenues</b>	<b>Total Fund Balance as % of Revenues</b>	<b>Gross Direct Debt as % of Assessed Valuation</b>
Median	\$105,290	17.8%	26.1%	2.5%
Cambridge	\$239,763	30.7%	40.1%	1.5%

Source: Moody's Investors Service 2012 Local Government National Medians Report. The medians shown above are from the 2012 report with comparable figures for Cambridge, from the 2013 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.

	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>
Excess Levy Capacity (1)	\$99,350,404	\$102,642,311	\$104,103,958	\$117,500,927	\$122,768,363
General Fund Balance (2)	\$143,429,836	\$163,169,927	\$195,981,358	\$179,251,840	\$179,251,840
Free Cash (3)	\$102,239,071	\$115,826,900	\$142,176,089	\$130,000,000	\$130,000,000
Rapidity of Debt Retirement (4)	79.8%	83.4%	81.5%	83.1%	82.3%

- 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 FY11-14 are actual amounts and FY15 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 FY11-13 are actual amounts and those shown for FY14-15 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

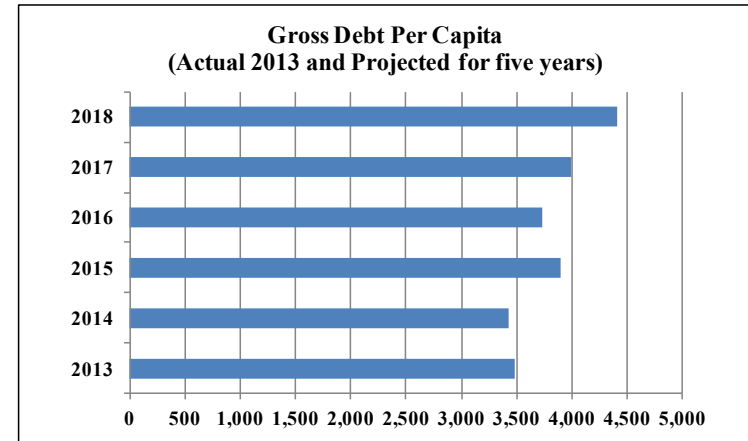
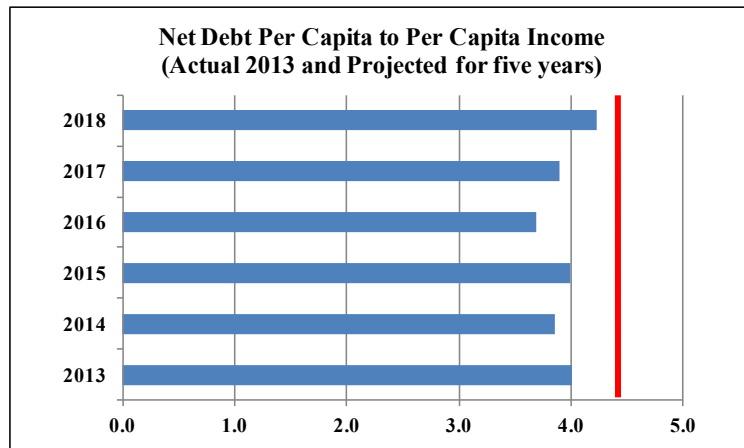
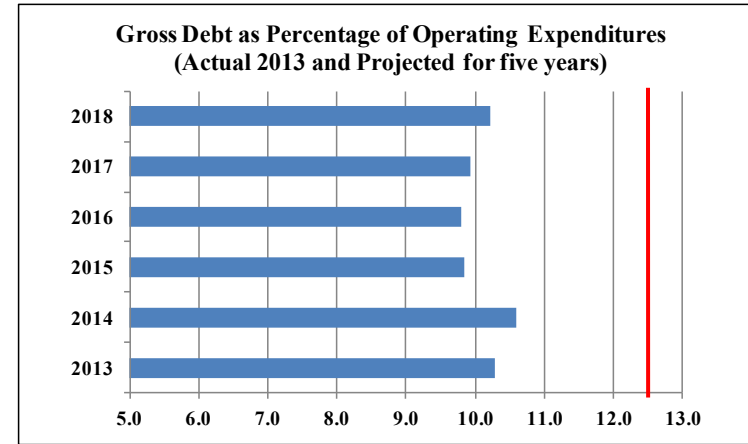
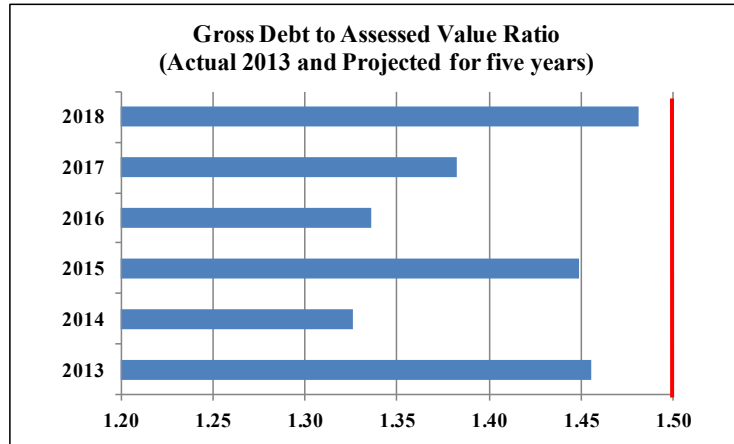
<b>Population<sup>1</sup></b>	<b>Assessed Value<sup>2</sup></b>	<b>Net Direct Debt<sup>3</sup></b>	<b>Ratio of Net Direct Debt to Assessed Value</b>	<b>Net Direct Debt Per Capita</b>
105,162	\$ 27,161,648,788	\$ 261,051,203	0.96%	\$2,482

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

<sup>2</sup> The assessed value reflects full market value as of January 1, 2013

<sup>3</sup> The net direct debt is as of June 30, 2013 (excluding ensuing year's bond issue)

## PROJECTED DEBT RATIOS



## 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

<b>Equalized Valuation as of January 1, 2012</b>	<b>\$ 26,640,125,400</b>
<b>Debt Limit (5% of Equalized Valuation)</b>	<b>\$ 1,332,006,270</b>
Total Outstanding Debt as of June 30, 2014	\$ 360,243,458
Total Authorized / Unissued Debt as of June 30, 2014 <sup>1</sup>	<u>77,377,164</u>
<b>Total Outstanding Debt Plus Total Authorized / Unissued Debt</b>	<b>\$ 437,620,622</b>
Amount of Outstanding Debt Outside the Debt Limit	\$ 12,680,000
Amount of Authorized / Unissued Debt Outside the Debt Limit	<u>-</u>
<b>Outstanding Debt plus Authorized / Unissued Outside the Debt Limit</b>	<b>\$ 12,680,000</b>
Total Outstanding Debt Plus Total Authorized / Unissued Debt	\$ 437,620,622
Less: Outstanding Debt plus Authorized / Unissued Outside the Debt Limit	<u>12,680,000</u>
<b>Debt Subject to the Debt Limit</b>	<b>\$ 450,300,622</b>
Debt Limit (5% of Equalized Valuation)	<u>1,332,006,270</u>
<b>Remaining Borrowing Capacity Under Debt Limit</b>	<b>\$881,705,648</b>

### FY15 DEBT DISTRIBUTION

	<b>Debt Payment</b>	<b>Interest</b>	<b>Required Appropriation*</b>
City	\$38,675,770	\$11,552,060	\$50,227,830
School	472,170	91,600	563,770
Water	<u>2,540,000</u>	<u>572,305</u>	<u>3,112,305</u>
<b>Total</b>	<b>\$41,687,940</b>	<b>\$ 12,215,965</b>	<b>\$53,903,905</b>

**Note: \* General Fund Debt Service, page IV-308, does not reflect School and Water debt service. School and Water debt service are budgeted at the department level.**

<sup>1</sup> Does not include \$11,000,000 authorization for MLK School

# DEBT POSITION

## Based on outstanding debt June 30, 2014

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 elementary school reconstruction program. In addition, key ratios, such as net direct debt to assessed value and unreserved fund balance as a percent of revenues, compare favorably with national medians (see page II-12).

<b>Fiscal Year</b>	<b>Total Debt</b>	<b>Debt Payment</b>	<b>Interest</b>	<b>Required Appropriation</b>
2014-15	360,243,458	41,687,940	12,215,961	53,903,901
2015-16	318,555,518	37,797,228	10,912,705	48,709,933
2016-17	280,758,290	36,113,736	9,725,562	45,839,298
2017-18	244,644,554	33,985,246	8,576,018	42,561,264
2018-19	210,659,308	29,383,758	7,480,686	36,864,444
2019-20	181,275,550	26,765,273	6,466,643	33,231,916
2020-21	154,510,277	25,401,790	5,539,149	30,940,939
2021-22	129,108,487	22,828,310	4,638,892	27,467,202
2022-23	106,280,177	19,455,177	3,947,320	23,402,497
2023-24	86,825,000	15,660,000	3,217,099	18,877,099
2024-25	71,165,000	13,695,000	2,585,049	16,280,049
2025-26	57,470,000	12,995,000	2,071,581	15,066,581
2026-27	47,025,000	10,445,000	1,581,920	12,026,920
2027-28	37,435,000	9,590,000	1,196,907	10,786,907
2028-29	29,855,000	7,580,000	841,950	8,421,950
2029-30	24,300,000	5,555,000	563,669	6,118,669
2030-31	19,995,000	4,305,000	371,569	4,676,569
2031-32	16,695,000	3,300,000	223,875	3,523,875
2032-33	13,920,000	2,775,000	120,250	2,895,250
2033-34	12,995,000	925,000	32,375	957,375

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:

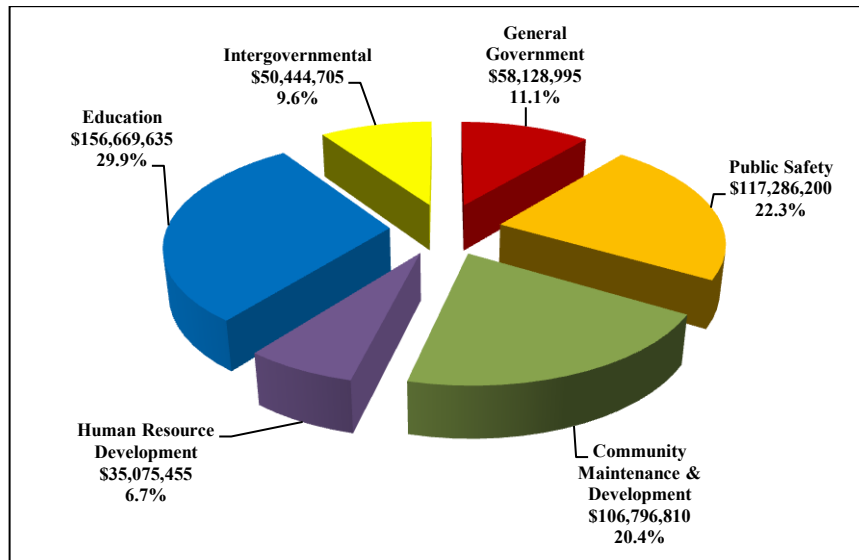
An unassigned General Fund (GAAP) balance as of June 30 of each year equal to or greater than 15% of the ensuing fiscal year's operating revenue; and total general fund balance as of June 30 of each year equal to or greater than 25% of the ensuing fiscal year's operating revenue.

### **III. RESPONSIBILITY FOR POLICY**

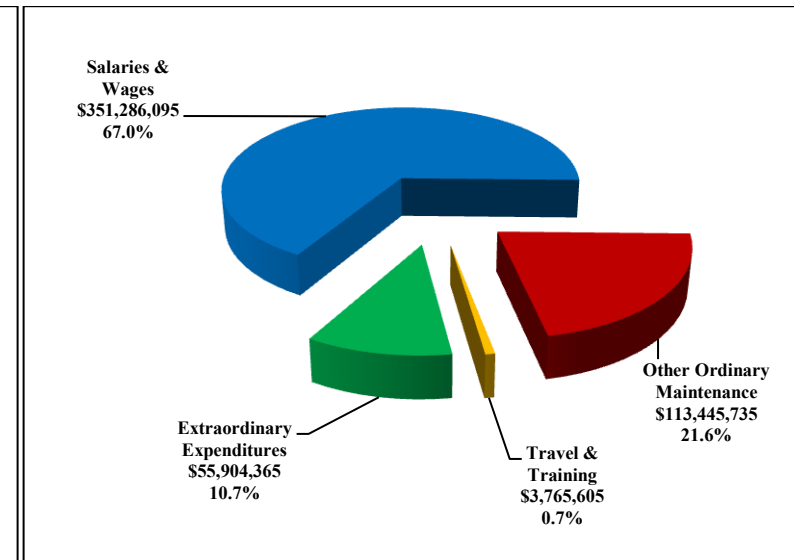
As part of the annual budget preparation process, the City Treasurer will estimate the surplus or deficit for the current year and prepare a projection of the year-end unreserved/undesignated general fund balance. Any anticipated balance in excess of the targeted maximum unreserved/undesignated fund 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.

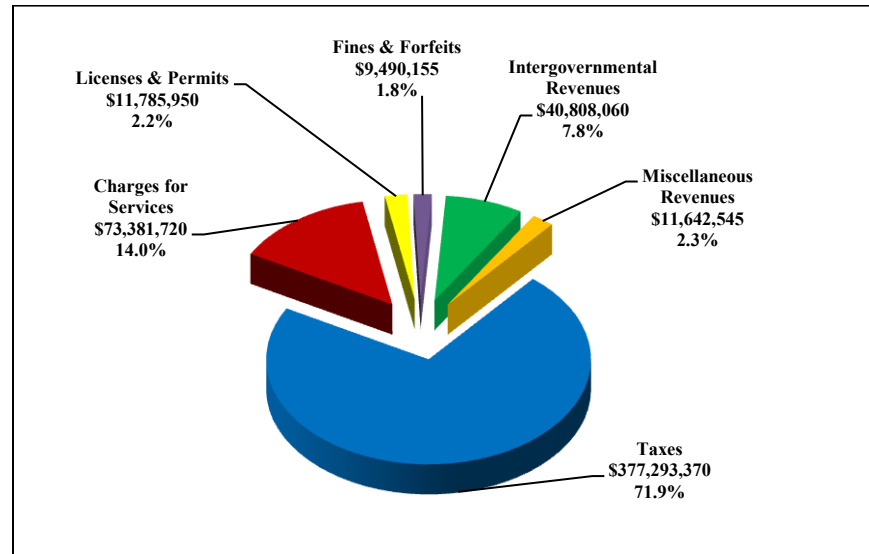
**FY15 OPERATING BUDGET-\$524,401,800**  
**APPROPRIATION BY FUNCTION**

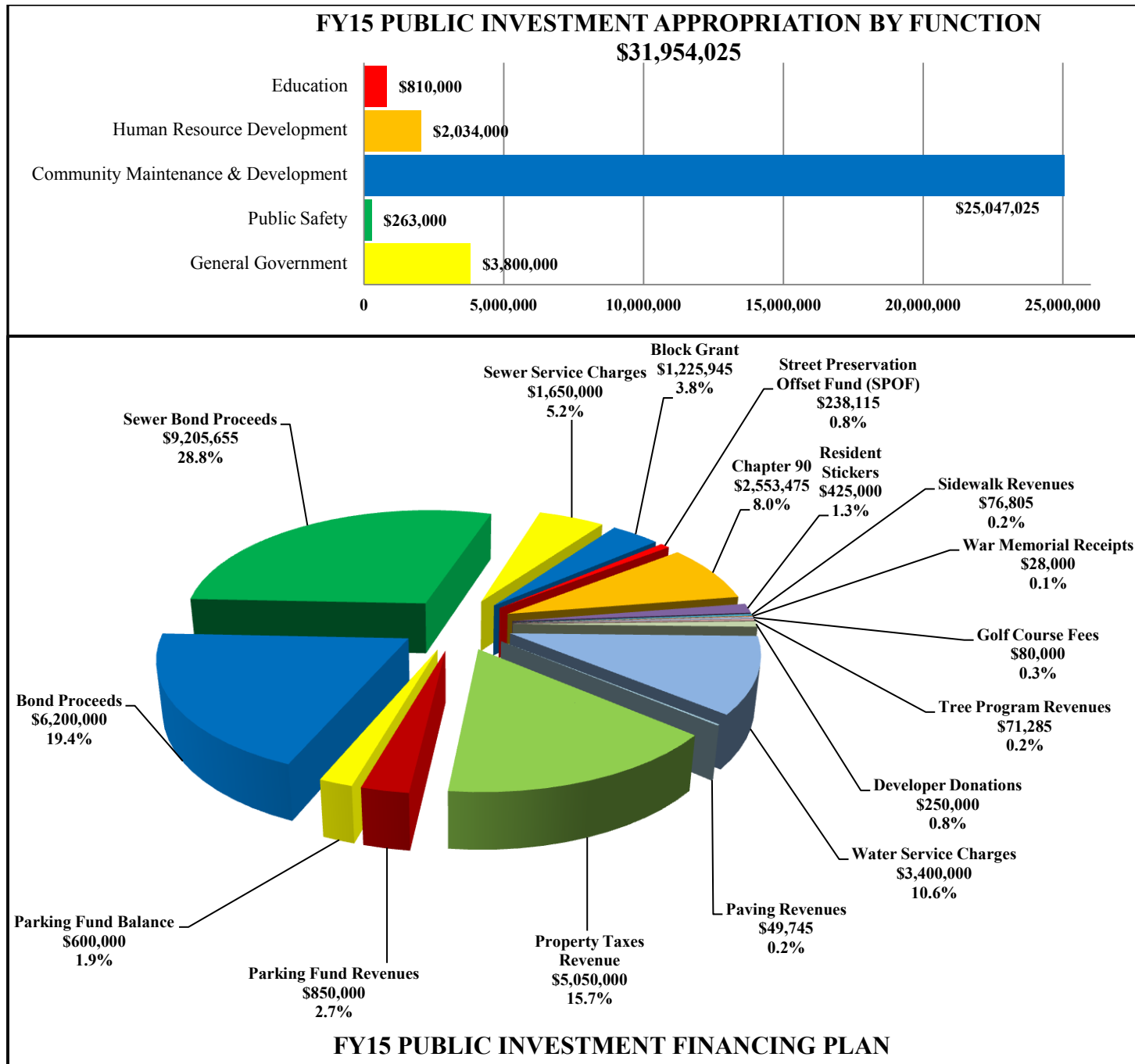


**FY15 OPERATING BUDGET-\$524,401,800**  
**APPROPRIATION BY STATUTORY CATEGORY**

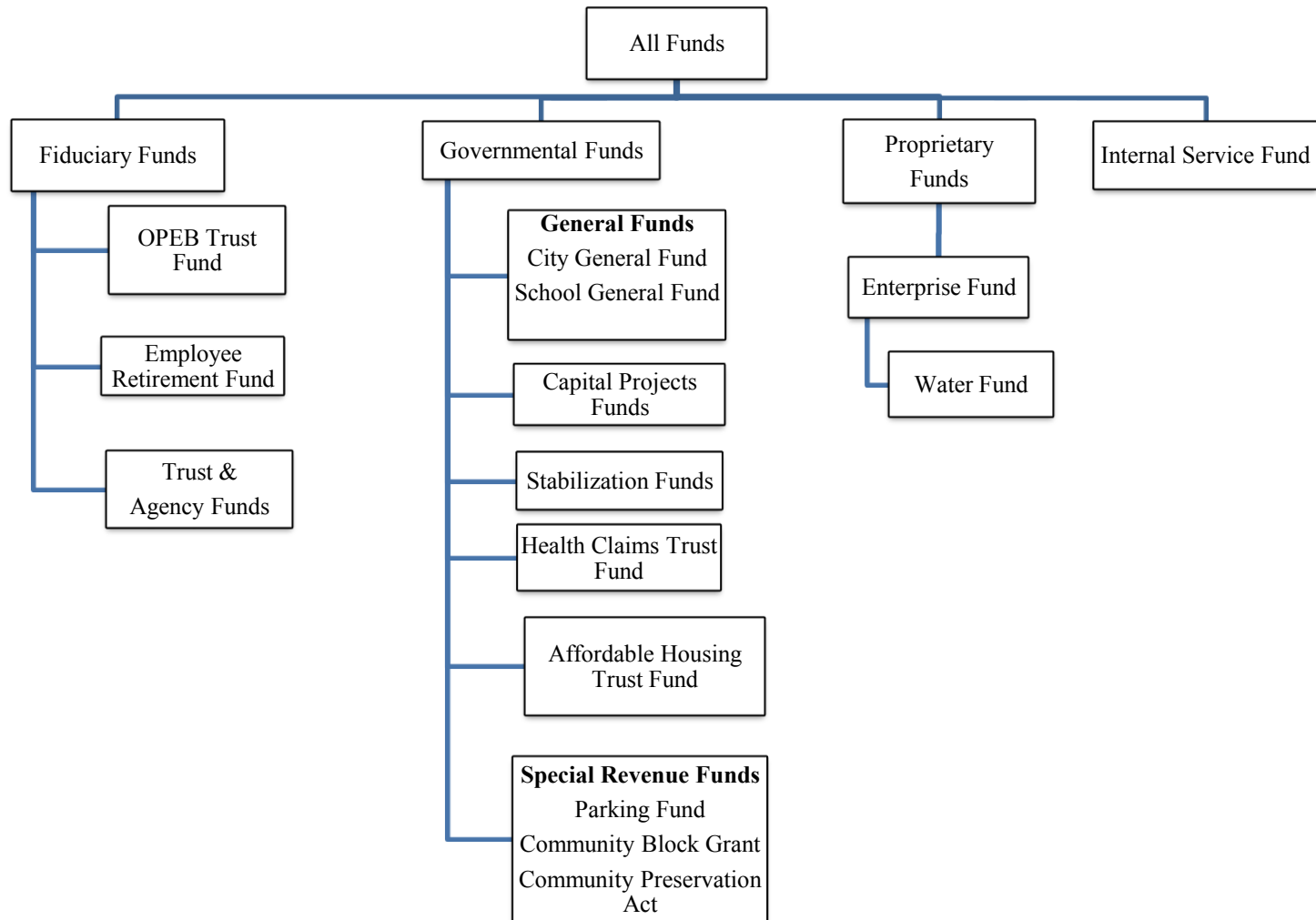


**FY15 OPERATING BUDGET-\$524,401,800**  
**REVENUE BY SOURCE**



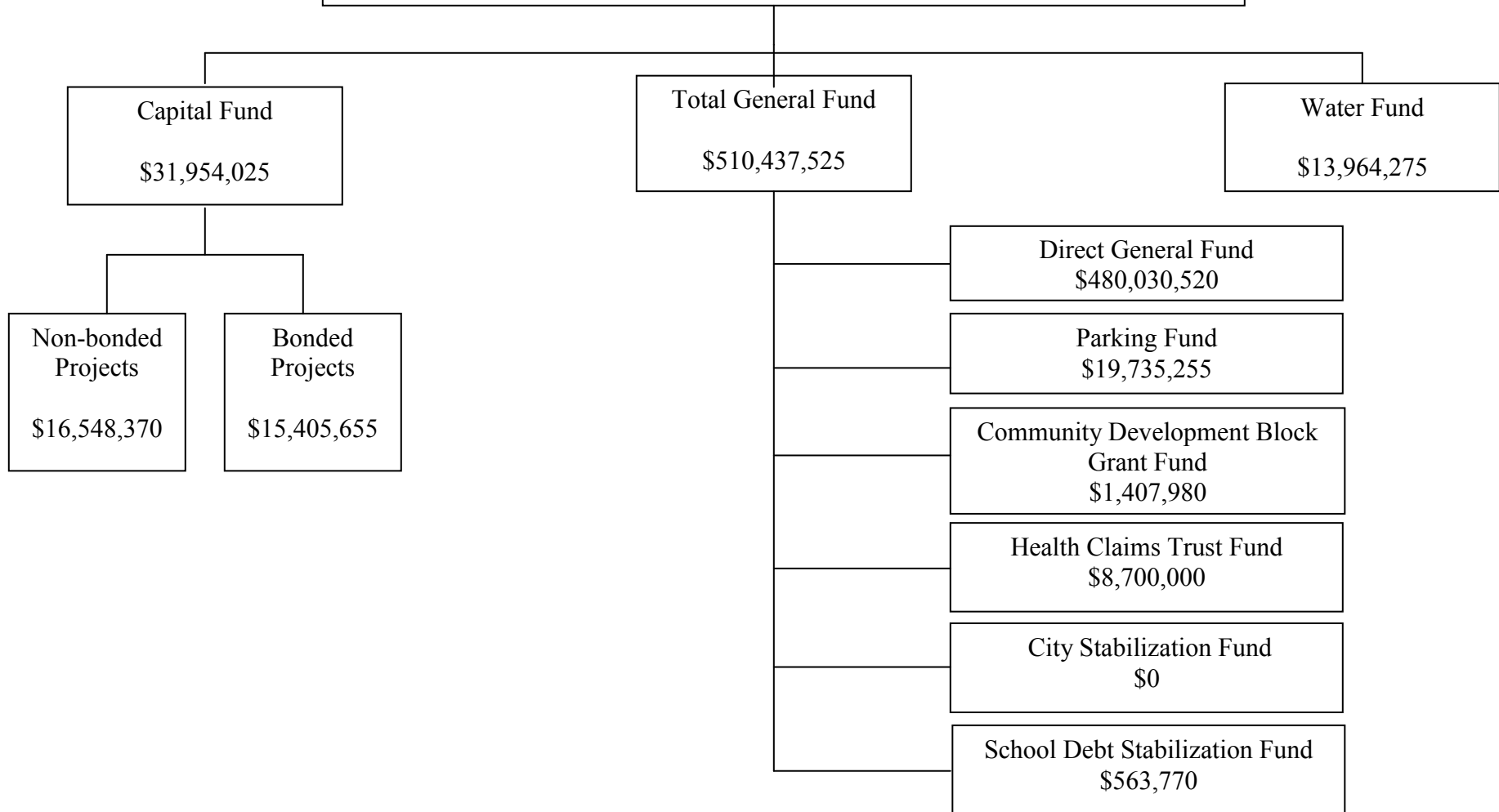


# CITY FUND STRUCTURE



**TOTAL FY15 CITY BUDGET  
APPROPRIATED FUNDS**

- Total General Fund	\$510,437,525
- Water Fund	13,964,275
- Capital Fund	<u>31,954,025</u>
Total:	\$556,355,825



# 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.

<b>Expenditure Category</b>	<b>FY13<sup>1</sup></b>	<b>FY14<sup>2</sup></b>	<b>FY15<sup>3</sup></b>
Salaries and Wages	\$316,768,720	\$330,878,515	\$344,678,505
Other Ordinary Maintenance	104,093,930	106,703,560	109,462,935
Travel & Training	3,604,150	3,705,010	3,679,025
Extraordinary Expenditures	52,883,715	55,235,150	60,651,005
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$477,350,515</b>	<b>\$496,522,235</b>	<b>\$518,471,470</b>
<b>Revenue Category</b>	<b>FY13<sup>1</sup></b>	<b>FY14<sup>2</sup></b>	<b>FY15<sup>3</sup></b>
Taxes	\$353,492,805	\$364,956,815	\$382,343,370
Licenses & Permits	7,515,500	9,668,400	11,785,950
Fines & Forfeits	9,422,205	9,514,555	9,490,155
Charges For Service	56,388,305	58,646,120	61,175,445
Intergovernmental Revenue	39,390,740	41,251,340	42,034,005
Miscellaneous Revenue	11,140,960	12,485,005	11,642,545
<b>TOTAL BUDGETED REVENUES</b>	<b>\$477,350,515</b>	<b>\$496,522,235</b>	<b>\$518,471,470</b>

<sup>1</sup> The total FY13 General Fund appropriation is \$477,350,515 (which is the City Appropriation of \$488,228,565 less the Water Fund appropriation of \$14,144,080), with an additional \$3,266,030 in General Fund revenues raised to support a wide range of projects in the Public Investment Fund. The \$3,266,030 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, \$418,000 from the Street Preservation Offset Fund (SPOF) and \$141,330 in Cable TV Fees.

<sup>2</sup> The total FY14 General Fund appropriation is \$496,522,235 (which is the City Appropriation of \$507,186,335 less the Water Fund appropriation of \$14,238,700), with an additional \$3,574,600 in General Fund revenues raised to support a wide range of projects in the Public Investment Fund. The \$3,574,600 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), \$141,330 in Cable TV Fees and \$226,510 in NSTAR rebates.

<sup>3</sup> The total FY15 General Fund appropriation is \$518,471,470 (which is the City Appropriation of \$524,401,800 less the Water Fund appropriation of \$13,964,275), with an additional \$8,033,945 in General Fund revenues raised to support a wide range of projects in the Public Investment Fund. The \$8,033,945 is the City Public Investment Appropriation of \$16,548,370 (excluding Bond Proceeds), less \$2,553,475 in Chapter 90 funds, \$1,875,000 in Parking Fund revenue, \$3,400,000 in Water Service Charges, \$76,805 in Sidewalk Revenues, \$49,745 in Paving revenues, \$238,115 from the Street Preservation Offset Fund (SPOF), \$250,000 in Developer donations and \$71,285 Tree Program revenues.

# 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.

<b>Expenditure Category</b>	<b>FY13<sup>1</sup></b>	<b>FY14<sup>2</sup></b>	<b>FY15<sup>3</sup></b>
Salaries and Wages	\$6,216,895	\$6,446,320	\$6,607,590
Other Ordinary Maintenance	3,982,800	3,982,800	3,982,800
Travel & Training	86,580	86,580	86,580
Extraordinary Expenditures	7,257,805	7,123,000	6,687,305
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$17,544,080</b>	<b>\$17,638,700</b>	<b>\$17,364,275</b>
<b>Revenue Category</b>	<b>FY13<sup>1</sup></b>	<b>FY14<sup>2</sup></b>	<b>FY15<sup>3</sup></b>
Charges For Service	\$17,544,080	\$17,638,700	\$17,364,275
Intergovernmental Revenue	-	-	-
<b>TOTAL BUDGETED REVENUES</b>	<b>\$17,544,080</b>	<b>\$17,638,700</b>	<b>\$17,364,275</b>

<sup>1</sup> 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.

<sup>2</sup> 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.

<sup>3</sup> The total FY15 Appropriation is \$17,364,275 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.

<b>Expenditure Category</b>	<b>FY13<sup>1</sup></b>	<b>FY14<sup>2</sup></b>	<b>FY15<sup>3</sup></b>
Salaries and Wages	\$15,047,955	\$15,681,535	\$15,619,935
Other Ordinary Maintenance	3,788,200	3,748,320	3,748,320
Travel & Training	35,000	35,000	35,000
Extraordinary Expenditures	2,357,000	2,207,000	2,207,000
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$21,228,155</b>	<b>\$21,671,855</b>	<b>\$21,610,255</b>
<b>Revenue Category</b>	<b>FY13<sup>1</sup></b>	<b>FY14<sup>2</sup></b>	<b>FY15<sup>3</sup></b>
Licenses & Permits	\$500,000	\$600,000	\$600,000
Fines & Forfeits	10,673,155	10,591,855	10,320,255
Charges For Service	9,965,000	10,390,000	10,600,000
Miscellaneous Revenue	90,000	90,000	90,000
<b>TOTAL BUDGETED REVENUES</b>	<b>\$21,228,155</b>	<b>\$21,671,855</b>	<b>\$21,610,255</b>

<sup>1</sup>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).

<sup>2</sup>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).

<sup>3</sup>The allocation of \$21,610,255 in Parking Fund revenues in the FY15 Budget is as follows: transfer to General Fund (\$19,735,255) and the Public Investment Fund (\$1,875,000), which includes \$600,000 in Parking Fund Balance. \$11,088,415 of the General Fund transfer is used for the Traffic, Parking and Transportation Department and the remaining \$8,646,840 will offset salary costs for other City departments (\$8,201,560) and cover state assessments (\$445,280).

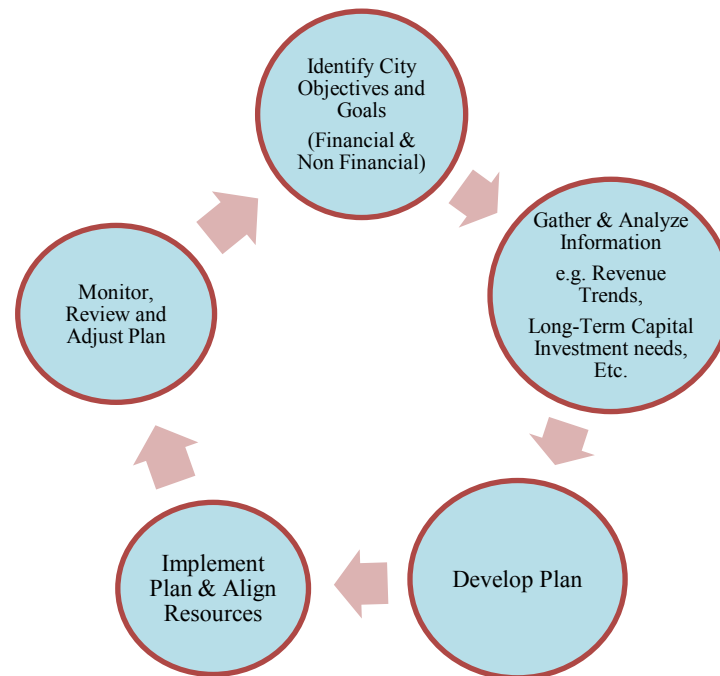


# LONG TERM FINANCIAL PLANNING

The City of Cambridge's long term financial plan is prepared annually and is monitored throughout the year. The plan is intended to serve as a tool which ensures the continued financial viability of the City as well as aligning the City's financial capacity with City Council objectives. The plan spans a five-year time frame, and considers the following:

- ***Economic environment*** - New growth, construction and development activity and employment
- ***Debt and Reserve Policies*** - Impact of future debt issuances on policies and ratios
- ***Affordability Analysis*** - Debt Ratios, debt coverage analysis, impact on levy capacity, Free Cash analysis and rapidity of debt retirement
- ***Financial Projections*** - Analysis of revenue and expense trends including State Aid analysis and insurance costs
- ***Stakeholders*** - Impact of decisions on taxpayers and other stakeholders

The plan is presented to the three major credit rating agencies each year, prior to the issuance of new debt and receipt of credit scores on new and outstanding debt. In the short-term, the plan is used to develop operating and capital budget guidelines and recommendations for loan authorizations and for scenario analysis.



# PROJECTED FUND BALANCES

The projections that are shown in the charts on pages II-35 to and II-37 are for the three funds for which appropriations will be made in the FY15 Budget. The fund balances that are shown as of June 30, 2013 are from the City's FY13 Comprehensive Annual Financial Report (CAFR), while fund balances as of June 30, 2014 and June 30, 2015 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 employees hired after September 2012 pay an increased contribution of 25%. The transfer to the General Fund in FY15 is projected to be \$8,700,000, which is the largest allocation since the fund was established.

**CITY STABILIZATION FUND** The Stabilization Fund, which is shown on page II-37, was established as a reserve to offset a portion of the debt service on large tax-supported projects. \$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, the City transferred an additional \$12,000,000 into the stabilization fund, of which \$1,000,000 was transferred to the General Fund. The total balance in the stabilization fund is \$21,000,000.

**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 (\$563,770). 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 FY13 CAFR, it is appropriate to include them in these charts.

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. 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

FY15 Budget				FY14	FY13
General Fund	Water Fund	Capital Fund	FY15 Budget All Fund Types	Projected All Fund Types	Actual All Fund Types

**Revenues and Other Available Funds:**

Property Taxes	348,693,370	-	5,050,000	353,743,370	328,544,945	315,776,734
Payments in Lieu of Taxes/Corporation Excise Tax	7,000,000	-	-	7,000,000	6,900,000	7,553,728
Hotel / Motel / Meals	14,700,000	-	-	14,700,000	14,700,000	15,909,648
Motor Vehicle Excise	6,100,000	-	-	6,100,000	6,100,000	6,833,482
Intergovernmental	29,901,825	-	-	29,901,825	29,415,120	31,035,786
Sewer Use	40,996,230	-	1,650,000	42,646,230	40,200,000	40,019,569
Water Use	709,875	13,964,275	3,400,000	18,074,150	18,000,000	18,419,164
Investment Income	560,000	-	-	560,000	560,000	616,276
Bond Proceeds	-	-	15,405,655	15,405,655	58,338,000	65,975,000
Miscellaneous Revenues	61,776,225	-	6,448,370	68,224,595	75,388,710	109,339,380
<b>Total Revenues</b>	<b>510,437,525</b>	<b>13,964,275</b>	<b>31,954,025</b>	<b>556,355,825</b>	<b>578,146,775</b>	<b>611,478,767</b>

**Expenditures and Other Financing Sources:**

**Current:**

General Government	57,928,995	-	-	57,928,995	49,488,185	34,893,797
Public Safety	117,286,200	-	-	117,286,200	113,707,805	106,985,572
Community Maintenance & Development	42,386,500	13,964,275	-	56,350,775	56,937,115	54,581,212
Human Resource Development	35,075,455	-	-	35,075,455	34,015,465	32,143,378
Education	156,669,635	-	-	156,669,635	150,689,445	143,787,568
Judgments and Claims	200,000	-	-	200,000	200,000	75,633
Intergovernmental	50,444,705	-	-	50,444,705	47,745,535	46,660,306
Capital Outlays	-	-	31,954,025	31,954,025	92,745,930	85,829,182
Other Financing Uses	-	-	-	-	5,736,263	6,335,124

**Debt Service:**

Principal	38,675,775	-	-	38,675,775	38,429,825	35,925,892
Interest	11,553,060	-	-	11,553,060	11,069,225	10,126,668
Fees	217,200	-	-	217,200	151,615	252,402

<b>Total Expenditures</b>	<b>510,437,525</b>	<b>13,964,275</b>	<b>31,954,025</b>	<b>556,355,825</b>	<b>600,916,408</b>	<b>557,596,734</b>
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\*FY14 Projections for Capital Outlays do not include supplemental appropriations made during the Fiscal Year.

Fund Balances (Actuals for FY13 and Projections for FY14-15)	General Fund	Water Fund	Capital Fund	Total
		Net Assets		
<b>FY13</b>				
<b>Beginning Balances (July 1, 2012) (Actual)</b>	163,169,927	120,419,479	65,344,333	348,933,739
<b>FY13 Revenues</b>	489,060,252	18,419,164	103,999,351	611,478,767
<b>FY13 Expenditures</b>	456,248,821	15,406,607	85,941,306	557,596,734
<b>Excess (Deficiency) of Revenues (Including Transfers In) Over Expenditures (Including Transfers Out)</b>	32,811,431	3,012,557	18,058,045	53,882,033
<b>Ending Balances June 30, 2013 (Actual)</b>	<b>195,981,358</b>	<b>123,432,036</b>	<b>83,402,378</b>	<b>402,815,772</b>
<b>FY14</b>				
<b>Beginning Balances (July 1, 2013) (Projected)</b>	195,981,358	123,432,036	83,402,378	402,815,772
<b>FY14 Revenues</b>	467,400,845	18,000,000	92,745,930	578,146,775
<b>FY14 Expenditures</b>	490,470,478	17,700,000	92,745,930	600,916,408
<b>Adjustments</b>	10,323,143	-	-	10,323,143
<b>Excess (Deficiency) of Revenues (Including Transfers In) Over Expenditures (Including Transfers Out)</b>	(12,746,490)	300,000	-	(12,446,490)
<b>Ending Balances June 30, 2014 (Projected)</b>	<b>183,234,868</b>	<b>123,732,036</b>	<b>83,402,378</b>	<b>390,369,282</b>
<b>FY15</b>				
<b>Beginning Balances (July 1, 2014) (Projected)</b>	183,234,868	123,732,036	83,402,378	390,369,282
<b>FY15 Revenues</b>	510,437,525	13,964,275	31,954,025	556,355,825
<b>FY15 Expenditures</b>	510,437,525	13,964,275	31,954,025	556,355,825
<b>Excess (Deficiency) of Revenues (Including Transfers In) Over Expenditures (Including Transfers Out)</b>	-	-	-	-
<b>Ending Balances June 30, 2015 (Projected)</b>	<b>183,234,868</b>	<b>123,732,036</b>	<b>83,402,378</b>	<b>390,369,282</b>

Fund Balances (Actuals for FY13 and Projections for FY14-15)

**FY13**

	<b>Health Claims Trust</b>	<b>Stabilization Fund</b>	<b>School Debt Stabilization</b>
<b>Beginning Balances (July 1, 2012) (Actual)</b>	17,586,738	141,019	5,526,922
<b>FY13 Revenues</b>	8,926,345	10,000,000	-
<b>FY13 Expenditures</b>	8,500,000	206,293	713,067
<b>Excess (Deficiency) of Revenues (Including Transfers In) Over Expenditures (Including Transfers Out)</b>	426,345	9,793,707	(713,067)
<b>Ending Balances June 30, 2013 (Actual)</b>	18,013,083	9,934,726	4,813,855

**FY14**

<b>Beginning Balances (July 1, 2013) (Projected)</b>	18,013,083	9,934,726	4,813,855
<b>FY14 Revenues</b>	9,185,000	12,155,000	45,000
<b>FY14 Expenditures</b>	8,600,000	1,000,000	586,670
<b>Excess (Deficiency) of Revenues (Including Transfers In) Over Expenditures (Including Transfers Out)</b>	585,000	11,155,000	(541,670)
<b>Ending Balances June 30, 2014 (Projected)</b>	18,598,083	21,089,726	4,272,185

**FY15**

<b>Beginning Balances (July 1, 2014) (Projected)</b>	18,598,083	21,089,726	4,272,185
<b>FY15 Revenues</b>	9,200,000	150,000	45,000
<b>FY15 Expenditures</b>	8,700,000	-	563,770
<b>Excess (Deficiency) of Revenues (Including Transfers In) Over Expenditures (Including Transfers Out)</b>	500,000	150,000	(518,770)
<b>Ending Balances June 30, 2015 (Projected)</b>	19,098,083	21,239,726	3,753,415

POSITION LIST		FY13 Staff Pos.	FY14 Staff Pos.	FY15 Staff Pos.	FY 14-15 Variance +/-
<b>GENERAL GOVERNMENT</b>					
<b>MAYOR</b>					
Staff Positions	5	5	5	-	
<b>TOTAL</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>-</b>	
<b>EXECUTIVE</b>					
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	0	(1)	
Project Administrator/Executive Assistant	0	0	1	1	
Director of Communications	0	0	1	1	
Public Information Officer	1	1	1	-	
PTDM Planning Officer	1	1	1	-	
Domestic Violence Coordinator	0	0	1	1	
Senior Management Analyst	1	1	1	-	
<b>TOTAL</b>	<b>9</b>	<b>9</b>	<b>11</b>	<b>2</b>	
<b>CITY COUNCIL</b>					
Exec. Assistant to the City Council	1	1	1	-	
Administrative Assistant	1	1	1	-	
<b>TOTAL</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>-</b>	
<b>CITY CLERK</b>					
City Clerk	1	1	1	-	
Deputy City Clerk	1	1	1	-	
Operations Manager	1	1	1	-	
Senior Clerk & Stenographer	1	1	0	(1)	
Principal Clerk	5	5	6	1	
Business Production Analyst	0	0	1	1	
Administrative Asst./City Clerk	1	1	1	-	
<b>TOTAL</b>	<b>10</b>	<b>10</b>	<b>11</b>	<b>1</b>	
<b>LAW</b>					
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	-	
<b>TOTAL</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>-</b>	
<b>FINANCE/ADMINISTRATION</b>					
Assistant City Manager/Fiscal Affairs	1	1	1	-	
Administrative Asst. to Finance Director	1	1	1	-	
<b>TOTAL</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>-</b>	
<b>FINANCE/BUDGET</b>					
Budget Director	1	1	1	-	
Capital Project Fiscal Manager	1	0	0	-	
Principal Budget Analyst	2	3	3	-	
<b>TOTAL</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>-</b>	
<b>FINANCE/PERSONNEL</b>					
Personnel Director	1	1	1	-	
Assistant Director/HR Development	0	0	1	1	
Manager/Employee Relations	1	1	1	-	
Manager/Training & Staff	1	1	1	-	
Claims Manager	1	1	1	-	
Manager/ Benefits & Compensation	1	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	-	
Employee Benefits Service Rep.	1	1	1	-	
Employment Assistant	1	1	1	-	
<b>TOTAL</b>	<b>12</b>	<b>12</b>	<b>13</b>	<b>1</b>	

	FY13 Staff Pos.	FY14 Staff Pos.	FY15 Staff Pos.	FY 14-15 Variance +/-
<b>FINANCE/ASSESSORS</b>				
Director of Assessment	1	1	1	-
Assessor	1	1	1	-
Manager of Assessing	1	1	0	(1)
Property Lister/Data Collector	1	1	1	-
Customer Service Supervisor	1	0	0	-
Customer Service Rep/Deed Specialist	0	1	1	-
Senior Assistant Assessor	2	2	2	-
Assessment Analyst	3	3	2	(1)
Commercial Review Appraiser	1	1	1	-
Executive Assistant	1	1	1	-
Administrative Assistant	1	1	1	-
Assistant to Board of Assessors	1	1	1	-
Manager of Assessing Operations	0	0	1	1
Commercial Appraiser	1	1	1	-
<b>TOTAL</b>	<b>15</b>	<b>15</b>	<b>14</b>	<b>(1)</b>
<b>FINANCE/PURCHASING</b>				
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	-
<b>TOTAL</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>-</b>
<b>FINANCE/AUDITING</b>				
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	-
<b>TOTAL</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>-</b>
<b>FINANCE/REVENUE</b>				
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	1	1	-
Cashier Coordinator	1	1	1	-
Senior Account Clerk	1	1	1	-
Cust. Srvc. Supervisor/Tax Title Liaison	0	1	1	-
<b>TOTAL</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>-</b>
<b>FINANCE/TREASURY</b>				
Director of Payroll	1	1	1	-
Cash Manager	1	1	1	-
Senior Account Clerk	2	2	2	-
Project/Cash Manager	1	1	1	-
<b>TOTAL</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>-</b>
<b>FINANCE/ITD</b>				
Chief Information Officer	1	1	1	-
Deputy Director	1	1	2	1
Sr. Programmer/System Analyst	1	1	1	-
Information Systems Specialist II	4	4	4	-
MIS Project Manager	0	0	5	5
GIS Project Manager	1	1	1	-
System Administrator	1	1	1	-
MIS Network Manager	0	0	1	1
IT Network Engineer	1	1	1	-
GIS Specialist	1	1	1	-
IT Project Engineer	4	5	0	(5)
Database Administrator	1	1	1	-
Operating Systems Manager	1	1	1	-
Web Innovations Developer	1	1	1	-
Microsoft System Administrator	1	0	0	-
VoIP Engineer	1	1	1	-
Web Developer	1	1	1	-
Business Analyst	0	0	1	1
Network Manager	0	1	0	(1)
<b>TOTAL</b>	<b>21</b>	<b>22</b>	<b>24</b>	<b>2</b>
<b>FINANCE TOTAL</b>	<b>82</b>	<b>83</b>	<b>85</b>	<b>2</b>

	FY13 Staff Pos.	FY14 Staff Pos.	FY15 Staff Pos.	FY 14-15 Variance +/-
<b>GENERAL SERVICES/PRINTING &amp; MAILING</b>				
Supervisor of Printing	1	1	1	-
Offset Duplicating Machine Operator	1	1	1	-
<b>TOTAL</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>-</b>
<b>ELECTION</b>				
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	-
<b>TOTAL</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>-</b>
<b>PUBLIC CELEBRATIONS</b>				
Executive Director	1	1	1	-
Dir. of Public Arts Program	1	1	1	-
Public Arts Administrator	1	1	1	-
Events Producer/Comm Arts Dir.	1	1	1	-
<b>TOTAL</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>-</b>
<b>PUBLIC SAFETY</b>				
<b>ANIMAL COMMISSION</b>				
Director	1	1	1	-
Animal Control Officer	2	2	2	-
<b>TOTAL</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>-</b>
<b>FIRE</b>				
Chief	1	1	1	-
Administrative Officer/Fire	2	2	2	-
Deputy Chief	11	11	11	-
Captain	17	17	17	-
Lieutenant	51	51	51	-
Firefighter	194	194	194	-
Apparatus Repairperson	2	2	2	-
Administrative Assistant	3	3	3	-
Budget Analyst	1	1	1	-
Fiscal Manager	1	1	1	-
Radio & Info. System Specialist	1	0	0	-
Radio/IT Manager	1	1	1	-
System Administrator	0	1	1	-
<b>TOTAL</b>	<b>285</b>	<b>285</b>	<b>285</b>	<b>-</b>
<b>POLICE</b>				
Commissioner	1	1	1	-
Superintendent	2	2	2	-
Deputy Superintendent	6	6	6	-
Lieutenant	17	17	17	-
Sergeant	33	33	34	1
Police Officer	214	214	218	4
Chief Admin Officer	1	1	1	-
Student Intern	3	3	3	-
Administrative Assistant	2	2	2	-
Clerk & Typist	4	4	4	-
Special Assistant Solicitor/Legal	1	1	1	-
Junior Accountant	1	1	1	-
Account Clerk	2	2	2	-
Senior Clerk & Typist	2	2	2	-
Clerk/Clerical Aide	1	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	1	1	1	-
Senior Crime Analyst	1	1	1	-
Automotive Mechanic	2	2	2	-
Fleet Manager	1	1	1	-
Identification Unit Manager	1	1	1	-
Strategic Analysis Coordinator	1	1	1	-

	FY13 Staff Pos.	FY14 Staff Pos.	FY15 Staff Pos.	FY 14-15 Variance +/-
<b>POLICE (cont.)</b>				
Personnel Analyst	1	1	1	-
Fiscal Analyst	0	0	1	1
Information Systems Specialist	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	1	1	1	-
Director of Communication & Media Relations	1	1	1	-
System Administrator	0	1	1	-
<b>TOTAL</b>	<b>311</b>	<b>311</b>	<b>317</b>	<b>6</b>
<b>TRAFFIC, PARKING &amp; TRANSPORTATION</b>				
Dir/Traffic, Prkg & Transportation	1	1	1	-
Deputy Director	1	1	1	-
Principal Electrical Engineer	1	1	1	-
Traffic Investigator	2	2	1	(1)
Traffic Engineer	1	1	2	1
Transportation Planner	1	1	1	-
Manager of Traffic Engineering and Operations	1	1	1	-
Project Manager	1	1	1	-
Traffic Maintenance Person	8	12	13	1
Laborer	5	1	0	(1)
Working Foreperson/Traffic Maint.	3	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	-
<b>TOTAL</b>	<b>81</b>	<b>81</b>	<b>81</b>	<b>-</b>
<b>POLICE REVIEW &amp; ADVISORY BOARD</b>				
Project & Outreach Coordinator	1	1	1	-
<b>TOTAL</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>-</b>
<b>INSPECTIONAL SERVICES</b>				
Commissioner	1	1	1	-
Deputy Commissioner	1	1	1	-
Assistant Commissioner	1	1	1	-
Administrative Assistant	3	3	4	1
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	1	1	1	-
Clerk	2	2	1	(1)
<b>TOTAL</b>	<b>27</b>	<b>27</b>	<b>27</b>	<b>-</b>

	FY13 Staff Pos.	FY14 Staff Pos.	FY15 Staff Pos.	FY 14-15 Variance +/-
<b>LICENSE COMMISSION</b>				
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	-
<b>TOTAL</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>-</b>
<b>WEIGHTS &amp; MEASURES</b>				
Sealer of Weights & Measures	1	1	1	-
<b>TOTAL</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>-</b>
<b>ELECTRICAL</b>				
City Electrician	1	1	1	-
Administrative Assistant	1	1	1	-
Signal Maintainer	0	1	0	(1)
Electrician Coordinator	3	3	2	(1)
Electrician	7	6	6	-
Assistant City Electrician	1	1	1	-
Electrical Engineer	0	0	1	1
<b>TOTAL</b>	<b>13</b>	<b>13</b>	<b>12</b>	<b>(1)</b>
<b>EMERGENCY COMMUNICATIONS</b>				
Emergency Communications Dir.	1	1	0	(1)
Acting Director /Emergency Communications	0	0	1	1
Chief Supervisor/Emergency	1	1	1	-
Communication Supervisor	7	7	7	-
Fire Alarm Operator	3	2	2	-
Emergency Telecom Dispatcher	23	24	24	-
Info Syst Specialist/Public Safety	1	1	1	-
Admin. Asst./Emergency Communication	1	1	1	-
System Manager	1	1	1	-
<b>TOTAL</b>	<b>38</b>	<b>38</b>	<b>38</b>	<b>-</b>
<b>COMMUNITY MAINTENANCE &amp; DEVELOPMENT</b>				
<b>PUBLIC WORKS</b>				
Commissioner	1	1	1	-
Asst. Commissioner/Operations	1	1	1	-
Asst. Commissioner/Administration	1	1	1	-
Assistant Commissioner/City Engineer	1	1	1	-
Administrative Assistant	6	6	6	-
Payroll Analyst	1	1	1	-
Information System Manager	1	1	1	-
Operations Manager	1	1	1	-
Community Relations Manager	1	1	1	-
Manager Human Resource	1	1	1	-
Permit Administrator	1	1	1	-
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	1	1	-
Autocad/GIS Technician	1	1	1	-
Engineering Projects Coordinator	1	1	1	-
Senior Construction Engineer	1	0	0	-
Working Foreperson	23	23	23	-
Laborer	40	41	39	(2)
Senior Laborer/Building Operations	10	10	10	-
Skilled Laborer	41	41	43	2
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	3	(1)
MEO IIA	15	14	15	1

	FY13 Staff Pos.	FY14 Staff Pos.	FY15 Staff Pos.	FY 14-15 Variance +/-
<b>PUBLIC WORKS (cont.)</b>				
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	-
Master Mechanic	1	1	1	-
Sewer Use Compliance Officer	1	1	1	-
Senior Engineer	2	2	2	-
Junior Engineer	3	2	2	-
Supervising Engineer	1	2	2	-
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	-
<b>TOTAL</b>	<b>213</b>	<b>213</b>	<b>213</b>	<b>-</b>
<b>WATER</b>				
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	7	7	7	-
Team Leader System Operator	4	4	4	-
System Operator	4	4	4	-
Instrumentation and Maint. Mngr.	1	1	1	-
Director of Water Operations	1	1	1	-
Water Quality Supervisor	2	2	1	(1)
Water Quality Supervisor/Treatment Plant	1	1	2	1
Production Manager	1	1	1	-
Assistant Distribution Manager	2	2	2	-
Director for Distribution & Engineering Operations	1	1	1	-
Working Supervisor/Park Maintenance	1	1	1	-
Construction Inspector	2	2	2	-
MEO IIA	5	5	5	-
Inventory Control Specialist	1	1	1	-
Administrative Assistant	1	1	1	-
Admin. & Fiscal Operations Manager	1	1	1	-
Director for Administration	1	1	1	-
<b>TOTAL</b>	<b>55</b>	<b>55</b>	<b>55</b>	<b>-</b>



	FY13 Staff Pos.	FY14 Staff Pos.	FY15 Staff Pos.	FY 14-15 Variance +/( -)
<b>COMMUNITY DEVELOPMENT</b>				
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	-
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.	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	1	1	1	-
Associate Planner/Construction Mngr.	1	1	1	-
Project Planner/Land Use	1	1	1	-
Associate Planner/Housing	2	2	2	-
Project Planner/Zoning Specialist	1	1	1	-
Project Planner/Community Planning	1	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	-
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	-
Sustainability Planner	1	1	1	-
Assoc. Planner/ Trans. Imp. Plan Coord.	1	1	1	-
Project Planner/Transportation	1	1	1	-
Community Energy Outreach Mgr.	1	1	1	-
Project Planner/ Landscape Architect	1	1	1	-
Associate Planner/Environmental	1	1	1	-
Project Planner/Environmental	1	1	1	-
Receptionist	1	1	1	-
<b>TOTAL</b>	<b>43</b>	<b>43</b>	<b>43</b>	<b>-</b>
<b>HISTORICAL COMMISSION</b>				
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	-
<b>TOTAL</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>-</b>

	FY13 Staff Pos.	FY14 Staff Pos.	FY15 Staff Pos.	FY 14-15 Variance +/( -)
<b>CONSERVATION COMMISSION</b>				
Director of Conservation	1	1	1	-
<b>TOTAL</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>-</b>
<b>PEACE COMMISSION</b>				
Executive Director	1	1	1	-
<b>TOTAL</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>-</b>
<b>CABLE TELEVISION/ 22-CITY VIEW</b>				
Director/Cable Television	1	1	1	-
Cable TV Assistant	1	0	0	-
Administrative Assistant	0	1	1	-
Video Tape Editor	1	1	1	-
Associate Producer	1	1	1	-
Production Manager	1	1	1	-
<b>TOTAL</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>-</b>
<b>HUMAN RESOURCE DEVELOPMENT</b>				
<b>LIBRARY</b>				
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	15	1
Library Assistant	9	9	9	-
Associate Librarian	5	4	4	-
Library Associate	5	5	6	1
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	1	1	-
<b>TOTAL</b>	<b>66</b>	<b>66</b>	<b>68</b>	<b>2</b>
<b>HUMAN SERVICES</b>				
Asst. City Manager/Human Services	1	1	1	-
Assistant Director	0	3	3	-
Deputy Director/DHSP	1	0	0	-
Project Coordinator	1	1	1	-
College for Success Coordinator	0	0	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	3	1
Division Head/Administrative	1	0	0	-
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	-

	FY13 Staff Pos.	FY14 Staff Pos.	FY15 Staff Pos.	FY 14-15 Variance +/( -)
<b>HUMAN SERVICES (cont.)</b>				
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	0	0	-
Homeless Services Continuum	1	1	1	-
Children & Youth Services Planner	1	1	1	-
Grant Assistant/Planning/DHSP	1	1	0	(1)
Coordinator-ADA/Executive Dir.	1	1	1	-
Disabilities Project Coordinator	1	1	1	-
Executive Director/Kids Council	1	1	1	-
Housing Specialist/Elderly/Disab.	1	1	1	-
Multiservice Center Director	1	1	1	-
Case Manager	3	3	3	-
Haitian Services Coordinator	1	1	1	-
Division Head/Community & Youth	1	1	1	-
Community School Director	12	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	1	1	1	-
Senior Center Director	1	1	1	-
Activities/Volunteer Coordinator	1	1	1	-
Div. Head/Child Care Family Services	1	1	1	-
Teacher/Daycare	12	12	12	-
Head Teacher/Daycare	6	6	6	-
Teacher/Director/Childcare	5	5	5	-
Principal Clerk	1	1	1	-
Preschool Manager	1	1	1	-
King Pre-School Director	1	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	-
Assitant Director Comm. Learning Center	0	0	1	1
Diploma Consultant	1	1	1	-
Teacher/Community Learning Center	6	6	4	(2)
Fiscal Assistant/Comm. Learning Center	0	0	1	1
Division Head /Youth Program	1	1	1	-

	FY13 Staff Pos.	FY14 Staff Pos.	FY15 Staff Pos.	FY 14-15 Variance +/( -)
<b>HUMAN SERVICES (cont.)</b>				
Youth Center Program Director	9	9	9	-
Youth Center Director	5	5	5	-
Senior Clerk/Receptionist	1	1	0	(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	-
Manager of Inclusion Services	0	1	1	-
Planner/Contract Manager	0	0	1	1
Transitional Jobs Prog. Coordinator	1	1	1	-
Case Manager Transitional Jobs Program	1	1	1	-
Special Projects Manager	1	1	1	-
Middle School Program Coordinator	1	1	1	-
<b>TOTAL</b>	<b>139</b>	<b>140</b>	<b>141</b>	<b>1</b>
<b>COMMISSION ON THE STATUS OF WOMEN</b>				
Executive Director	1	1	1	-
Project Coordinator/Office Manager	1	1	1	-
<b>TOTAL</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>-</b>
<b>HUMAN RIGHTS COMMISSION</b>				
Executive Director Human Rights	1	1	1	-
Project Coordinator/Office Manager	1	1	1	-
<b>TOTAL</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>-</b>
<b>VETERANS' BENEFITS/SERVICES</b>				
Director of Veterans' Services	1	1	1	-
Manager/Veterans' Benefits & Svcs	1	1	1	-
<b>TOTAL</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>-</b>
<b>GRAND TOTAL</b>	<b>1436</b>	<b>1438</b>	<b>1451</b>	<b>13</b>

The City created a vacancy committee several years ago consisting of the City Manager, Deputy City Manager, Finance Director, Budget Director and Personnel Director. This committee reviews requests from departments to fill vacancies as they occur. In some cases, position vacancies are held open by the committee.

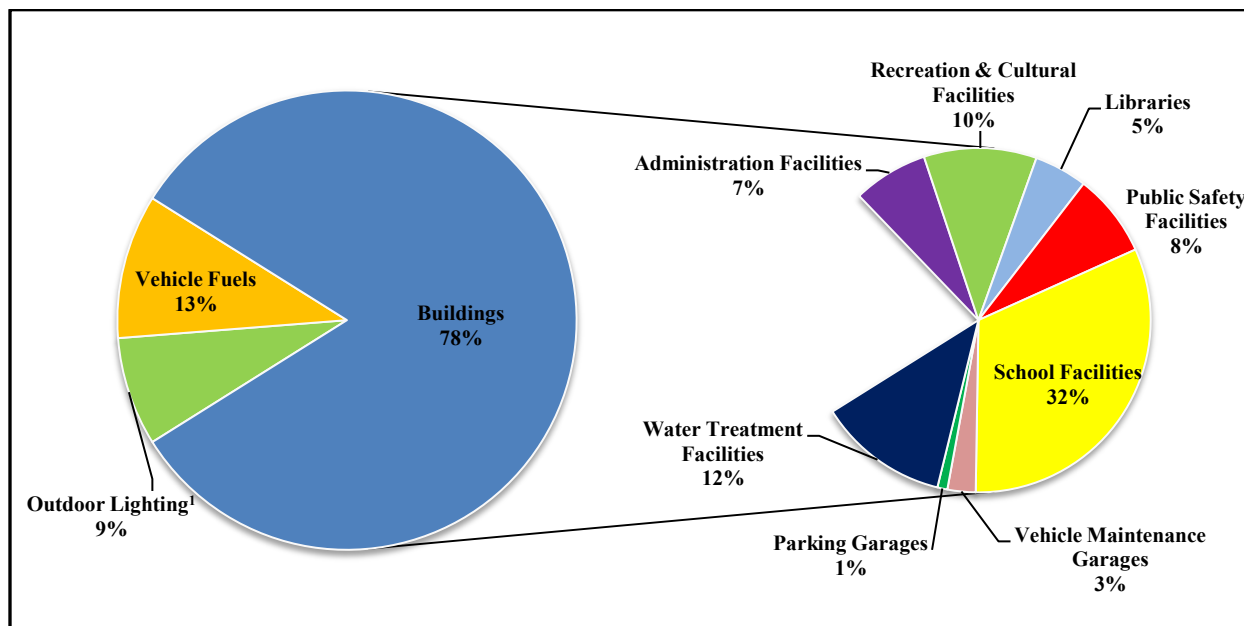
# ENERGY EFFICIENCY INITIATIVES

Reducing energy consumption in City operations is an ongoing priority in Cambridge. The City is about to embark on two major energy initiatives at City buildings:

- Design comprehensive multi-year facility improvement program to identify and benchmark building system priorities, assess greenhouse gas reduction potential and implement these programs to reach selected targets
- Develop plans to obtain 5% of municipal electricity use from on-site solar installations

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 and 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 six years, the City has taken tremendous steps towards reducing this energy use through building efficiency projects, greening the vehicle fleet, and employee education programs.

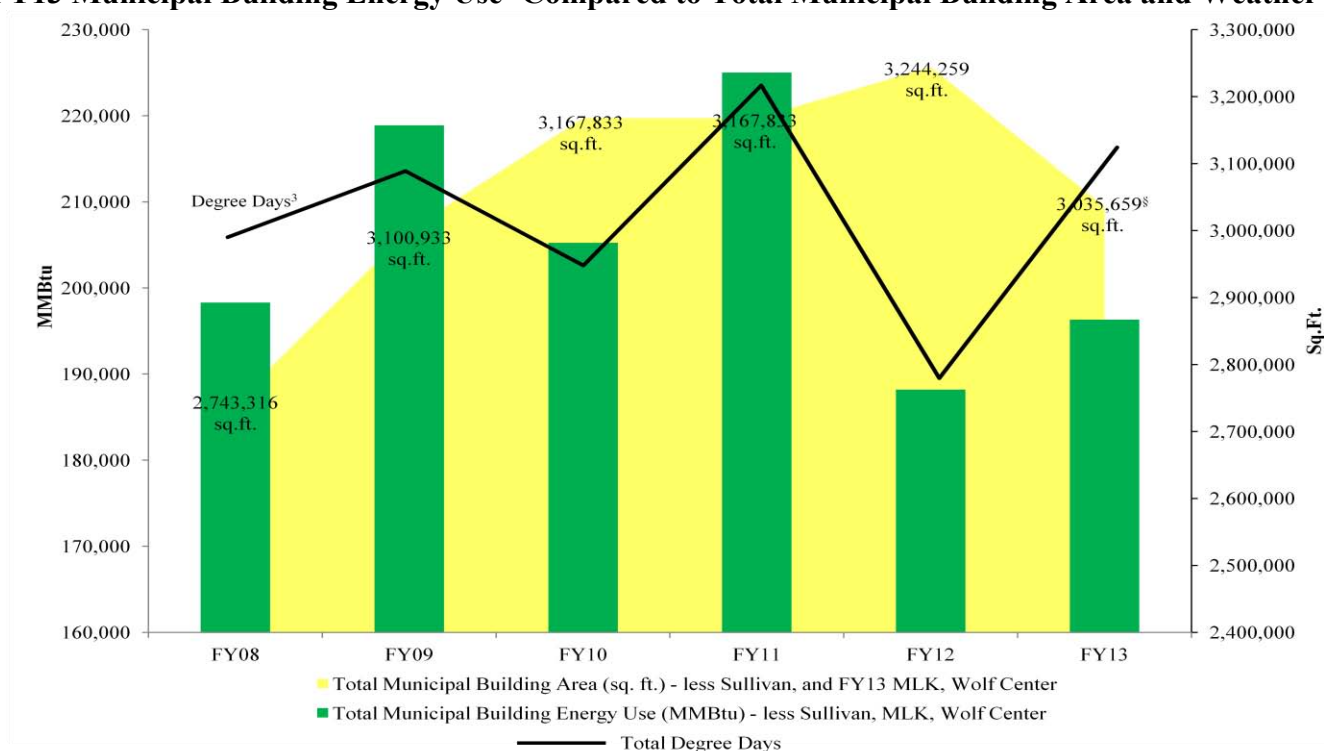
The chart below illustrates how municipal facilities account for the vast majority, or 78%, of the City's total energy use in FY13. Buildings are further broken out by facility type.



<sup>1</sup> Includes street lights, traffic signals, parks, athletic fields and parking lots.

Source: Department of Public Works/MassEnergy Insight

### FY08-FY13 Municipal Building Energy Use- Compared to Total Municipal Building Area and Weather Intensity

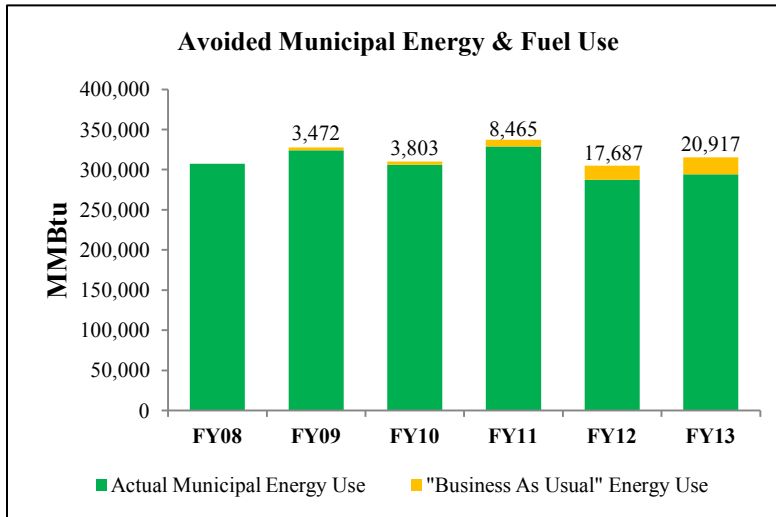


\*EUI figures do not include the 154,000 sq.ft. Walter J. Sullivan Water Purification Facility  
**Source: Department of Public Works/MassEnergy Insight**

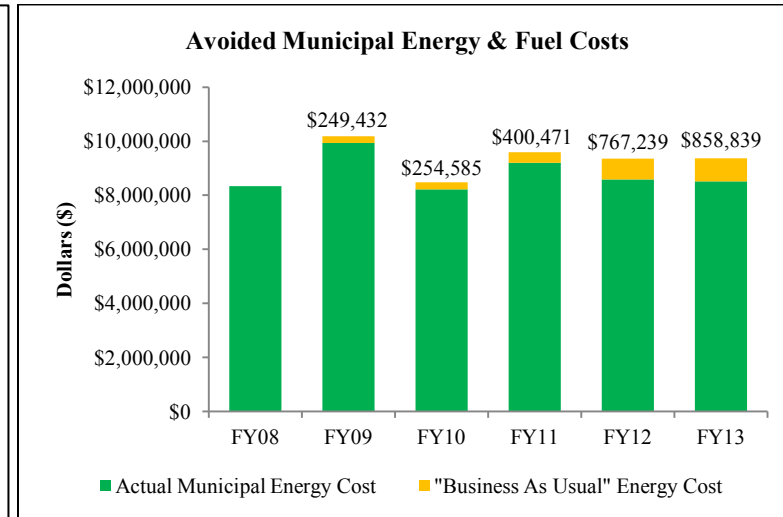
The chart above displays the relationship between energy use, building area and weather intensity (shown in degree days). Despite significant increases in building area and variability in weather intensity, the City is using energy in its facilities more efficiently, decreasing the average amount of energy used per square foot (Energy Use Intensity, EUI) by 11% from FY08 to FY13\*. The City continues to improve data collection and analysis of energy use, and is seeking to have weather-normalized data available for municipal buildings in FY15.

FY13 shows a decrease in total building square footage from FY12 due to the renovation of the Alice K. Wolf Center and M.L. King School. The Wolf Center reopened in FY14 and its area will be included again in that year's totals. The King School is scheduled to reopen in September 2015 and its area will be included again in FY16 totals.

Between FY08 and FY13, the City invested approximately \$4.9 million in energy retrofits and building upgrades at 41 municipal and school sites. These projects save an estimated 3,600 megawatt hours of electricity and over 85,000 therms of natural gas annually, avoiding a cumulative annual total of over \$858,000 in energy costs. In addition, these efficiency projects result in avoiding the release of 2,245 tons of CO<sub>2</sub>e emissions annually. This is the equivalent to the total emissions generated by the energy use of 186 average American homes.



Source: Department of Public Works



Source: Department of Public Works

## SELECTED ENERGY PROGRAMS

### *City Streetlights*

In FY13, the City began to design for the conversion of all citywide street lights to LED technology. The project is expected to be completed in three years and reduce energy use by a minimum of 50%, avoiding the emission of at least 1,060 tons of CO<sub>2</sub>e annually. Dimming technologies may reduce energy use and emissions even further.

### *Green Communities 20% Energy Use Reduction Plan*

As one of the Commonwealth's first Green Communities, Cambridge committed to reducing energy consumption by 20% in five years from a FY08 baseline inventory.<sup>1</sup> Due to the numerous efficiency projects and programs implemented by the City, Cambridge is on track to meet this ambitious goal. By the end of FY13, actual energy use has reduced by 19%, and the Massachusetts Department of Energy Resources has stated it will assess the total percentage energy reduction after six years in order to allow any energy conservation measures installed in the fifth year of the plan to include a full year of energy reductions.

<sup>1</sup>The City's baseline inventory excludes the following facilities that were being redeveloped/constructed in FY08: Robert W. Healy Public Safety Facility, War Memorial Recreation Center, Russell Youth Center and Main Library expansion; and the Foundry Building which was acquired in FY12.

### ***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 five years, the Sullivan facility's energy use has decreased 12% and Green House Gas (GHG) emissions have decreased 19% due primarily to reduced water demand and energy efficiency measures.
- In FY12, the Water Department completed an intensive energy efficiency audit of the Sullivan Facility. The Water Department began implementation of the recommended energy conservation measures (ECMs) immediately and expect to complete the upgrades in FY14, saving a total of 5,618 MMBtu annually.
- Recipient of 2013 Energy Conservation Award by the Massachusetts Department of Environmental Protection.



*Massachusetts Environmental Protection Commissioner Kenneth Kimmell, Brian Cornaglia –Team leader, James Rita  
Production Manager, Allan Cheung*

**Source: Water Department**

### ***Schools***

- In FY13, school facilities accounted for 48% 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 five years, energy use decreased 27% and GHG emissions decreased 33%, primarily due to energy conservation measures in 10 buildings and energy awareness programs through the Cambridge Green Schools Initiative.
- The new M.L. King School, expected to open September 2015, is designed to be a net zero energy facility.

### ***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 (31.36 kW)
- City Hall Annex (26.5 kW)
- Frazier Administration Building (2 kW)
- Frisoli Youth Center (3.26 kW)
- Russell Youth Center (9.26 kW)
- Planned FY15 – Walter J. Sullivan Water Purification Facility (170 kW)
- Planned FY16 – M.L. King School (design plans include 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 Leadership in Energy and Environmental Design (LEED) rating system. The City of Cambridge currently owns and operates 74 facilities, of which seven are LEED certified, and two will be seeking LEED certification:

- City Hall Annex (LEED-Gold)
- Russell Field Athletic Center (LEED- Certified)
- Russell Youth Center (LEED -Silver)
- Robert W. Healy Public Safety Facility (LEED-Silver)
- Cambridge Main Library (LEED-Silver)
- War Memorial Recreation Center (LEED-Silver)
- Cambridge Rindge & Latin High School (LEED-Gold)
- Alice K. Wolf Center (in application)
- Planned FY16 – M.L. King School (net-zero energy/carbon neutral design, will seek LEED certification)



***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, almost 40% of the City's administrative and light service vehicles are either hybrid (33 vehicles) or plug-in electric (2 vehicles).

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# SUMMARY: OPERATING BUDGET (all funds)

<b>FY13 ACTUAL</b>	<b>FY14 PROJECTED</b>	<b>PROGRAM EXPENDITURES</b>	<b>FY15 BUDGET</b>
\$40,440,765	\$49,688,185	General Government	\$58,128,995
\$107,926,020	\$113,707,805	Public Safety	\$117,286,200
\$100,964,490	\$106,587,780	Community Maintenance and Development	\$106,796,810
\$32,798,880	\$34,015,465	Human Resources and Development	\$35,075,455
\$144,616,560	\$150,689,445	Education	\$156,669,635
<u>\$46,660,320</u>	<u>\$47,745,535</u>	Intergovernmental	<u>\$50,444,705</u>
\$473,407,035	\$502,434,215		\$524,401,800

<b>FINANCING PLAN</b>	<b>FY15 BUDGET</b>
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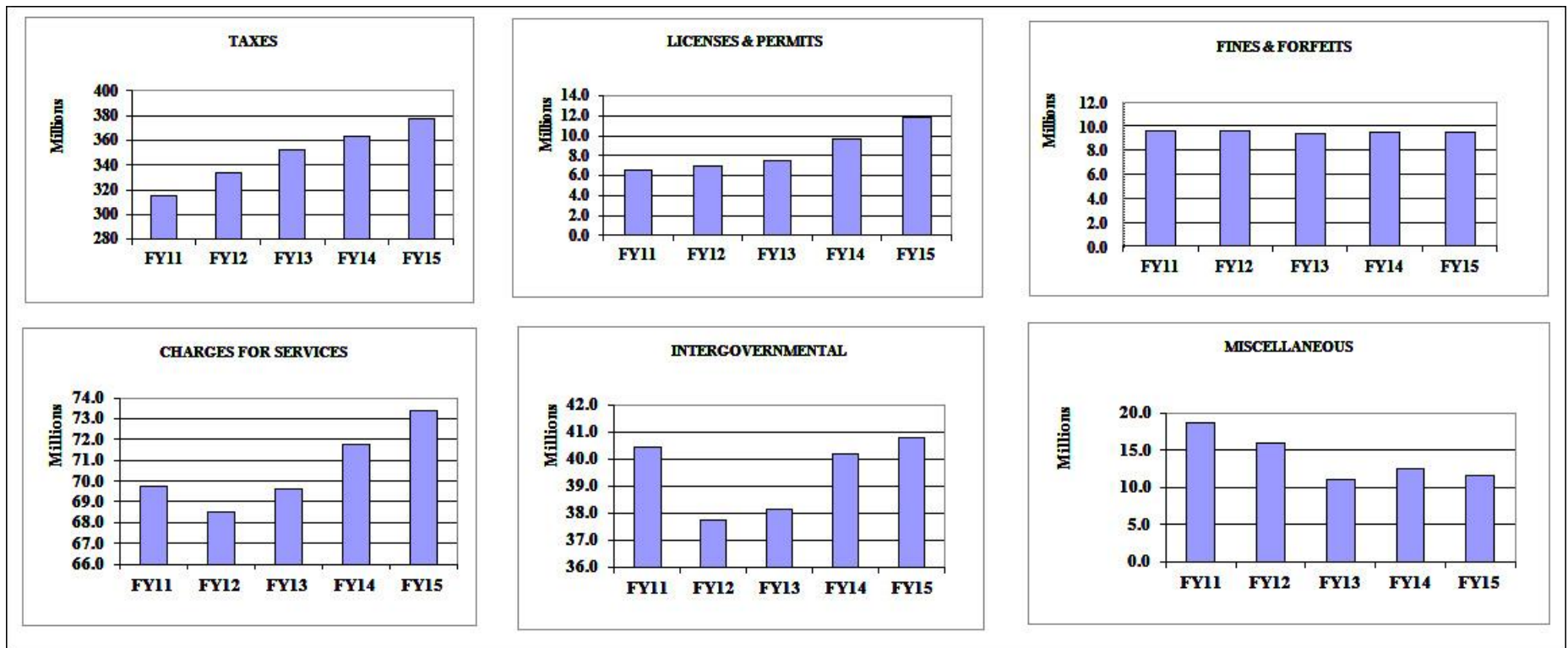
Taxes	\$377,293,370
Licenses and Permits	\$11,785,950
Fines & Forfeits	\$9,490,155
Charges For Services	\$73,381,720
Intergovernmental Revenue	\$40,808,060
Miscellaneous Revenue	<u>\$11,642,545</u>
	\$524,401,800

# SUMMARY: CAPITAL BUDGET

PROGRAM EXPENDITURES	FY15 BUDGET
General Government	\$3,799,800
Public Safety	263,000
Community Maintenance & Development	25,047,025
Human Resource Development	2,034,000
Education	810,000
	<u>\$31,954,025</u>
FINANCING PLAN	FY15 BUDGET
Bond Proceeds	\$15,405,655
Property Taxes	5,050,000
Water Service Charges	3,400,000
Chapter 90	2,553,475
Sewer Service Charges	1,650,000
Block Grant	1,225,945
Parking Fund	850,000
Parking Fund Balance	600,000
Resident Stickers	425,000
Developer Donations	250,000
Street Preservation Offset Fund	238,115
Golf Course Fees	80,000
Sidewalk Revenues	76,805
Tree Program Revenues	71,285
Paving Revenues	49,745
War Memorial Receipts	<u>28,000</u>
	<u>\$31,954,025</u>

## FIVE YEAR BUDGETED REVENUE ANALYSIS

FISCAL YEAR	TAXES	LICENSES & PERMITS	FINES & FORFEITS	CHARGES FOR SERVICES	INTER-GOVERNMENTAL	MISCELLANEOUS	TOTAL
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
FY15	\$377,293,370	\$11,785,950	\$9,490,155	\$73,381,720	\$40,808,060	\$11,642,545	\$524,401,800



ACTUAL FY13	PROJECTED FY14		BUDGET FY15
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**OPERATING BUDGET  
-Summary**

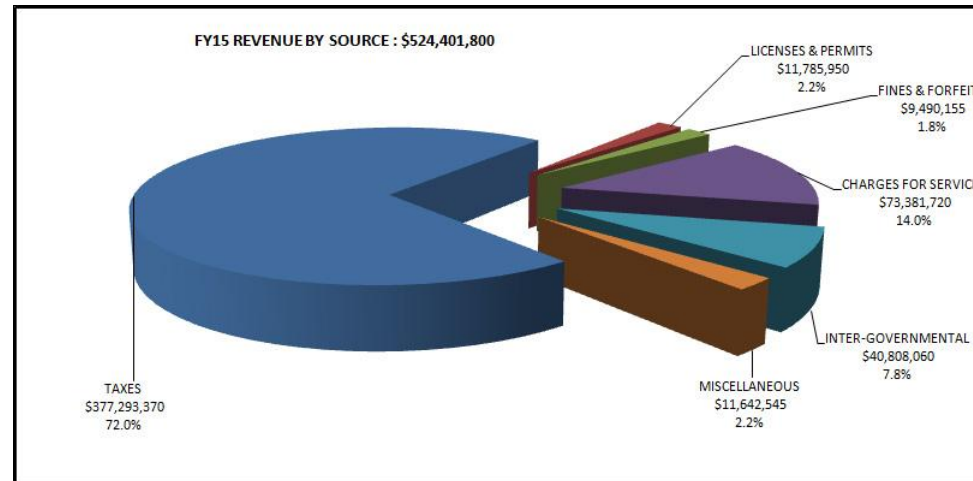
**\$345,681,840**  
**\$26,416,465**  
**\$11,086,800**  
**\$75,715,745**  
**\$39,855,570**  
**\$11,006,795**  
**\$509,763,215**

**\$361,973,950**  
**\$20,949,645**  
**\$11,331,025**  
**\$76,366,985**  
**\$41,547,115**  
**\$12,514,750**  
**\$524,683,470**

**TAXES \$377,293,370**  
**LICENSES AND PERMITS \$11,785,950**  
**FINES & FORFEITS \$9,490,155**  
**CHARGES FOR SERVICES \$73,381,720**  
**INTERGOVERNMENTAL REVENUE \$40,808,060**  
**MISCELLANEOUS REVENUE \$11,642,545**  
**\$524,401,800**

**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.



**REVENUE ASSUMPTIONS:** The City's practice is to budget revenues conservatively. Revenue projections for FY15 are based on FY13 actual and FY14 projected collections, historical trends and anticipated changes that impact particular revenues. The City met or exceeded most of its FY13 budgeted revenues and expects to do the same in FY14.

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 FY14 Budget contained increases to these revenue types but were not reflected in the FY14 Budget. Increases proposed in FY15, 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 FY15 Budget.

**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.

The total property tax levy is projected to increase by 4.62% in FY15 or \$15,184,960 from the FY14 Adjusted Budget.

ACTUAL FY13	PROJECTED FY14		BUDGET FY15
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**TAXES  
-Summary**

\$292,110,675  
\$22,590,710  
\$6,546,370  
\$11,989,110  
\$1,344,905  
\$3,920,535  
\$970,715  
\$6,208,820  
\$345,681,840

\$311,017,860  
\$22,406,090  
\$6,100,000  
\$11,000,000  
\$1,200,000  
\$3,700,000  
\$850,000  
\$5,700,000  
\$361,973,950

**REAL PROPERTY TAX** \$325,261,175  
**PERSONAL PROPERTY TAX** \$23,432,195  
**MOTOR VEHICLE EXCISE TAX** \$6,100,000  
**HOTEL/MOTEL EXCISE TAX** \$11,000,000  
**CORPORATION EXCISE TAX** \$1,200,000  
**MEALS EXCISE TAX** \$3,700,000  
**PENALTIES & DELINQ. INT.** \$800,000  
**IN LIEU OF TAX PAYMENTS** \$5,800,000  
\$377,293,370

**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 State provides cities and towns the ability to impose a 0.75% meals excise upon local acceptance for local use, which the City adopted in July 2009.

**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 MIT are traditionally the principal sources of this revenue.

ACTUAL FY13	PROJECTED FY14		BUDGET FY15
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**TAXES**  
**-Real Property Tax**

**\$292,110,675**

**\$311,017,860**

**REAL PROPERTY TAX \$325,261,175**

**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>
FY14	\$328,544,945	\$4,544,945	\$324,000,000	-	-
FY13	\$316,947,769	\$4,447,769	\$312,500,000	\$313,575,383	100.30%
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%

(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>	
FY14	\$328,544,945	\$4,544,945	1.4%	-
FY13	\$316,947,769	\$4,447,769	1.4%	\$1,177,870
FY12	\$299,090,638	\$4,390,639	1.5%	\$1,362,467
FY11	\$283,961,699	\$4,295,422	1.5%	\$1,471,642
FY10	\$268,662,984	\$4,362,984	1.6%	\$2,018,228

ACTUAL FY13	PROJECTED FY14		BUDGET FY15
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**TAXES**  
**-Personal Property Tax**

**\$22,590,710**

**\$22,406,090**

**PERSONAL PROPERTY TAX**

**\$23,432,195**

**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 (FY14)**

N'Star Electric (Utility)	\$	4,303,038
Novartis Institute (Pharmaceuticals)	\$	3,180,984
N'Star Gas (Utility)	\$	1,073,088
Millenium Pharmaceuticals, Inc (Pharmaceuticals)	\$	1,065,542
Verizon New England (Telecommunications)	\$	738,701
New Cingular Wireless (Telecommunications)	\$	710,291
Level 3 Communications (Telecommunications)	\$	660,226
Charles Stark Draper Lab	\$	604,670
Genon Kendall	\$	529,988
Sanofi-Aventis	\$	453,160



ACTUAL FY13	PROJECTED FY14		BUDGET FY15
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**TAXES**  
**-Motor Vehicle Excise Tax**

**\$6,546,370**

**\$6,100,000**

**MOTOR VEHICLE EXCISE TAX**

**\$6,100,000**

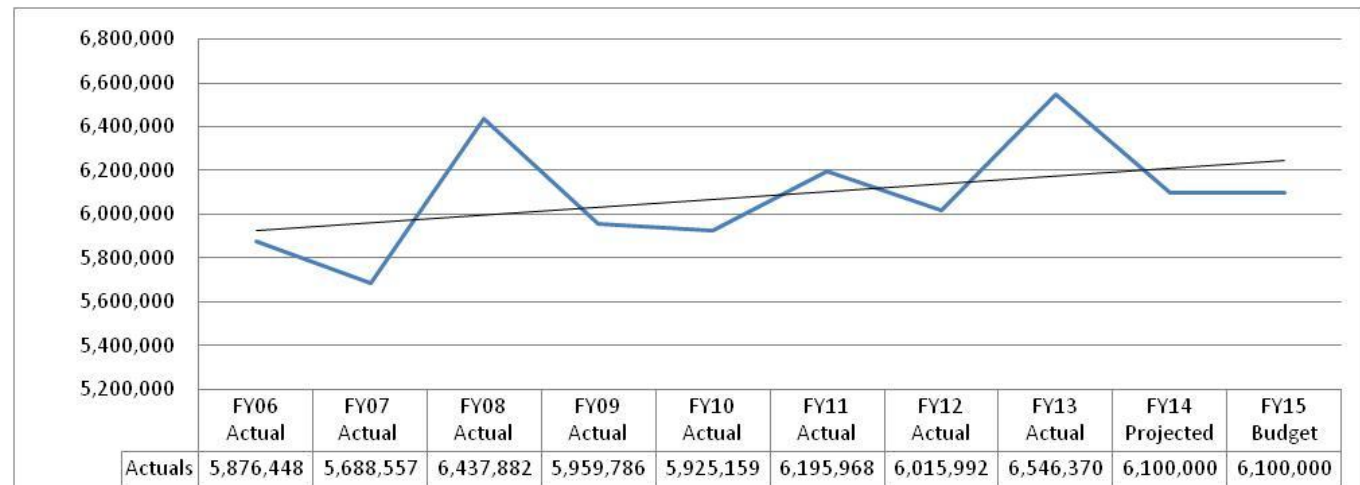
**EXCISE TAX RECEIPTS.** State law sets the motor vehicle excise rate at \$25 per

\$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 FY14, 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.

**TEN YEAR HISTORY OF MOTOR VEHICLE EXCISE TAX**



ACTUAL FY13	PROJECTED FY14		BUDGET FY15
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**TAXES**  
**-Hotel/Motel Tax**

**\$11,989,110**

**\$11,000,000**

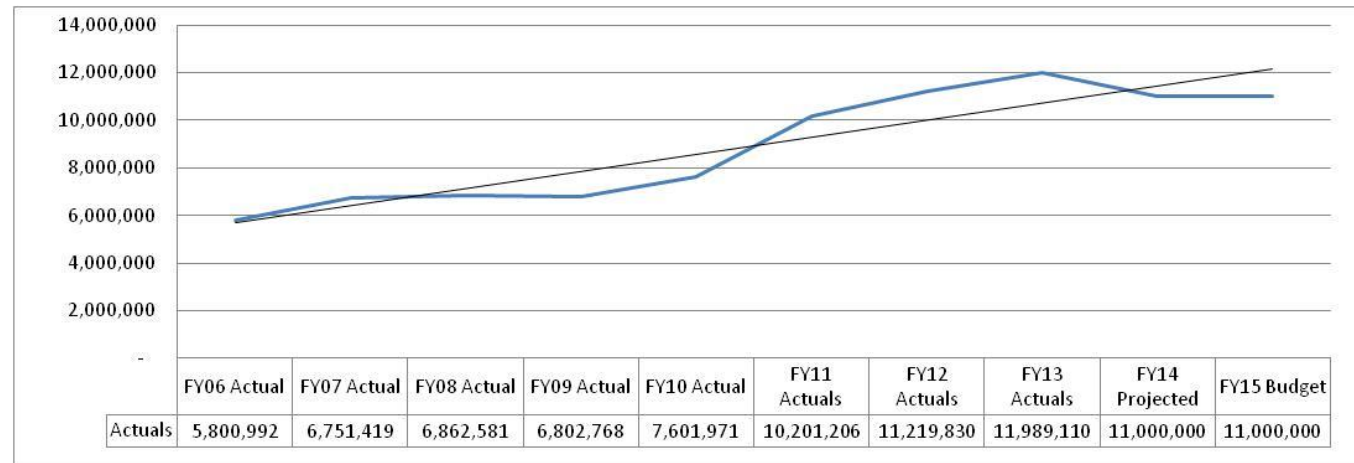
**HOTEL/MOTEL EXCISE TAX**

**\$11,000,000**

**HOTEL/MOTEL EXCISE TAX.** Chapter 64G, section 3A of the Massachusetts

General Laws, states that any city or town has authorization to impose a local excise tax upon the occupancy fee for any room in a hotel or motel located within its limits. The local fee shall not exceed 6% of the total cost of the room and shall not be imposed if the total cost of the room is less than \$15 per day. The local fee was increased from 4% to 6% in FY10. The total tax is 14.45%, with the State and Convention Center Authority receiving the difference of 8.45%. The hotel operator is responsible for collecting the tax from the customer and the Massachusetts Department of Revenue has the legal responsibility for collecting the tax receipts from the hotel operator. Once collected, the state turns the tax receipts over to the City on a quarterly basis.

**TEN YEAR HISTORY OF HOTEL/MOTEL TAX**



ACTUAL FY13	PROJECTED FY14		BUDGET FY15
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**TAXES**  
**-Corporation Excise Tax**

**\$1,344,905**

**\$1,200,000**

**CORPORATION EXCISE TAX**

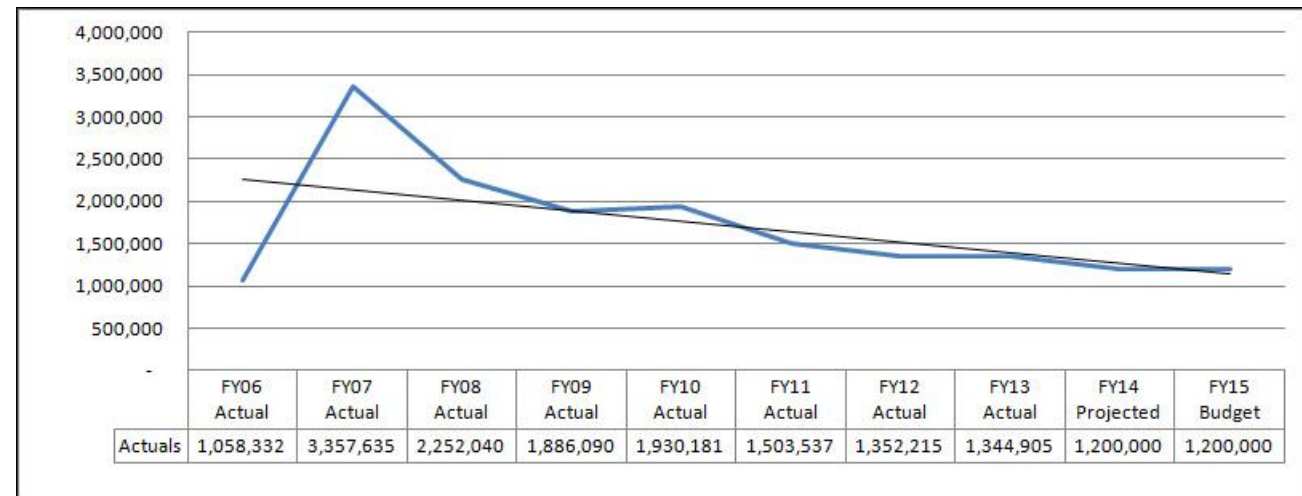
**\$1,200,000**

**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.

**TEN YEAR HISTORY OF CORPORATION EXCISE TAX**



ACTUAL FY13	PROJECTED FY14		BUDGET FY15
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**TAXES**  
**-Meals Excise Tax**

**\$3,920,535**

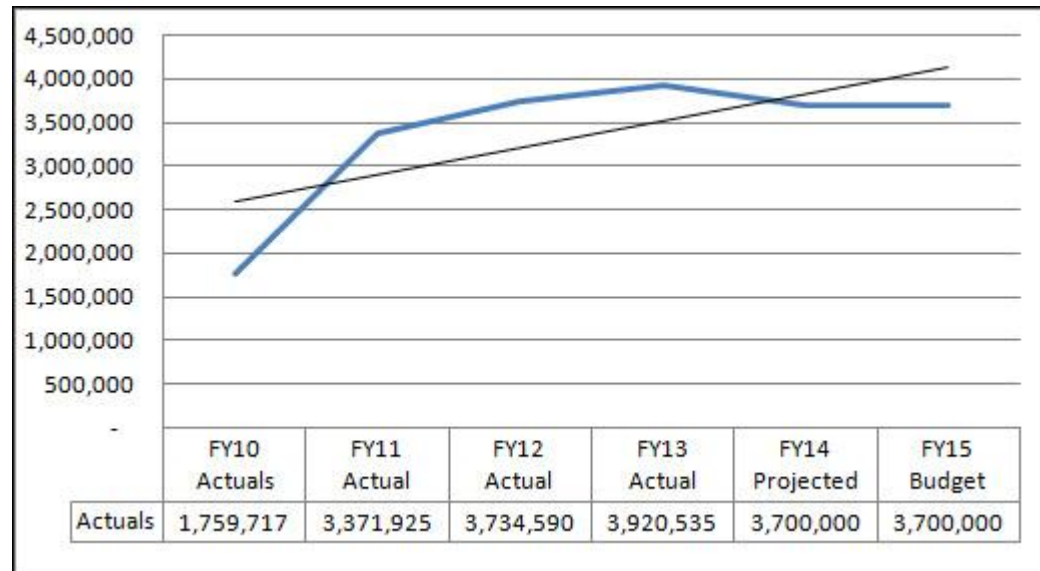
**\$3,700,000**

**MEALS EXCISE TAX**

**\$3,700,000**

**MEALS EXCISE TAX.** The State provides cities and towns in the Commonwealth the opportunity to replace some or all of their loss in State Aid by allowing an allocation of 0.75% of the Meals Excise tax. The State's portion of the Meals Excise Tax is 6.25%.

**SIX YEAR HISTORY OF MEALS EXCISE TAX**



ACTUAL FY13	PROJECTED FY14		BUDGET FY15
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**TAXES**  
**-Penalties and Delinquent Interest**

**\$970,715**

**\$850,000**

**PENALTIES & DELINQ. INT.**

**\$800,000**

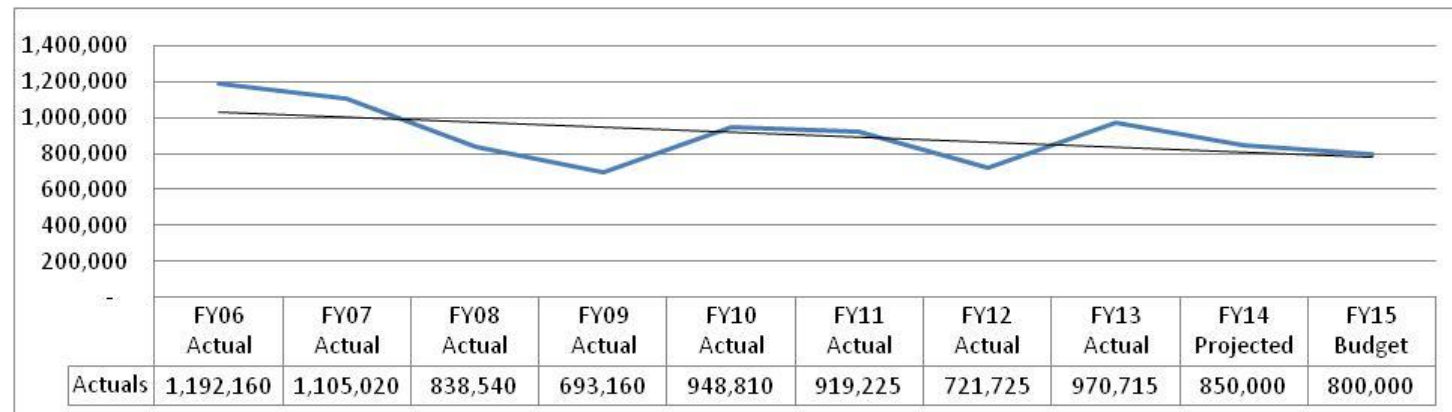
**DELINQUENT INTEREST.** The City receives interest on overdue taxes and water/sewer service

rates. State law dictates the interest rate for taxes, whereas City ordinance sets the rate for water/sewer charges. Overdue real and personal property taxes are charged 14 percent from the original billing date. Tax title accounts are charged 16 percent from the tax-taking date or the certification date. The interest rate for delinquent excise tax accounts is 12 percent from the due date. The interest rate on delinquent water/sewer services is 14 percent per annum. Water interest is reported in the Water Fund and is not included in the above estimate.

**PENALTY CHARGES.** If real and personal property taxes are not paid within 30 days for the second billing (usually May 1) in the year of the tax, a demand for payment notice (\$5) is sent to all delinquent taxpayers. Delinquent motor vehicle taxpayers are sent a demand (\$5), a warrant (\$10) and two separate notices from a deputy tax collector (\$12, \$17). The deputy collectors' earnings come solely from delinquent penalty charges, in lieu of a salary. A \$20 fee is added to outstanding excise tax accounts which have been placed on hold at the Registry of Motor Vehicles. Demands and warrants are not issued for delinquent water/sewer service accounts but such overdue balances are subject to a lien on the corresponding real estate tax bill.

Once a delinquent real estate account goes into the process of tax title, there are numerous fees added to the property tax bill.

**TEN YEAR HISTORY OF PENALTIES AND DELINQUENCIES INTEREST**



ACTUAL FY13	PROJECTED FY14		BUDGET FY15
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**TAXES**  
**-In Lieu of Tax Payments**

**\$6,208,820**

**\$5,700,000**

**IN LIEU OF TAX PAYMENTS**

**\$5,800,000**

**IN LIEU OF TAX PAYMENTS.** The "In Lieu of Tax" payments program was adopted in 1971 to partially offset the loss of tax revenue due to non-taxable property.

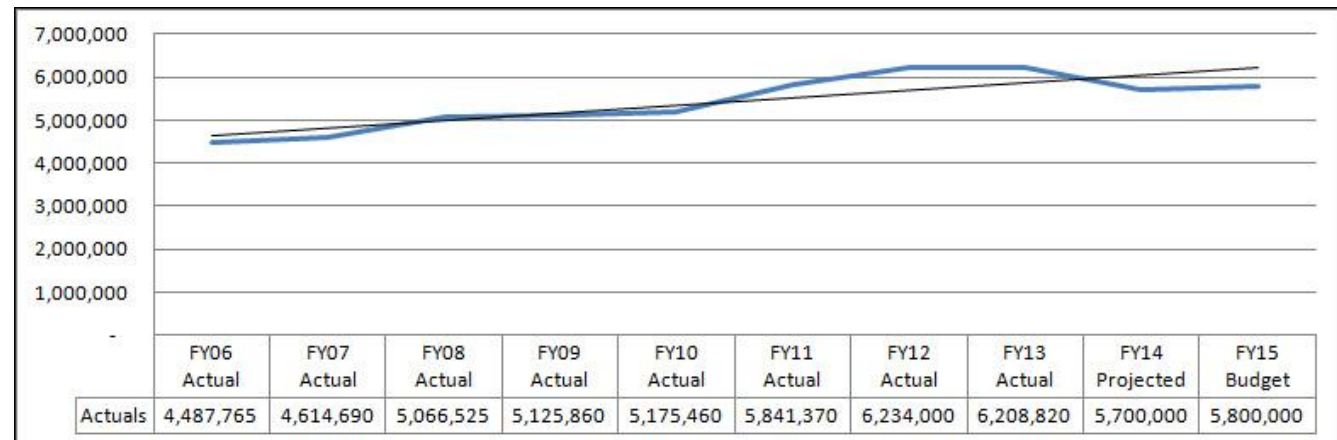
Harvard University and the Massachusetts Institute of Technology (MIT) are the City's major in lieu of taxpayers.

In FY05, the City entered into a 40 year written Payment In Lieu of Taxes (PILOT) agreement with MIT. The agreement contains an annual escalation of the base payment by 2.5% per year during the term.

In addition, the City also renewed its PILOT agreement with Harvard University in FY05, which has a 50-year term. The agreement contains an annual escalation of the base payment by 3%. Harvard's base PILOT payment will increase by an additional \$100,000 every 10 years.

In addition, other institutions such as the Whitehead Institute and Cambridge Housing Authority, as well as several smaller organizations, make in lieu of tax payments annually.

**TEN YEAR HISTORY OF IN LIEU OF TAX PAYMENTS**



ACTUAL FY13	PROJECTED FY14		BUDGET FY15
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## LICENSES AND PERMITS -Summary

**\$2,588,675**  
**\$23,827,790**  
**\$26,416,465**

**\$2,667,765**  
**\$18,281,880**  
**\$20,949,645**

### LICENSES PERMITS

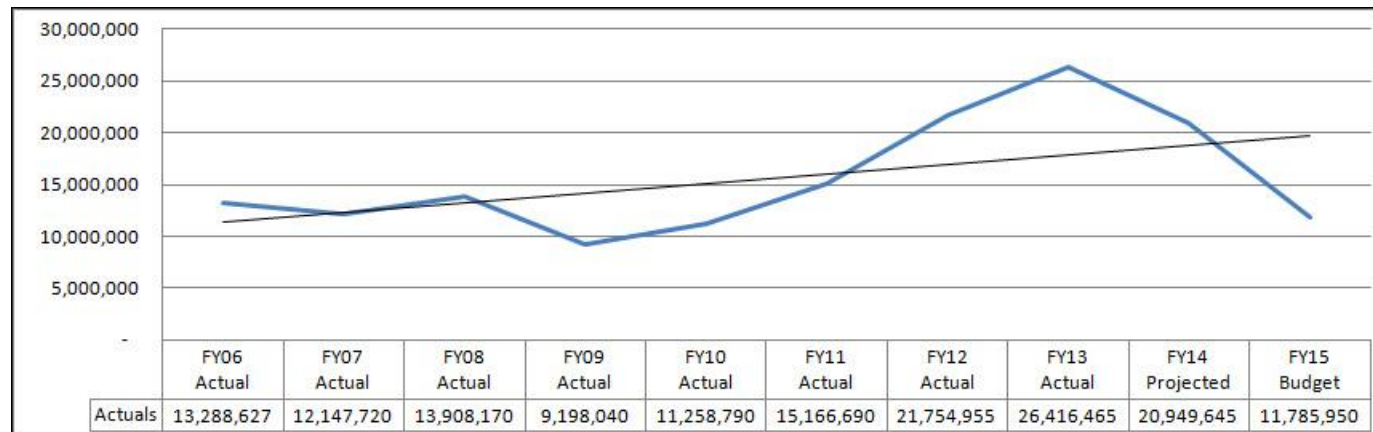
**\$2,442,950**  
**\$9,343,000**  
**\$11,785,950**

**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.

### TEN YEAR HISTORY OF LICENSES AND PAYMENTS



ACTUAL FY13	PROJECTED FY14		BUDGET FY15
\$2,760	\$6,000	MILK	\$6,000
\$954,110	\$979,000	ALCOHOLIC BEVERAGES	\$950,000
\$54,125	\$52,000	COMMON VICTUALER	\$52,000
\$-3,390	\$3,900	BUILDERS	\$1,000
\$287,940	\$291,800	LODGING HOUSE	\$287,000
\$319,990	\$327,000	GARAGE/GASOLINE	\$318,000
\$2,765	\$2,650	SHOPS AND SALES	\$2,650
\$90,165	\$88,780	HACKNEY	\$83,000
\$76,345	\$73,000	MOTOR VEHICLE RELATED	\$72,500
\$201,760	\$201,000	ENTERTAINMENT	\$185,000
\$209,390	\$208,550	HEALTH RELATED	\$92,800
\$42,035	\$40,500	MARRIAGE	\$40,000
\$25,895	\$23,000	DOG LICENSES	\$23,000
\$11,035	\$10,800	STREET PERFORMERS	\$10,800
\$170,700	\$175,000	POLE AND CONDUIT	\$168,250
\$15,450	\$15,000	TOBACCO	\$12,000
\$2,375	\$2,125	DISPOSAL	\$2,000
\$24,440	\$24,000	MISCELLANEOUS	\$20,000
\$1,350	\$1,300	RECREATION CAMPS	\$700
\$5,675	\$7,500	NEWSPAPER BOXES	\$7,500
\$9,195	\$13,000	MULTI-FAMILY INSPECTIONS	\$10,000
\$18,750	\$21,860	PROPERTY USE	\$18,750
\$65,815	\$100,000	DUMPSTER	\$80,000
\$2,588,675	\$2,667,765		\$2,442,950

## 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.

ACTUAL FY13	PROJECTED FY14		BUDGET FY15	LICENSES AND PERMITS -Permits
\$19,996,785	\$15,000,000	BUILDING	\$7,100,000	<b>BUILDING PERMITS.</b> 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.
\$82,895	\$100,000	GAS	\$60,000	
\$651,325	\$650,000	WIRING	\$300,000	
\$242,410	\$225,000	PLUMBING	\$100,000	
\$971,710	\$700,000	STREET OPENING	\$550,000	
\$709,995	\$600,000	STREET OBSTRUCTION	\$600,000	
\$116,145	\$112,780	PLAN REVIEW	\$55,000	
\$119,215	\$105,000	SPRINKLER	\$50,000	
\$420,730	\$379,000	PLACE OF ASSEMBLY	\$289,000	
\$26,035	\$30,000	OCCUPANCY CERTIFICATIONS	\$10,000	
\$0	\$16,000	AIR RIGHTS/PUBLIC WAYS	\$15,000	<b>GAS PERMIT.</b> 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.
\$4,275	\$3,400	FIREARM	\$3,400	
\$700	\$700	SUNDAY	\$600	
\$130,955	\$120,000	FIRE	\$105,000	
\$277,820	\$175,000	MECHANICAL	\$60,000	
\$76,795	\$65,000	SHEET METAL	\$45,000	
\$23,827,790	\$18,281,880		\$9,343,000	
<b>WIRING PERMITS.</b> 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.				
<b>PLUMBING PERMITS.</b> 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.				
<b>STREET OPENING AND SIDEWALK OBSTRUCTION PERMITS.</b> The Public Works Department issues permits for the obstruction and excavation of public rights of way and for the obstruction of sidewalks. Permits require companies to be bonded, insured and to have proper workplace safety licenses and traffic plans as appropriate.				

**STREET OBSTRUCTION PERMITS.** The Traffic, Parking & Transportation Department issues over 6,800 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 FY13	PROJECTED FY14		BUDGET FY15
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## FINES & FORFEITS -Summary

\$93,555	\$80,000	LIBRARY	\$75,000
\$10,354,935	\$10,700,000	PARKING	\$8,870,255
\$509,105	\$475,000	MOVING VIOLATIONS	\$475,000
\$3,965	\$4,000	HACKNEY	\$6,000
\$110,000	\$62,000	FALSE ALARMS	\$54,000
\$1,520	\$1,400	ANIMALS	\$1,400
\$12,280	\$6,000	BICYCLE	\$8,000
		WEIGHT & MEASURES CIVIL	
\$1,440	\$2,625	CITATIONS	\$500
<u>\$11,086,800</u>	<u>\$11,331,025</u>		<u>\$9,490,155</u>

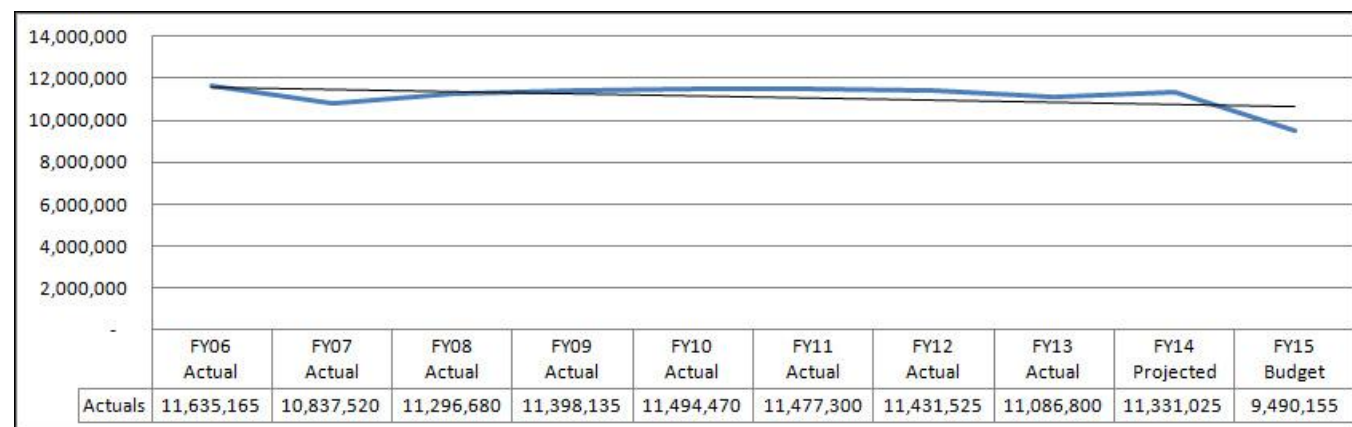
**LIBRARY FINES.** Revenue is generated from payments for lost, late or damaged items.

**PARKING FINES.** The largest revenue source for this category is Parking Fines. 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.

### TEN YEAR HISTORY OF FINES AND FORFEITS



**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 FY13	PROJECTED FY14		BUDGET FY15
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## CHARGES FOR SERVICES -Summary

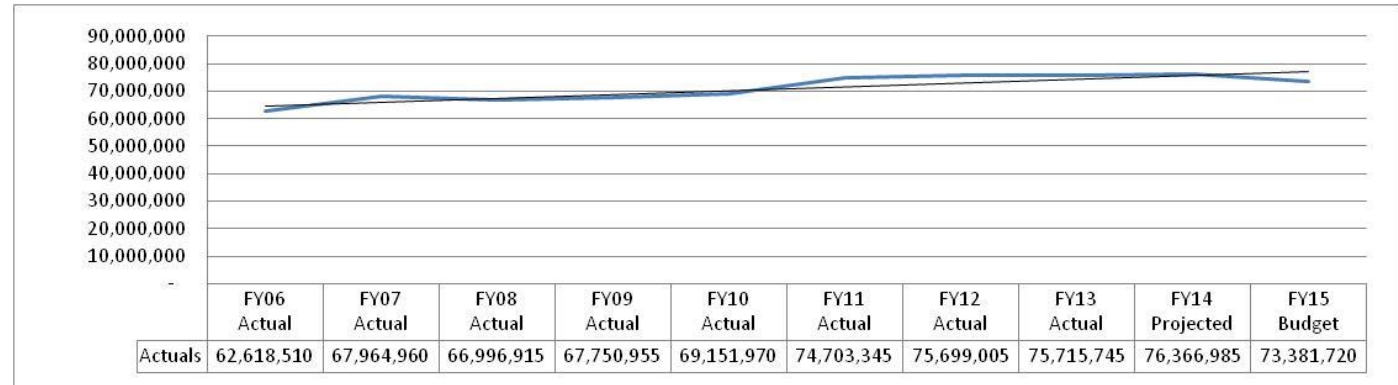
\$10,360,980	\$10,179,845	PARKING	\$10,175,000
\$18,214,500	\$18,000,000	WATER UTILITY REVENUE	\$14,674,150
\$39,228,895	\$40,200,000	SEWER SERVICE CHARGE,	\$40,996,230
\$6,216,265	\$6,263,990	FEES	\$5,836,140
\$1,695,105	\$1,723,150	OTHER CHARGES FOR SERVICES	\$1,700,200
\$75,715,745	\$76,366,985		\$73,381,720

**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 FY15, service charges and user fees will account for 14.0% of 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 FY15 Budget. Fees are 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.

### TEN YEAR HISTORY OF CHARGES FOR SERVICES



ACTUAL FY13	PROJECTED FY14		BUDGET FY15	CHARGES FOR SERVICES -Parking
\$4,556,690	\$4,600,000	METER COLLECTION	\$4,780,000	<b>PARKING FUND.</b> 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).
\$885,380	\$970,000	PARKING LOTS	\$950,000	
\$3,673,705	\$3,790,000	PARKING GARAGES	\$3,675,000	
\$295,415	\$200,000	USE OF METERS	\$150,000	
\$905,685	\$574,845	RESIDENT STICKERS	\$575,000	
\$44,105	\$45,000	BOOT REMOVAL FEES	\$45,000	
<u>\$10,360,980</u>	<u>\$10,179,845</u>		<u>\$10,175,000</u>	
<p>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. In addition to funding the Traffic, Parking and Transportation Department Budget, parking revenues will also be used in ten city departments: Finance (\$23,950), Law (\$100,00), Police (\$3,841,845), Public Works, (\$3,296,935), Community Development (\$556,895), General Services (\$4,000), School (\$100,000), Cherry Sheet Assessments (\$445,280), Executive (\$255,000) and Electrical (\$22,935).</p> <p><b>ON-STREET PARKING METER COLLECTIONS.</b> The rate for on-street meters is .50 per half hour. Time limits vary by location.</p> <p><b>OFF-STREET PARKING LOT METER COLLECTIONS.</b> 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.</p> <p><b>PARKING GARAGES.</b> 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.</p> <p><b>USE OF METERS.</b> 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 improve efficiency, customer service and revenue collection.</p>				



**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.

ACTUAL FY13	PROJECTED FY14		BUDGET FY15	CHARGES FOR SERVICES -Water																								
\$17,257,180	\$17,100,000			<b>WATER USAGE.</b> The municipally owned and operated public water utility system provides water to the residents of Cambridge. The City currently bills users on a quarterly basis for water and sewer use. A block rate schedule is used to encourage water conservation and to provide a more equitable billing system. The FY15 rates, effective for all water consumed as of April 1, 2014, represent a 0% increase in the water rate and a 5.2% increase in the sewer rate, with a 3.7% increase in the combined rate.																								
\$957,320	\$900,000	WATER USAGE	\$13,724,150																									
\$0	\$0	MISC. WATER CHARGES	\$600,000																									
\$18,214,500	\$18,000,000	FUND BALANCE	\$350,000																									
			\$14,674,150																									
<table><tr><th>BLOCK</th><th>ANNUAL CONSUMPTION</th><th>WATER RATE</th><th>SEWER RATE</th></tr><tr><td>1</td><td>0-40 Ccf</td><td>\$3.02</td><td>\$8.62</td></tr><tr><td>2</td><td>41-400 Ccf</td><td>3.24</td><td>9.12</td></tr><tr><td>3</td><td>401-2 000 Ccf</td><td>3.44</td><td>9.79</td></tr><tr><td>4</td><td>2001-10 000 Ccf</td><td>3.65</td><td>10.54</td></tr><tr><td>5</td><td>over 10 000 Ccf</td><td>3.96</td><td>11.21</td></tr></table>					BLOCK	ANNUAL CONSUMPTION	WATER RATE	SEWER RATE	1	0-40 Ccf	\$3.02	\$8.62	2	41-400 Ccf	3.24	9.12	3	401-2 000 Ccf	3.44	9.79	4	2001-10 000 Ccf	3.65	10.54	5	over 10 000 Ccf	3.96	11.21
BLOCK	ANNUAL CONSUMPTION	WATER RATE	SEWER RATE																									
1	0-40 Ccf	\$3.02	\$8.62																									
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3	401-2 000 Ccf	3.44	9.79																									
4	2001-10 000 Ccf	3.65	10.54																									
5	over 10 000 Ccf	3.96	11.21																									
<p>All consumption is measured in hundreds of cubic feet and the rates charged are per hundred cubic feet. One hundred cubic feet equals approximately 750 gallons of water.</p> <p>In addition to funding the Water Department Budget, Water Fund revenues will also be used in five City departments in FY15: Finance (\$225,000); Conservation (\$44,855); 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.</p> <p><b>MISCELLANEOUS WATER CHARGES.</b> The Water Department receives miscellaneous revenue from service renewals, hydrant rentals, cross connection inspections, meter replacements, water works construction permits, fines, meter transmitter unit installations, fire service fees, final bill, reading fees, laboratory bacterial testing and other services.</p> <p><b>FUND BALANCE.</b> The Water Fund total net assets as of June 30, 2013 was \$9,076,357 and the balance is projected to be \$9,376,357 at the end of FY14, based on a budgetary basis of accounting, of which \$350,000 will be used in FY15 to support a 0.0% rate increase.</p>																												

ACTUAL FY13	PROJECTED FY14		BUDGET FY15	CHARGES FOR SERVICES -Sewer Service
\$38,550,945	\$39,900,000	SEWER SERVICE CHARGE	\$40,871,230	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 \$1,650,000 in sewer revenues used to fund the remedial reconstruction program in the capital budget. The FY15 sewer rate can be found on the preceding Water revenue page. The sewer service revenue is allocated in Finance (\$225,000), Public Works (\$3,150,080), Debt Service (\$15,261,920), Massachusetts Water Resource Authority (\$22,189,730) and Community Development (\$44,500).
\$677,950	\$300,000	SEWER CONNECTION FEE	\$125,000	
\$39,228,895	\$40,200,000		\$40,996,230	
		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.		

ACTUAL FY13	PROJECTED FY14		BUDGET FY15
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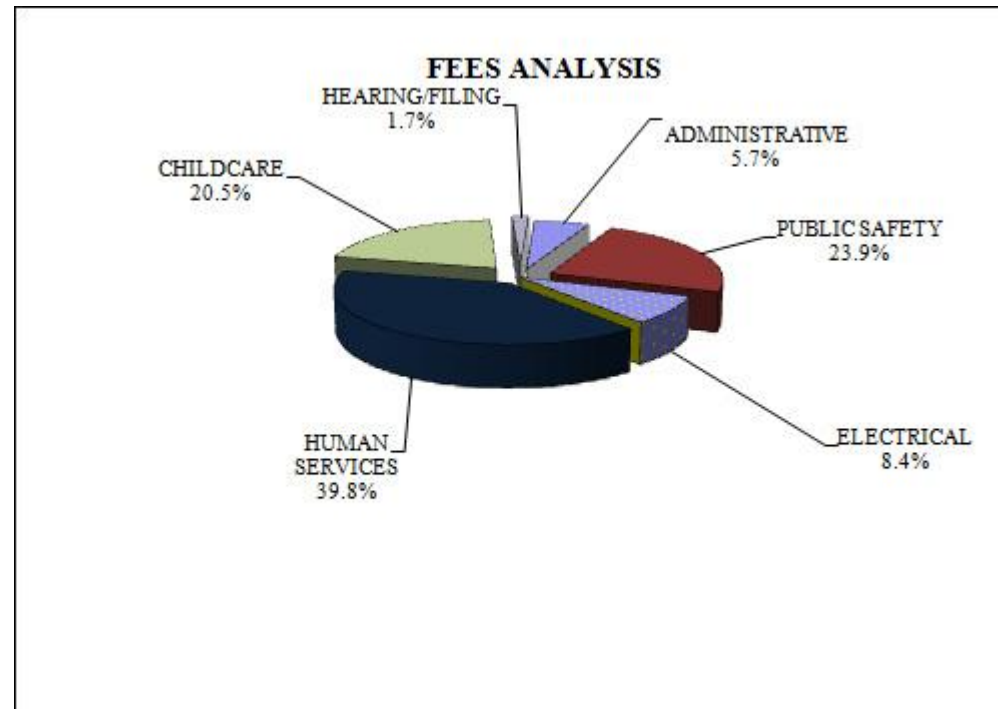
# **CHARGES FOR SERVICES** **-Fees**

**\$382,880**  
**\$1,332,555**  
**\$577,925**  
**\$2,611,485**  
**\$1,196,145**  
**\$115,275**  
**\$6,216,265**

**\$341,355**  
**\$1,436,500**  
**\$690,000**  
**\$2,490,635**  
**\$1,195,230**  
**\$110,270**  
**\$6,263,990**

**ADMINISTRATIVE**      **\$333,550**  
**PUBLIC SAFETY**      **\$1,394,000**  
**ELECTRICAL**      **\$490,000**  
**HUMAN SERVICES**      **\$2,322,860**  
**CHILD CARE**      **\$1,195,230**  
**HEARING/FILING**      **\$100,500**  
**\$5,836,140**

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



ACTUAL FY13	PROJECTED FY14		BUDGET FY15	CHARGES FOR SERVICES -Fees/Administrative
\$191,220	\$190,000	CERTIFIED COPIES	\$190,000	<b>CERTIFIED COPIES OF DOCUMENTS.</b> The City Clerk's Office issues a wide variety of certified copies of official documents. The Clerk's Office charges \$10 for birth, death, marriage and domestic partnership certificates.
\$115,675	\$90,000	MUNICIPAL LIENS	\$85,000	
\$5,750	\$2,500	DOCUMENT SALES	\$2,250	
\$19,990	\$11,855	PHOTOCOPY/REPRODUCTION	\$10,800	
\$5,005	\$3,500	DOMESTIC PARTNERS	\$2,000	
<u>\$45,240</u>	<u>\$43,500</u>	MISC. CLERK'S FEES	<u>\$43,500</u>	
\$382,880	\$341,355		\$333,550	
<p><b>MUNICIPAL LIEN CERTIFICATES.</b> The Finance Department issues a certificate indicating any tax or utility charges outstanding on a particular parcel of property to an individual requesting the information, within 10 days of the request. The cost ranges from \$25 to \$150 depending on the type of property.</p> <p><b>DOCUMENT SALES.</b> The Public Works Engineering Division is reimbursed for maps and other documents requested by the public. The Election Commission receives revenue from the sale of the annual street listing book.</p> <p><b>REPRODUCTION SERVICES.</b> A number of departments charge for the reproduction of department records and reports. In accordance with the regulations of the State Supervisor of Public Records (950 CMR 32.06, authorized by the Massachusetts General Laws Chapter 66, section 1, par. 10), the City limits the fee for photocopying public records to 20 cents per page, with certain exceptions. Exceptions include the Police and Fire Departments, which charge \$5 for copies of official reports. This fee is in accordance with General Laws Chapter 477, Acts of 1982. The breakdown by department is: Police \$6,000; Fire \$750; Inspectional Services \$3,500; and License \$550.</p> <p><b>DOMESTIC PARTNERS.</b> The City Clerk issues a certificate of Domestic Partnership. The fee is \$35 per certificate for filing domestic partnerships.</p> <p><b>MISCELLANEOUS CITY CLERK CHARGES.</b> The City Clerk collects fees for the issuance of miscellaneous certificates such as physician and business registrations and constable swearing-in fees. Miscellaneous charges also include, zoning and municipal ordinance fees and the filing fee for a zoning petition.</p>				

ACTUAL FY13	PROJECTED FY14		BUDGET FY15	CHARGES FOR SERVICES -Fees/Public Safety
\$28,500	\$45,000	SEALING INSPECTION	\$38,000	<b>SEALING INSPECTION.</b> In accordance with Massachusetts General Laws, Chapter 48, the Sealer of Weights and Measures tests for accuracy and seals commercially used measurement devices.
\$53,820	\$75,000	TOWING SURCHARGE	\$75,000	
\$361,155	\$370,000	POLICE DETAIL SURCHARGE	\$360,000	
\$16,865	\$16,000	AGENCY FEE	\$16,000	
\$0	\$0	BOARDING/RAZING FEES	\$20,000	<b>TOWING SURCHARGE.</b> The City receives \$9.00 of each towing charge paid in the City. The revenue is used to fund the Police Budget.
\$72,625	\$51,000	SMOKE DETECTORS	\$51,000	
\$697,925	\$769,500	RESCUE SERVICE FEES	\$774,000	
\$9,685	\$10,000	INSPECTIONAL DETAILS	\$10,000	
\$91,980	\$100,000	FIRE DETAIL SURCHARGE	\$50,000	<b>POLICE DETAIL SURCHARGE.</b> The City receives a 10 percent surcharge for the private use of off-duty police officers. The money derived from the surcharge is used to administer the police detail office.
\$1,332,555	\$1,436,500		\$1,394,000	
				<b>AGENCY FEE.</b> This fee is paid by other agencies and private businesses for having Cambridge police officers assist in arrests made by their security personnel.
				<b>BOARDING/RAZING FEE.</b> Inspectional Services charges property owners for the boarding up and/or razing of a building.
				<b>SMOKE DETECTORS.</b> A \$50 fee is charged for a smoke/carbon monoxide detector compliance inspection, as mandated by MGL, Chapter 148.
				<b>RESCUE SERVICE FEES.</b> An Emergency Medical Services (EMS) paramedic plan was approved in FY05 for the Fire Department by the State. The Region 4 medical panel approved a model plan for improving Advanced Life Support services in the city of Cambridge, which utilizes firefighters/paramedics from the Fire Department and Professional Ambulance to dramatically improve response capabilities throughout the City, and allowed the City to increase its third party payments for transport fees and advanced life support services.
				<b>INSPECTIONAL DETAILS.</b> The Inspectional Services Department charges businesses requiring an inspection that is not an emergency and does not occur during normal working hours.
				<b>FIRE DETAIL SURCHARGE.</b> The City receives a 10 percent surcharge for the private use of off-duty firefighters. The funds derived from the surcharge are used to administer the fire detail program.

ACTUAL FY13	PROJECTED FY14		BUDGET FY15
\$131,835	\$145,000	<b>FIRE ALARM BOX CHARGE</b>	<b>\$140,000</b>
\$422,865	\$510,000	<b>SIGNAL MAINTENANCE FEE</b>	<b>\$330,000</b>
<u>\$23,225</u>	<u>\$35,000</u>	<b>CUT-OUT/PLUG-OUT FEE</b>	<u><b>\$20,000</b></u>
\$577,925	\$690,000		<b>\$490,000</b>
		<p><b>SIGNAL MAINTENANCE FEE.</b> 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><b>CUT-OUT/PLUG-OUT FEE.</b> The Electrical Department assesses a fee of \$25 for the disconnection and reconnection of private systems to the City's system for repairs and maintenance to the private system. This fee is assessed for disconnects and reconnects that exceed two in one week.</p>	

**CHARGES FOR SERVICES**  
**-Fees/Electrical**

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

ACTUAL FY13	PROJECTED FY14		BUDGET FY15	CHARGES FOR SERVICES -Fees/Human Service Programs
\$781,635	\$781,635			
\$295,270	\$305,000	GOLF COURSE	\$684,860	RECREATIONAL ACTIVITIES.
\$14,770	\$15,000	RECREATIONAL ACTIVITIES	\$270,000	The Department of Human Service
\$9,370	\$9,000	ATHLETIC LEAGUES	\$15,000	Programs (DHSP) provides year-
\$35,215	\$35,000	SPECIAL NEEDS	\$8,000	round evening adult classes
\$105,445	\$115,000	SENIOR ACTIVITIES	\$35,000	and weekend children's activities at
\$1,125,700	\$1,000,000	FIELD PERMITS	\$110,000	the War Memorial Recreation Center.
\$86,085	\$90,000	COMMUNITY SCHOOLS	\$1,000,000	The revenue from this wide range of
\$157,995	\$140,000	YOUTH PROGRAMS	\$70,000	classes is used to pay instructors and
\$2,611,485	\$2,490,635	KING OPEN EXTENDED DAY	\$130,000	cover minimum equipment costs.
			\$2,322,860	
		<p>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.</p> <p><b>GOLF COURSE.</b> In FY15, the Thomas P. O'Neill, Jr. Golf Course at Fresh Pond will again be a self-supporting operation. Not included in the FY15 revenue estimates are Golf Course fees used in the Capital Budget of \$80,000.</p> <p><b>ATHLETIC LEAGUES.</b> 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.</p> <p><b>SPECIAL NEEDS.</b> 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.</p> <p><b>SENIOR ACTIVITIES.</b> These funds are generated from art classes, the Walking Club and various other senior fitness 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.</p>		



**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 SCHOOLS 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 FY13	PROJECTED FY14		BUDGET FY15
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**CHARGES FOR SERVICES  
-Fees/Child Care Tuition**

**\$1,196,145**

**\$1,195,230**

**CHILDCARE TUITION**

**\$1,195,230**

**CHILDCARE TUITION.**

The Department of Human Service Programs administers childcare programs serving approximately 280 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 15 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 (5 days)	\$ 374.00	17
	\$ 774.00	17
East Cambridge Pre-School Full-time	\$ 774.00	17
Morse Pre-School full-time	\$ 774.00	16
Peabody Pre-School full-time	\$ 311.00	160
All After-School Programs		

ACTUAL FY13	PROJECTED FY14		BUDGET FY15	CHARGES FOR SERVICES -Fees/Hearing/Filing
\$79,325	\$80,000	BOARD OF ZONING APPEALS	\$75,000	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.
\$4,325	\$3,270	CONSERVATION COMMISSION	\$1,500	
\$31,625	\$27,000	LICENSE HEARING FEES	\$24,000	
\$115,275	\$110,270		\$100,500	
		<b>CONSERVATION COMMISSION.</b> Under Massachusetts General Laws, Chapter 131, section 40, any individual who proposes to alter lands adjacent to water bodies, bordering vegetated wetlands, or within 100 feet of same, or land subject to flooding, must apply to the local conservation commission for a permit. The state regulations define the filing fees associated with these applications on a sliding scale based on location and the nature of the proposed alteration. Fifty percent of the filing fee 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.		
		<b>LICENSE HEARING FEES.</b> The License Commission charges a hearing and advertising fee of \$175 for all applicants who apply for a hearing before the Commission. There are an estimated 150 hearings per year.		

ACTUAL FY13	PROJECTED FY14		BUDGET FY15	CHARGES FOR SERVICES -Other
\$240,770	\$255,000		\$240,000	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
\$500	\$200		\$200	
\$1,426,775	\$1,439,950	CABLE FRANCHISE LICENSE FEES	\$1,430,000	
\$27,060	\$28,000	WHITE GOODS	\$30,000	
\$1,695,105	\$1,723,150		\$1,700,200	
		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. Large appliances containing refrigerants, metal and other materials that are banned from the municipal waste stream must be scheduled for special pick-up by the Public Works Department. The Department offers online applications for these permits through the City's website in addition to in-person sales. Nearly half the applications are completed online.		

# INTERGOVERNMENTAL REVENUE -Summary

ACTUAL FY13	PROJECTED FY14		BUDGET FY15
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**\$1,474,300**  
**\$230,450**  
**\$29,213,010**  
**\$8,937,810**  
**\$39,855,570**

**\$2,774,710**  
**\$388,465**  
**\$29,415,120**  
**\$8,968,820**  
**\$41,547,115**

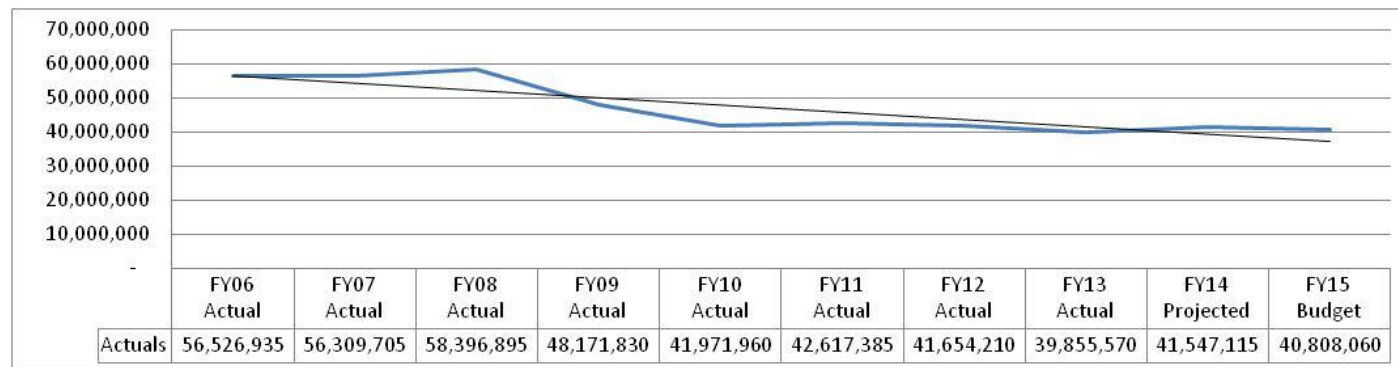
**FEDERAL GRANTS**      **\$1,408,880**  
**STATE GRANTS**      **\$249,050**  
**STATE CHERRY SHEET REV.**      **\$29,901,825**  
**OTHER INTERGOV. REVENUE**      **\$9,248,305**  
**\$40,808,060**

**GRANT FUND.** In FY15, 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.

## TEN YEAR HISTORY OF INTERGOVERNMENTAL REVENUE



ACTUAL FY13	PROJECTED FY14		BUDGET FY15	INTERGOVERNMENTAL REVENUE -Federal Grants
\$1,474,300	\$2,773,810	COM. DEV. BLOCK GRANT	\$1,407,980	FEDERAL GRANTS. The following federal grants will be appropriated in the FY15 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.
\$0	\$900	VETERANS' REIMBURSEMENT	\$900	
\$1,474,300	\$2,774,710		\$1,408,880	
		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 FY15 allocation of the CDBG fund is as follows: Community Development, \$1,007,890; Department of Human Service Programs, \$395,090; and Historical Commission, \$5,000. The FY15 budgeted amount represents only that portion of CDBG funds used in operating budgets; the Public Investment Budget includes an additional \$1,225,945. This total allocation reflects an estimated 5.0% reduction from FY14.		
		VETERANS' REIMBURSEMENT. In FY15, the Department of Veterans' Services and Benefits will receive approximately \$900 in reimbursements from the U.S. Department of Veterans Affairs for burial plot payments.		

ACTUAL FY13	PROJECTED FY14		BUDGET FY15	INTERGOVERNMENTAL REVENUE -State Grants
\$30,985	\$150,935	ADDITIONAL VOTING HOURS	\$27,075	<b>STATE GRANTS.</b> The following state grants will be appropriated in the General Fund in FY15. All other state grants will be appropriated in the Grant Fund during the course of the fiscal year.
\$50,220	\$50,000	REIMB/NON-CONTRIB PENSIONS	\$50,000	
\$54,150	\$54,000	CONSUMERS' COUNCIL GRANT	\$54,000	
\$86,835	\$123,470	STATE MWPAT SUBSIDY	\$112,175	
<u>\$8,260</u>	<u>\$10,060</u>	MASS. CULTURAL COUNCIL	<u>\$5,800</u>	
\$230,450	\$388,465		\$249,050	
		<b>ADDITIONAL VOTING HOURS.</b> In FY15, the State will fund additional voting hours for the September 2014 State Primary and November 2014 State Election.		
		<b>STATE REIMBURSEMENT FOR NON-CONTRIBUTORY PENSIONS.</b> The state reimburses the Employee Benefits budget for cost-of-living increases granted to non-contributory pensioners.		
		<b>CONSUMERS' COUNCIL.</b> The Massachusetts Attorney General's Office annually awards a grant to the Cambridge Consumers' Council to offset Council operating costs. The Consumers' Council is budgeted as part of the License Commission.		
		<b>STATE WATER POLLUTION ABATEMENT TRUST SUBSIDY (MWPAT).</b> The City currently receives subsidies from the state for four sewer loans. The subsidies on the sewer loans cover 7.4% of the FY15 debt service costs for these four loans.		
		<b>MASSACHUSETTS CULTURAL COUNCIL (MCC).</b> The Arts Council receives a state grant to provide operating support to offset administrative and programming costs.		

ACTUAL FY13	PROJECTED FY14		BUDGET FY15	INTERGOVERNMENTAL REVENUE -State Cherry Sheet Revenue
\$27,062,850	\$27,314,185	SCHOOL/LOCAL AID (UGGA)	\$27,653,815	<b>CHERRY SHEET.</b> 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 \$27,653,815 in FY15, which is an increase of \$339,630 from FY14 Adopted Budget. These two local aid categories represent 5.3% of the total FY15 Operating Budget.
\$1,368,995	\$1,314,870	EDUCATION REIMBURSEMENT	\$1,461,945	
<u>\$781,165</u>	<u>\$786,065</u>	GEN. GOVT. REIMB/DISTRIB	<u>\$786,065</u>	
\$29,213,010	\$29,415,120		\$29,901,825	



ACTUAL FY13	PROJECTED FY14		BUDGET FY15
\$8,892,160	\$8,892,160	SCHOOL AID/CHAPTER 70	\$9,053,610
<u>\$18,170,690</u>	<u>\$18,422,025</u>	UNRESTRICTED GENERAL GVT.	
\$27,062,850	\$27,314,185	AID/LOCAL AID	<u>\$18,600,205</u>
			\$27,653,815
		<p><b>UNRESTRICTED GENERAL GVT. AID /LOCAL AID.</b> This revenue refers primarily to distributions from the Commonwealth to municipal general revenue for additional assistance and lottery aid. These two local aid categories represent 5.3% of the total Operating Budget.</p> <p>Approximately 67% (\$12,522,055) of UGGA supports the School Budget.</p>	

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

**SCHOOL AID.** Chapter 70 School Aid is based on a formula that takes into account enrollment, pupil characteristics, inflation, property values and personal income data.

ACTUAL FY13	PROJECTED FY14		BUDGET FY15
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**STATE CHERRY SHEET REV.  
-Education Reimbursement**

\$6,835	\$30,535	SCHOOL LUNCH PROGRAM	\$29,280	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.
<u>\$1,362,160</u>	<u>\$1,284,335</u>	CHARTER SCHOOL TUITION	<u>\$1,432,665</u>	
<u>\$1,368,995</u>	<u>\$1,314,870</u>	REIMBURSEMENT	<u>\$1,461,945</u>	
		CHARTER SCHOOL TUITION. This revenue is intended to partially reimburse local communities for the cost of Charter School tuitions, which are assessed to local communities through the Cherry Sheet. Under Chapter 46, the state is to reimburse increased costs over a five-year period at a declining rate of 100%, 25%, 25%, 25%, 25% for students attending charter schools. However, the City typically receives 65% reimbursement in the first year.		

ACTUAL FY13	PROJECTED FY14		BUDGET FY15
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**STATE CHERRY SHEET REV.  
-General Governmental Reimbursement  
Distribution**

**\$109,330**  
**\$481,330**  
**\$190,505**  
**\$781,165**

**\$107,250**  
**\$488,305**  
**\$190,510**  
**\$786,065**

**LIBRARY AID** **\$107,250**  
**VETERANS' BENEFITS** **\$488,305**  
**REAL ESTATE ABATEMENTS** **\$190,510**  
**\$786,065**

**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.

**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 FY15 reimbursement amount is estimated to stay the same as the FY14.

**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.

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.

Under Clause 41C, persons over age 65 with yearly maximum earnings of \$24,458 for a single person or \$36,687 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 \$48,914, or married, in excess of \$67,257, 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 FY13	PROJECTED FY14		BUDGET FY15	INTERGOVERNMENTAL REVENUE -Miscellaneous Governmental Revenue
\$1,465,295	\$1,200,000	MEDICAID REIMBURSEMENT	\$1,200,000	SCHOOL MEDICAID REIM-
<u>\$7,472,515</u>	<u>\$7,768,820</u>	CAMBRIDGE HEALTH ALLIANCE	<u>\$8,048,305</u>	BURSEMENT. This revenue source
\$8,937,810	\$8,968,820		\$9,248,305	reflects reimbursements of special
		eligible students.		education medical costs for Medicaid
		<p><b>CAMBRIDGE HEALTH ALLIANCE.</b> Bonds issued in the past for renovations to the Cambridge Hospital and construction of a new ambulatory care center are legal obligations of the City and principal and interest payments on these loans are included in the Debt Service budget. This category includes the 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 \$6,278,305 and Debt Service \$1,770,000.</p>		

ACTUAL FY13	PROJECTED FY14		BUDGET FY15
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## MISCELLANEOUS REVENUE -Summary

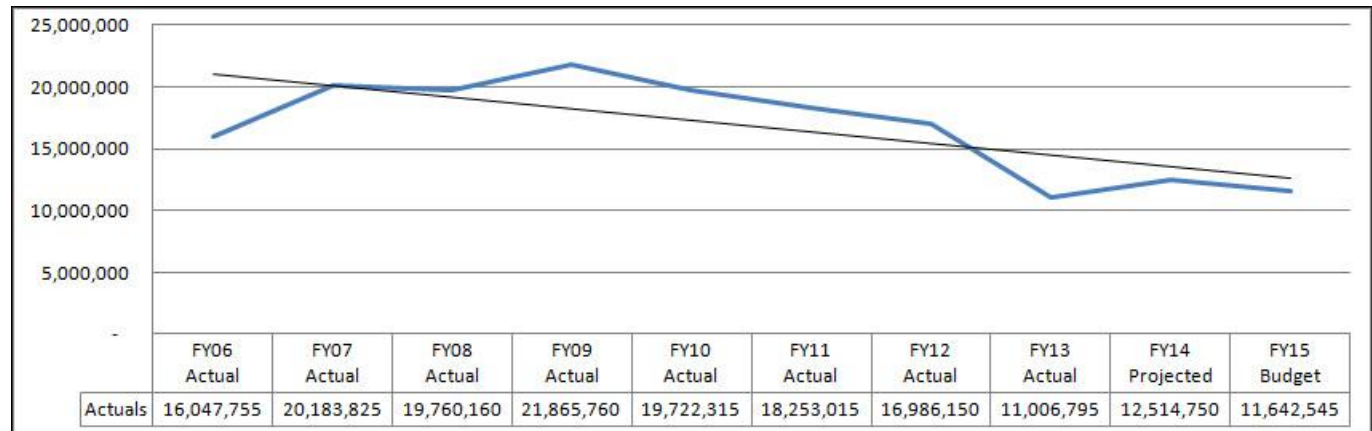
**\$657,545**  
**\$265,375**  
**\$10,083,875**  
**\$11,006,795**

**\$600,000**  
**\$678,630**  
**\$11,236,120**  
**\$12,514,750**

**INTEREST EARNINGS**                    **\$600,000**  
**RENT/SALE OF CITY PROPERTY**       **\$684,805**  
**OTHER MISC. RECEIPTS**               **\$10,357,740**  
**\$11,642,545**

**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 2.2% of the FY15 General Fund Budget.

### TEN YEAR HISTORY OF MISCELLANEOUS REVENUE



ACTUAL FY13	PROJECTED FY14		BUDGET FY15
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**MISCELLANEOUS REVENUE  
-Interest Earnings**

<b>\$657,545</b>	<b>\$600,000</b>	<p><b>INTEREST EARNINGS</b>      <b>\$600,000</b></p> <p><b>INTEREST EARNINGS.</b> The City regularly invests temporarily idle cash in the Massachusetts Municipal Trust Depository - Cash Fund and through our semiannual Certified Deposit (CD) bids. The City 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 FY15 Budget, which is the same amount as FY14. 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 FY15.</p> <p>Interest income is used to offset expenditures in: Finance (\$500,000); Community Development (\$60,000); and Public Works (\$40,000).</p>	
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ACTUAL FY13	PROJECTED FY14		BUDGET FY15	MISCELLANEOUS REVENUE -Rent/Sale of City Property
\$182,170	\$598,130	RENT OF CITY PROPERTY	\$604,305	RENT OF CITY PROPERTY. In FY15, the City will receive \$78,300 in rent from the newsstand in Harvard Square and the New School of Music.
<u>\$83,205</u>	<u>\$80,500</u>	SALE OF CITY PROPERTY	<u>\$80,500</u>	
\$265,375	\$678,630		\$684,805	
		These funds are used as an offset to the Public Works budget. In addition, \$526,005 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 Alice K. Wolf Center.		
		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 FY15 is \$1,500. 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 FY15 revenue estimate is \$500.		

ACTUAL FY13	PROJECTED FY14		BUDGET FY15
\$2,765	\$4,000	ROYALTIES	\$4,000
\$8,500,000	\$8,600,000	CLAIMS TRUST TRANSFER	\$8,700,000
\$0	\$1,000,000	DEBT STABILIZATION TRANSFER	\$0
\$690,570	\$586,670	SCHOOL STABILIZATION FUND	\$563,765
\$600,000	\$600,000	TEACHER RETIREMENT TRANSFER	\$600,000
\$41,140	\$44,500	SECTION 108 LOAN PAYMENT	\$174,310
\$30,000	\$30,000	TRAFFIC MITIGATION FUNDS	\$30,000
\$20,325	\$10,000	TRAFFIC KNOCKDOWN	\$10,000
\$31,790	\$15,000	RECYCLING	\$15,000
\$0	\$73,000	BUS SHELTER ADVERTISING	\$37,000
\$112,140	\$132,000	OVERTIME REIMBURSEMENT	\$82,000
\$55,145	\$140,950	MISC. REIMBURSEMENT	\$141,665
<u>\$10,083,875</u>	<u>\$11,236,120</u>		<u>\$10,357,740</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, 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 FY15 reflects the increase in employee contributions from non-union and unionized employees.

**SCHOOL STABILIZATION TRANSFER.** In FY15, \$563,765 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 \$4.3 million as of June 30, 2014.



**TEACHER RETIREMENT TRANSFER.** The Teacher Retirement Fund Transfer is \$.6 million. 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.** 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.

**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. \$15,000 is budgeted for FY15 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.

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# SUMMARY: GENERAL GOVERNMENT

FY13 ACTUAL	FY14 PROJECTED	PROGRAM EXPENDITURES	FY15 BUDGET
\$548,575	\$519,230	Office of the Mayor	\$589,680
\$2,492,000	\$2,225,845	Executive	\$2,298,685
\$1,598,915	\$1,652,610	City Council	\$1,711,115
\$962,905	\$1,023,115	City Clerk	\$1,240,705
\$1,662,670	\$2,140,940	Law Department	\$2,176,975
\$11,991,735	\$12,689,665	Finance	\$14,540,220
\$18,679,540	\$26,686,365	Employee Benefits	\$32,882,665
\$613,915	\$673,685	General Services	\$704,725
\$1,103,100	\$1,193,655	Election Commission	\$1,072,390
\$787,410	\$883,075	Public Celebrations	\$874,335
\$0	\$0	Reserve	\$37,500
\$40,440,765	\$49,688,185		\$58,128,995

FINANCING PLAN	FY15 BUDGET
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Taxes	\$37,523,820
Charges For Services	\$835,200
Licenses and Permits	\$53,300
Fines & Forfeits	\$316,500
Intergovernmental Revenue	\$9,600,175
Miscellaneous Revenue	\$9,800,000
	\$58,128,995

ACTUAL FY13	PROJECTED FY14		BUDGET FY15
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# OFFICE OF THE MAYOR

\$456,460  
\$24,815  
\$63,570  
\$3,730  
\$548,575

\$423,730  
\$24,000  
\$68,000  
\$3,500  
\$519,230

## ADMINISTRATION GOVERNMENTAL RELATIONS CEREMONIAL FUNCTIONS COMMUNITY LEADERSHIP

\$484,120  
\$29,500  
\$70,500  
\$5,560  
\$589,680

**PURPOSE & OVERVIEW:** As the official leader of the City, the Mayor fulfills political, ceremonial and community leadership functions on behalf of the City while serving as the Chairperson for both the City Council and the School Committee. The Office of the

Mayor has a broad range of duties and responsibilities. Focused primarily on assisting residents, the Mayor's Office responds directly to members of the public seeking information or seeking to address concerns regarding government and municipal services. In addition, the Mayor's Office implements a variety of citywide public events and celebrations throughout the year, conducts public policy research, drafts legislation and serves as the City liaison between federal and state agencies, as well as community groups and citizens. The Mayor also serves as the City's official receiver for visiting dignitaries and distinguished visitors.

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

### GOVERNMENTAL RELATIONS:

The Mayor hosts numerous visiting delegates, local colleagues and officials interested in forging or growing partnerships with the Mayor's Office and the City of Cambridge. The Mayor participates in various conferences, municipal policy boards and educational boards, with the goal of ensuring his 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 picnics for Cambridge seniors, one in conjunction with Harvard University in the summer and the other in conjunction with the Massachusetts Institute of Technology (MIT) 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.

#### **FY15 GOALS:**

##### **Community Engagement**

The Mayor's Office will revitalize the relationship the city has with community groups and associations to create, support and advance valuable partnerships that unite these institutions toward a common vision for the community. Understanding that Cambridge and its citizens have distinct values and talents, the Mayor's Office will work to unify the interests of the city and its residents by facilitating long-term, sustainable relationships between City agencies and community based organizations that ultimately improve the quality of life and level of positive interaction between the community and city government.

##### **Support Collaboration among Non-Profit Organizations**

Non-profit organizations and civic associations serve a critical function that improves the lives of children and families in the City of Cambridge. The Mayor's Office will lead an initiative to bring together non-profit organizations throughout the city to coordinate the variety of interests represented by each unique group and foster partnerships that are mutually beneficial to their missions.

##### **Enhance Cooperation between the City, City Schools, Businesses and Universities**

The Mayor's Office will work to achieve a more collaborative and comprehensive relationship between the City of Cambridge, Cambridge Public Schools, businesses and the non-profit community as well as Harvard, MIT and Lesley Universities. Organizing these institutions will help achieve a more accessible platform for the exchange of institutional visions where early collaboration will provide a meaningful context for understanding the challenges facing residents, business owners, non-profit leaders and students.

##### **Cambridge Public School Mini-Grants**

The Mayor's Office will reinstitute the awarding of mini-grants along with the Cambridge Public Schools in order to support teachers, students, non-profits and entrepreneurial efforts that promote the physical and academic well-being of students at all grade levels.

##### **Support the Creation of a STEAM Commission**

The Mayor's Office will work to articulate a vision between City agencies, the School Department, community based organizations, the business community, and members of the public to improve access to science, technology, engineering, arts and math (STEAM) learning. The Mayor's Office will convene these stakeholders in order to ensure that Cambridge students benefit from the availability of STEAM programs inside or outside of city-based institutions.

**Support Locally Owned Businesses and Healthy Living**

The Mayor's Office will continue to work with local businesses, local business organizations and their leaders to support, strengthen and expand the movement toward shopping local with independent retailers. The Mayor will also provide leadership and support toward the City's healthy living agenda while encouraging healthy living policy initiatives, advocating for local food and promoting healthy commuting activities.

**Promote Initiatives to Mitigate the Effects of 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 will continue to support the City's efforts on energy efficiency programs, transportation mode-shifting and enhancing bicycle and pedestrian options, advocating for local food and healthy commuting activities, reducing waste and promoting reuse, and supporting the work of the Net Zero Task Force.

**Raising Academic Achievement**

The Mayor's Office will focus on efforts to raise academic achievement for all students in Cambridge in collaboration with the Superintendent's Office. 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.

**Support the Efforts of the GLBT Commission**

The Office of the Mayor will support the work of the GLBT Commission as well as other city organizations to promote a safer and more inclusive community.

<b>FINANCING PLAN</b>	<b>DETAIL</b>	<b>SUMMARY</b>
<b>TAXES</b>		<b>\$557,680</b>
Real Estate Taxes	\$502,680	
Hotel/Motel Excise Tax	\$55,000	
<b>INTERGOVERNMENTAL REVENUE</b>		<b>\$32,000</b>
State Cherry Sheet Revenue	\$32,000	
<b>TOTAL FY15 BUDGETED REVENUE</b>		<b>\$589,680</b>

STATUTORY ANALYSIS	SUMMARY	
SALARIES & WAGES	\$449,050	
OTHER ORDINARY MAINTENANCE	\$111,130	
TRAVEL & TRAINING	\$29,500	
EXTRAORDINARY EXPENDITURES	\$0	
TOTAL FY15 BUDGETED EXPENDITURES		\$589,680

<b>FULL TIME BUDGETED EMPLOYEES</b>	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>
	<b>5</b>	<b>5</b>	<b>5</b>

ACTUAL FY13	PROJECTED FY14		BUDGET FY15
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## EXECUTIVE

\$1,780,675	\$1,439,620
\$417,000	\$417,000
\$169,285	\$237,315
\$118,010	\$124,410
<u>\$7,030</u>	<u>\$7,500</u>
\$2,492,000	\$2,225,845

LEADERSHIP	\$1,429,490
TOURISM	\$417,000
PUBLIC INFORMATION OFFICE	\$309,215
AFFIRMATIVE ACTION	\$132,980
EMPLOYEES' COMMITTEE ON DIVERSITY	<u>\$10,000</u>
	\$2,298,685

**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 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.

**SIGNIFICANT BUDGET MODIFICATIONS:** The FY15 Executive Budget includes \$121,570 in the salary and wages account for the Domestic Violence Coordinator.

### FY14 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Retained the noteworthy distinction of being one of approximately 33 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 \$34.9 million in General Obligation bonds, which took place on February 18, 2014. The City received a true interest cost of 2.56%. 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.
- Oversaw project management of significant new public construction projects, including the construction of the Martin Luther King Elementary School, 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 fall 2015.
- Charged with looking at ways to improve the City's audiovisual capabilities for public meetings and presentations in a variety of municipal venues, the City Manager brought recommendation to the City Council and has begun the process of implementing the adopted recommendation.



- Organized the 18th Annual Danehy Park Family Day in September 2013. 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 2014 in locations throughout Cambridge.
- Created a new Cambridge Initiative on Domestic Violence. Recognizing the City's ongoing commitment to eradicating Domestic Violence, the City Manager will appoint a coordinator who will lead this new initiative to coordinate and innovate the development of violence prevention and intervention strategies, particularly as it relates to domestic and sexual violence.
- Coordinated various community events and programs including the Citywide Dance Party.
- Solicited and received nominations for the 21st 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. This year's events included a panel discussion titled "Perspectives on Women's Leadership: Cambridge Women Mayors"; brown bag lunch discussions focusing on the movements for democracy in the Middle East popularly known as the Arab Spring, Alzheimer's disease, and the role of Nelson Mandela and other leaders of the anti-apartheid movement in the struggle for independence; in the aftermath of the Boston Marathon bombings, a gathering for support and reflection for City employees; and a screening of the film Rebel. ECOD members also assisted with the Personnel Department's mandatory diversity training for all new employees.
- Convened public meetings of the Community Preservation Act (CPA) Committee, which is chaired by the Deputy City Manager, and 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 FY14 of \$10.3 million in CPA funds, the City has been able to appropriate/reserve \$131 million in CPA funds, of which approximately \$44 million was derived from state matching funds.
- Implemented the first year of the new information technology (IT) E-Gov governance process. The Executive Committee, which is chaired by the Deputy City Manager, made recommendation to the City Manager on approximately \$3 million of IT projects and initiatives for FY14. Each project and initiative was vetted through an intense review process by the Project Review Committee. This new governance process will be ongoing and will help shape future investments in IT projects and initiatives.
- Reported to the City Council on the Foundry Building's condition, applicable laws and regulations, history and potential implementation strategies and financial modes associated with each approach.

- Worked with the Affordable Housing Trust (which is chaired by the City Manager), non-profit and private developers, and the Cambridge Housing Authority to assist 349 affordable units under development with CPA funds in FY2014. Significant accomplishments include the preservation of 94 affordable rental units for elderly and disabled tenants in Harvard Square; renovations on 50 rental units elsewhere in Harvard Square and 32 rental units in Central Square after these expiring use units were successfully preserved in prior years; construction which began on 40 new affordable rental units in Central Square; and the advancement of revitalization plans for state-assisted public housing at Jefferson Park, which received significant funding commitments from the Affordable Housing Trust and other funders in FY14.

#### **FY15 GOALS:**

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

PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Number of requests tracked in automated complaint system	581	650	650	650
2. Number of requests resolved	529	590	600	600
3. Number of requests outstanding	52	60	50	50

- *GOAL 2: The City Manager will continue to chair the Affordable Housing Trust Fund, which over the years has leveraged hundreds of millions of dollars in private and other public funding, resulting in the creation or preservation of 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: Continue to oversee the construction of the M.L. King School, the first of four schools to be reconstructed as part of the Innovation Agenda. Occupancy is scheduled for September 2015. The design phase for the second school, the King Open School, is scheduled to begin in the fall of 2014.*
- *GOAL 7: Work with IT, department heads, the E-Gov Executive Committee and community representatives to continue implementing the IT governance process.*
- *GOAL 8: Oversee the new Cambridge Initiative on Domestic Violence.*
- *GOAL 9: Provide leadership to efforts for expanding Wi-Fi in the city and examining alternatives to providing internet access.*
- *GOAL 10: Facilitate the citizens committee on civic unity to discuss inclusionary efforts around race and class and other related topics.*
- *GOAL 11: Continue to strongly support Cambridge Public Schools and collaborate on the Early Education Task Force to address the educational needs and equity of services for Cambridge four year olds and other early childhood issues.*
- *GOAL 12: Continue to work with the City Council and community on refining the development objectives of the Foundry Building.*

## **TOURISM**

**PURPOSE & OVERVIEW:** The Cambridge Office for Tourism (COT) is a non-profit agency that receives City funding provided through the hotel/motel rooms tax and the meals tax, grant funding through state agencies, advertising revenues and publication sales. It serves as the central clearinghouse for all tourism marketing and visitor information for the City of Cambridge. COT is managed by a 15-member Board of Directors comprised in part by the Cambridge Deputy City Manager, and representatives from the Cambridge Chamber of Commerce, Harvard University, MIT, Greater Boston Convention and Visitors Bureau (GBCVB), at least one hotel general manager and one restaurant owner, and three Cambridge residents. The office is currently staffed by two full time employees and one part time staff member.

The office marked its 20th year with a major rebranding of its logo and collateral (visitor guide, brochure and seasonal calendars of events). The new website launched in April 2013 inspired a new focus on a social media campaign. COT hired a Marketing Coordinator to manage its social media and maintain the web content on the tourism site. COT promoted a successful Instagram campaign called #picturecambridge, which engaged the public to post their images and share their unique perspectives of all things Cambridge, with the possibility

of having their images featured on COT's homepage and printed materials. COT also enlisted local talent to submit blog posts on a variety of topics that also keep the site new and exciting. COT's Twitter, Facebook and Instagram following continues to increase, and have expanded COT's online presence through videos on Youtube and Vimeo. TripAdvisor reports indicate that COT's module success exceeds their benchmark averages by a wide margin.

The Pinnacle Advisory Group, widely considered the nation's leading full-service hospitality consulting firm, reported that Cambridge had a hotel occupancy rate of 80.1% at year-end (Dec 2013), an increase of 1.7% over the previous year. Combined with the 1.9% increase experienced at year-end the previous year (Dec 2012), this steady growth was encouraging for the Massachusetts tourism industry. The Average Daily Rate was \$213.91, a 2.5% increase over the year before, and the Revenue Per Available Room (RevPAR) was up 4.7% to \$171.39. The Cambridge Hotel/Motel Rooms Tax Revenue shows another 5% increase in the first half of FY14 over the first half of FY13.

COT continues to position Cambridge as an important component of the marketing efforts of the GBCVB and the Massachusetts Office of Travel & Tourism (MOTT) and to achieve from those efforts the greatest positive impact on the local economy. A major focus for 2014 has been preparing for the influx of Asian visitors anticipated by Hainan Airline's direct flight from Beijing to Boston that will start in June 2014. Our office, together with Mayor David Maher, successfully hosted a press & trade familiarization trip in February with representatives from China to welcome the new connection with Beijing. COT also participated in the IMEX America (International Meetings and Exhibitions) trade show with the GBCVB, MOTT, the Massachusetts Convention Center Authority (MCCA) and other regional tourism partners.

COT's corporate meetings marketing campaign will receive \$50,000 in FY15 funding from 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 served as a board member on the GBCVB, Cambridge Chamber of Commerce and Harvard Square Business Association. COT also sat on the Marketing to China Committee and Taste of Cambridge Committee.

## FY14 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- New branding campaign logo.
- Redesigned visitor guide, marketing brochure and calendar format.
- Built online presence through Instagram, TripAdvisor, Twitter and Facebook.
- New Year's Eve Billboard Ad in New York City's Time Square.
- Wall Street Journal Campaign.
- Produced a destination video to promote Cambridge.

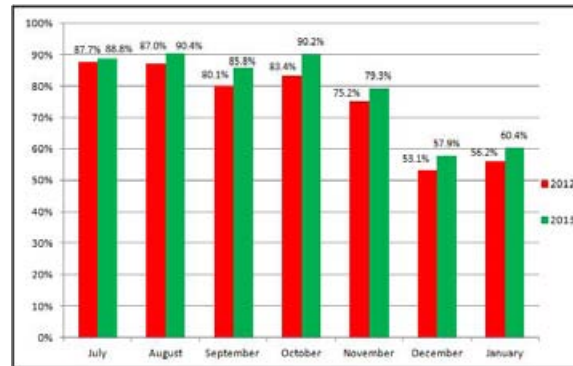
Figure 1: TripAdvisor Statistics

Period	Page Views	Video Views	Photo Views	Map Views	Link Clicks	Event Clicks	Promo Clicks	Media Impressions	Media Clicks	Total Engagement	CTR*	IR**
Feb-14	1,998	63	65	33	21	149	9	2,925	8	348	9.36%	17.42%
Jan-14	1,795	61	64	35	31	154	6	2,751	4	355	10.86%	19.78%
Dec-13	1,341	60	57	18	16	100	6	2,087	6	263	9.55%	19.61%
Nov-13	1,719	75	68	23	30	135	11	2,564	4	346	10.47%	20.13%
Oct-13	2,992	103	88	26	65	239	11	4,704	18	550	11.13%	18.38%
Sep-13	2,984	86	76	52	79	64	20	5,703	14	391	5.93%	13.10%
Aug-13	4,103	154	138	51	119	116	21	6,400	11	610	6.51%	14.87%
Jul-13	4,276	125	102	57	136	41	29	7,461	11	501	5.07%	11.72%
<b>TOTAL/AVERAGE</b>	<b>21,208</b>	<b>727</b>	<b>658</b>	<b>295</b>	<b>497</b>	<b>998</b>	<b>113</b>	<b>34,595</b>	<b>76</b>	<b>3,364</b>	<b>8.61%</b>	<b>16.88%</b>

Key	
<p><b>*CTR</b> TripAdvisor CTR Benchmark Average 8.30%</p>	<p>Click-Thru Rate (CTR) is the metric used to demonstrate all clicks that generate <b>direct traffic to a partners website</b>. The CTR is calculated by adding columns: "link clicks," "promo clicks" "event clicks" and "media clicks" (all which click through directly to the client's site), then dividing by page views and multiplying by 100.</p>
<p><b>**IR</b> TripAdvisor IR Benchmark Average 9.12%</p>	<p>Interaction Tare (IR) is the metric used to demonstrate the combination of <b>direct traffic driven to a partner's website as well as interaction with client owned page content that does not generate direct traffic (i.e. photos, videos and maps).</b></p>

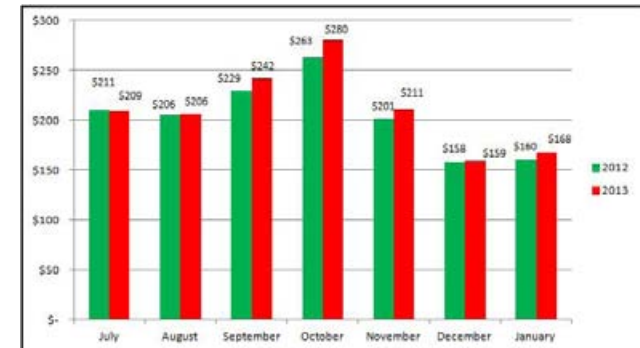
Cambridge Avg	8.61%	16.88%
Benchmark-TA Avg	8.30%	9.12%

**Figure 2: Hotel Occupancy Percentage**



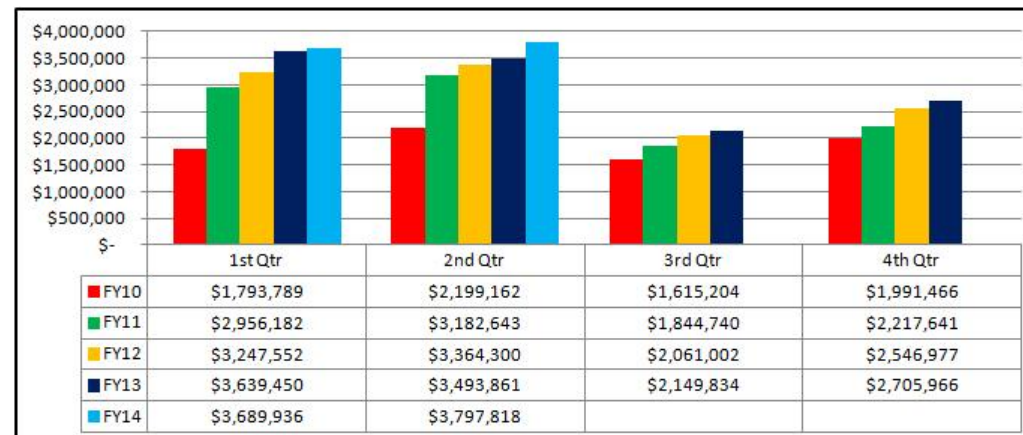
Source: Pinnacle Advisory Group

**Figure 3 : Average Hotel Daily Rate**

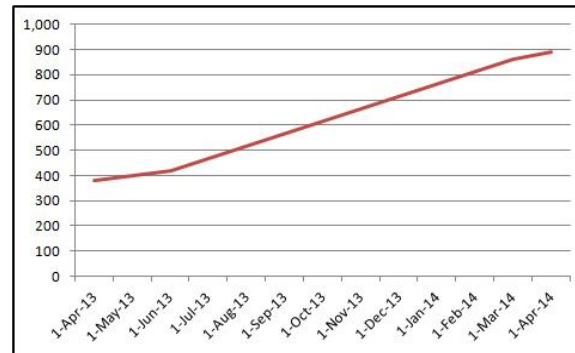


Source: Pinnacle Advisory Group

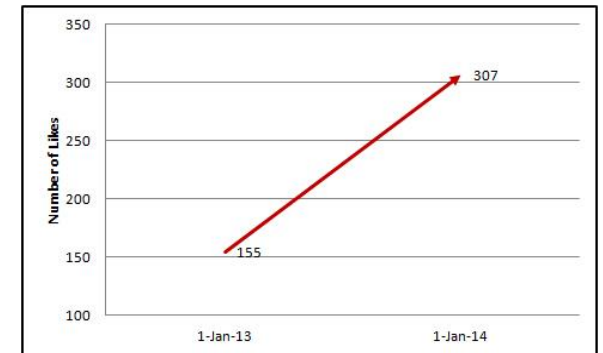
**Figure 4: Room Tax Revenue Comparison FY10-FY14**



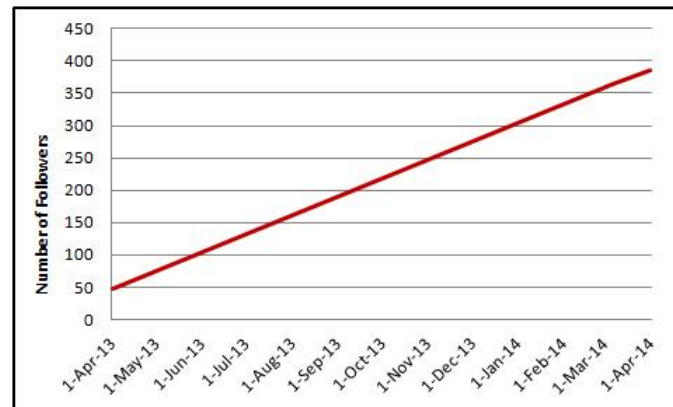
**Figure 5: Twitter Followers**



**Figure 6: Facebook Likes**



**Figure 7: Instagram Followers**



**Figure 8: Instagram Campaign  
#picturecambridge**

	Apr-13	Apr-14
#PictureCambridge Posts	650	1,597

**Figure 9: Website Traffic**

	Apr-13	Apr-14
Website Pageviews	52,000	116,000*
* As of 12/31/13		

## **FY15 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.*
- *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 assists the City in achieving workforce parity. The goal is to reflect, at all levels and in all types of positions, the race, sex, disability or other protected status of the labor markets from which employees are recruited. It provides prompt, fair and impartial processing of complaints of discrimination and provides counseling as needed in an effort to mediate interpersonal disputes or conflicts with Equal Employment Opportunity implications.

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

The Affirmative Action Director monitors construction contracts to ensure compliance with federal, state and local laws regulating municipal construction.

The City's Affirmative Action recruitment goals are linked with local labor market statistics and utilize available 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 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:**

- Prepared and submitted the biannual workforce analysis to the Equal Employment Opportunity Commission (EEOC).
- Monitored the City's workforce across the organization and departmentally analyzed each of the eight, EEO-4 categories for compliance with the City's Affirmative Action Plan.
- Worked with departments to establish measurable hiring goals based on U.S. Census figures and local labor market statistics.
- Participated in 18 interviewing panels assisting with outreach, recruitment, interviewing and the selection process.
- Assisted applicants and employees whom have self-identified as having a protected status.
- Collaborated with the State Human Resources Division, City departments and the Affirmative Action Advisory Committee to promote the Municipal Firefighter Examination, launching recruitment campaigns targeting under-represented, protected status groups. Special efforts were made to encourage Cambridge residents to apply for the examination. Networked with community based organizations in Cambridge to increase participation in this civil service campaign.
- Collaborated with Personnel and other key departments to represent the City at job fairs.
- Served as a presenter/panelist at "Cambridge Works" orientation seminars.

**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 in the Greater Boston Area from which the City of Cambridge can normally expect to recruit a diverse pool of applicants.

	EEO-4 Category	Recruitment Area (PMSA)	FY 14 City Incumbent Workforce	Cambridge Residents per U.S. Census
#1	Percentage of People of Color employed by the City	15.00%	34.16%	27.00%
#2	Percentage of Women employed by the City	48.20%	43.98%	49.50%
#3	Percentage of People of Color employed as Officials & Administrators	9.60%	18.89%	19.60%
#4	Percentage of People of Color employed as Professionals	13.40%	25.35%	22.50%
#5	Percentage of People of Color employed as Technicians	17.30%	18.22%	27.00%
#6	Percentage of People of Color employed as Protective Service	27.00%	28.22%	27.00%
#7	Percentage of People of Color employed as Para-Professionals	13.70%	47.83%	27.00%
#8	Percentage of People of Color employed as Administrative Support	13.70%	28.37%	27.00%
#9	Percentage of People of Color employed as Skilled Craft	11.60%	25.00%	23.30%
#10	Percentage of People of Color employed as Service Maintenance	24.60%	48.92%	27.00%

Below are examples of positions that make up the categories above for the Cambridge workforce:

- **Officials & Administrators:** Department heads and managers; approximately 90 positions.
- **Professionals:** Personnel and labor relations workers, lawyers, system analysts, accountants, engineers, employment and vocational counselors, instructors, librarians, police and fire captains and lieutenants; approximately 365 positions.
- **Technicians:** Budget analysts, assessors, assistant buyers, associate producers, recreation positions, accountants, computer technicians, personnel specialists and other analysts; approximately 215 positions.
- **Protective Service:** Police, fire, emergency communications and other public safety positions; approximately 485 positions.
- **Para-Professionals:** Library assistants, research assistants, childcare workers, recreation assistants, youth workers, traffic supervisors and career counselors; approximately 900 positions.
- **Clerical:** Bookkeepers, messengers, office machine operators, clerks, dispatchers and payroll positions; approximately 200 positions.

- **Skilled Crafts:** Mechanics, repairers, electricians, heavy equipment operators, skilled machining operators and carpenters; approximately 135 positions.
- **Service Maintenance:** Truck drivers, bus drivers, garage laborers, custodial personnel, gardeners, groundskeepers, refuse collectors and construction laborers; approximately 128 positions.

## **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, manages the information posted on the City's website, and seeks to improve community engagement. The PIO strives to identify new methods and avenues for relaying information to the community and to evaluate the effectiveness of the City's public outreach efforts.

**SIGNIFICANT BUDGET MODIFICATIONS:** The FY15 PIO Budget includes \$130,570 in the salaries and wages account for the Director of Communications and Community Relations.

### **FY14 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:**

- In support of the City Council's goals, the Public Information Office (PIO) promoted civic events and communicated information to Cambridge citizens, City staff, businesses, institutions and the general public through a range of outreach efforts; worked to improve the use of technology in the City; and strived to serve as a resource for City departments. Efforts included the following:
- Produced two issues of the *CityView* newsletter, which is mailed to over 48,000 Cambridge households; the annual 2013-2014 edition of *The Cambridge Life*, the City's annual magazine and resource guide; and the FY13 City of Cambridge Annual Report.
- Provided ongoing support to City departments, including the Employees' Committee on Diversity, related to publicity assistance, media relations, website content posting and website calendar support.
- Participated on the planning team for the redesign of the Traffic, Transportation and Parking Department's website, in addition to working with the Information Technology Division (ITD) to add functionality and site improvements to the City's website.
- Continued, via the Public Information Officer, participation 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.
- Served, via the Director of Communication and Community Relations, on the E-Gov Executive Committee, the primary decision-making body for IT investments.
- Evaluated, as part of the new E-Gov Project Review Committee, IT project requests as they move through the new governance process.
- Collaborated with various City departments on the creation of an Open Data Portal and Open Data

Initiative, an effort that utilizes technology to make government information open, transparent and accessible to its citizens.

#### **FY15 GOALS:**

- *GOAL 1: Support ITD on the redesign of the City's website to improve the user interface and user experience.*
- *GOAL 2: Expand the use of technology to communicate and engage with the community.*
- *GOAL 3: Oversee the implementation and evaluation of the Interactive Voice Response (IVR) Pilot Program on the main City switchboard telephone line.*
- *GOAL 4: In conjunction with ITD, support the City's Open Data Initiative, an effort to use technology to make government information open, transparent and accessible to citizens.*
- *GOAL 5: Work with City departments to ensure public information, regardless of medium, is accessible to persons with disabilities, such as accessible PDF files, captioned videos and website compliance with the Americans with Disabilities Act.*

#### **EMPLOYEES' COMMITTEE ON DIVERSITY**

**PURPOSE & OVERVIEW:** The City of Cambridge Employees' Committee on Diversity (ECOD) is a voluntary committee for City employees. The Committee aims to promote awareness and celebrate the diversity of the City's workforce.

#### **FY14 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:**

During the course of the year, the Committee sponsors events promoting diversity in the workforce. In FY14, Committee sponsored events included:

- A lecture *Egypt and the Arab Spring: A reflection on the impact of a social and political movement* featuring Dr. Mohammad Agwa.
- Celebration of Hispanic Heritage month featuring poet Martin Espada, whose critically acclaimed collections of poetry celebrate and lament the immigrant and working class experience.
- The 50th anniversary of the March on Washington: *50 Years Forward and the Legacy of the 1963 March on Washington* featuring Professor Jemadari Kamara, PHD.

- Celebration of Black History month *Exploring the Future of Civil Rights: The Need, the Impediments and Impact in the 21st Century* featuring Dr. Robin Chandler and a conversation with Professor Zoliswa O. Mali on *Nelson Mandela and the Struggles for South Africa's Liberation*.
- Celebration of Women's Heritage month with a panel discussion featuring former Cambridge women Mayors *Perspectives in Leadership* in collaboration with the Mayor's Office and the City Manager's Office. In collaboration with the Cambridge Women's Commission held a film screening of *Rebel: Loretta Velazquez, American Civil War Soldier and Spy* and discussion with Writer/Director Maria Agui Carter and Producer Calvin Lindsay.
- In collaboration with the Cambridge Public Health Department held a panel discussion, *A Deeper Look into Alzheimer's Disease*, with Dr. John Brusch, Dr. Daphne Schneider and Dr. Jason Strauss.
- Held 2nd annual Winter Clothing Drive to collect 650 pounds of winter clothing to donate to CASPAR and On the Rise.
- Hosted Welcome Breakfast and Ice Cream Social for new employees.
- Held 2nd annual book club reading *Hotel on the Corner of Bitter and Sweet* by Jamie Ford.
- Successfully launched Committee webpage on the City's Intranet.

The Employees' Committee on Diversity continues to work collaboratively with the GLBT Commission to raise awareness about issues facing the GLBT community.

#### **FY15 GOALS:**

- **GOAL 1:** *Promote awareness and acceptance by recognizing differences and celebrate the cultural and diverse ethnicity of the City of Cambridge employees through a platform of educational events.*

<b>FINANCING PLAN</b>	<b>DETAIL</b>	<b>SUMMARY</b>
<b>TAXES</b>		<b>\$1,879,820</b>
Real Estate Taxes	\$909,820	
Hotel/Motel Excise Tax	\$970,000	
<b>CHARGES FOR SERVICES</b>		<b>\$40,000</b>
Parking Fund Parking Usage	\$40,000	
<b>FINES &amp; FORFEITS</b>		<b>\$215,000</b>
Parking Fines	\$215,000	
<b>INTERGOVERNMENTAL REVENUE</b>		<b>\$163,865</b>
State Cherry Sheet Revenue	\$163,865	
<b>TOTAL FY15 BUDGETED REVENUE</b>		<b>\$2,298,685</b>

<b>STATUTORY ANALYSIS</b>	<b>SUMMARY</b>
<b>SALARIES &amp; WAGES</b>	<b>\$1,740,535</b>
<b>OTHER ORDINARY MAINTENANCE</b>	<b>\$516,950</b>
<b>TRAVEL &amp; TRAINING</b>	<b>\$41,200</b>
<b>EXTRAORDINARY EXPENDITURES</b>	<b>\$0</b>
<b>TOTAL FY15 BUDGETED EXPENDITURES</b>	<b>\$2,298,685</b>

<b>FULL TIME BUDGETED EMPLOYEES</b>	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>
	<b>9</b>	<b>9</b>	<b>11</b>

ACTUAL FY13	PROJECTED FY14		BUDGET FY15
\$1,325,985	\$1,394,805	<b>POLICY MAKING/LEGISLATION</b>	<b>\$1,386,180</b>
\$235,340	\$217,305	<b>COUNCIL SERVICES</b>	<b>\$265,080</b>
<u>\$37,590</u>	<u>\$40,500</u>	<b>GOVERNMENTAL RELATIONS</b>	<u><b>\$59,855</b></u>
<b>\$1,598,915</b>	<b>\$1,652,610</b>		<b>\$1,711,115</b>

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

Council authorizes public improvements and expenditures, adopts regulations and ordinances, establishes financial policies and performs many related legislative tasks.

**POLICY-MAKING/LEGISLATION.** Every two years, the City Council is elected at-large by the proportional representation electoral process. Upon organization of each new Council, the members elect a Mayor and a Vice Mayor, with the Mayor serving as the Council's Chief Legislative Officer. The Council organizes into active committees, providing much of the research and legislative analysis on major policy issues before the Council. This allotment includes funding for City Councillors and Council Aides.

**COUNCIL SERVICES.** The City Council is served by two staff members who perform administrative duties and provide clerical support to the Councillors. The general administration of the Council budget and the purchase of all supplies and services are also included in the duties of the staff.

**GOVERNMENTAL RELATIONS.** This allotment allows the members of the City Council to attend conferences and seminars on urban policy and relevant legislative topics, and supports the professional development of the City Council staff. This allotment also supports the Council's efforts to secure federal, state and other aid to supplement the City's funds for special projects. The City Council believes that strong personal lobbying is an effective tool in the City's campaign to maximize assistance from external sources.

#### **FY14 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:**

- Coordinated the opening and dedication of the new Alice Wolf Center at 5 Western Avenue.
- Provided staff support to the Government Operations Committee during the selection process for a new City Manager.
- Coordinated the City Council 2014 Inaugural.
- Provided staff support and training on policies and procedures to the newly elected City Council, Council Aides and Mayor's staff
- Coordinated professional development training sessions for the City Council and Administrative staff.
- Coordinated street and park dedications.

- Participated on the committee examining audiovisual upgrades of the Sullivan Chamber, Ackermann Room and the Sophie Anastos Room.
- Assisted the Mayor's Office with annual City Employee Celebrations and other special projects.

#### **FY15 GOALS:**

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



<b>FINANCING PLAN</b>	<b>DETAIL</b>	<b>SUMMARY</b>
<b>TAXES</b>		<b>\$1,697,005</b>
Real Estate Taxes	\$1,697,005	
<b>INTERGOVERNMENTAL REVENUE</b>		<b>\$14,110</b>
State Cherry Sheet Revenue	\$14,110	
<b>TOTAL FY15 BUDGETED REVENUE</b>		<b>\$1,711,115</b>

<b>STATUTORY ANALYSIS</b>	<b>SUMMARY</b>
<b>SALARIES &amp; WAGES</b>	<b>\$1,609,360</b>
<b>OTHER ORDINARY MAINTENANCE</b>	<b>\$41,900</b>
<b>TRAVEL &amp; TRAINING</b>	<b>\$59,855</b>
<b>EXTRAORDINARY EXPENDITURES</b>	<b>\$0</b>
<b>TOTAL FY15 BUDGETED EXPENDITURES</b>	<b>\$1,711,115</b>

<b>FULL TIME BUDGETED EMPLOYEES</b>	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>
	<b>2</b>	<b>2</b>	<b>2</b>

ACTUAL FY13	PROJECTED FY14		BUDGET FY15
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# CITY CLERK

\$962,905  
\$962,905

\$1,023,115  
\$1,023,115

## CITY CLERK

\$1,240,705  
\$1,240,705

**PURPOSE & OVERVIEW:** 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. The Clerk's Office offers 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 modern technology to make information available more quickly to our citizens.

**SIGNIFICANT BUDGET MODIFICATIONS:** The FY15 City Clerk's Budget includes \$113,745 in the salary and wages account for a Business Production Analyst/Project Manager position to advance the Department in its use of technology.

## FY14 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Provided staff support for 17 City Council committees, which held a total of 80 meetings and hearings.
- Managed the City Council Agenda, which consisted of 2,435 items for calendar year 2013. Published the permanent bound record of the 2011 City Council proceedings and began work on the 2012 permanent record for publication.
- Worked with DPW engineering staff and their architectural consultants to facilitate development of plans and specifications for bid documents to upgrade the City Clerk's central storage vault (Phase II) in the basement of City Hall. To date the technical, architectural and engineering drawings and specifications for spaces, systems and components in the project have been completed.
- Continued sustainability accomplishments in FY14 include: reducing paper storage of permanent records while maintaining the requisite paper copies to satisfy state public record statutes; improving the archival quality of paper storage by updating records of ordinances and publication records into binders with PH neutral protective sleeves.
- Worked with the Finance Department to allow credit card payments at the cashier's window in City Hall.

- Instituted procedures to include roll call votes on City Council agenda items for viewing by members of the public.

#### **FY15 Technology Initiatives**

1. Install the Vitals Information Partnership (VIP) state-wide death certificate system.
2. Enhance the technology functions in the City Clerk's Office.
3. Categorize the records in the custody of the City Clerk and list inventory on the website.

#### **FY15 GOALS:**

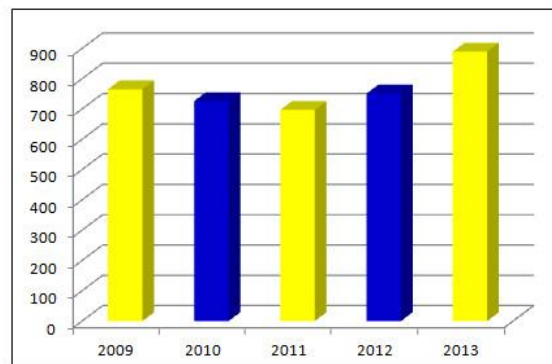
- *GOAL 1: Accurately establish, maintain, correct, index and certify all vital records, business records and other important City records in a timely manner and provide access to the public.*

PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Attested copies of completed and recorded death certificates 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%

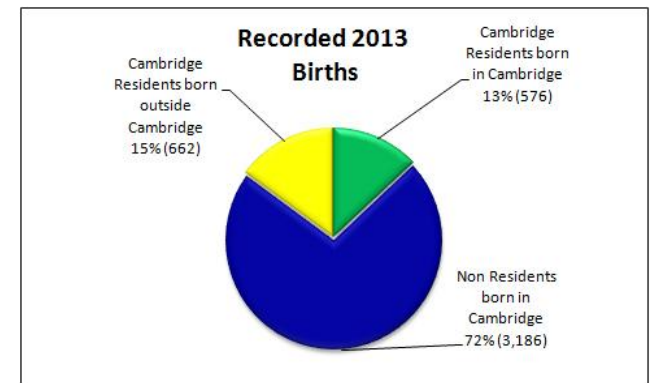
**Table 1: 2009-2013 Number of Records Recorded**

	2009	2010	2011	2012	2013
Births	4,113	4,258	4,322	4,373	4,424
Deaths	904	966	983	898	865
Marriage Intentions	1,276	1,248	1,157	1,230	1,230
Physicians	18	12	16	6	29
Domestic Partnerships	139	115	151	145	130
Business Certificates	765	726	697	751	889
Corrections and Delayed Records of Births, Deaths, & Marriages	264	381	345	365	321

**Figure 1: 2009-2013 Business Certificates**



**Figure 2: 2013 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	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 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	0	1	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	100%	100%	100%	100%

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

PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. City Council Agenda published accurately on the City's website 72 hours prior to meeting	100%	100%	100%	100%
2. Number of professional development programs attended by members of the Clerk's Office	6	9	5	5

- **GOAL 4:** *Continue preservation of vital and historical records.*

<b>FINANCING PLAN</b>	<b>DETAIL</b>	<b>SUMMARY</b>
<b>TAXES</b>		<b>\$945,905</b>
Real Estate Taxes	\$945,905	
<b>CHARGES FOR SERVICES</b>		<b>\$235,500</b>
Certified Copies	\$190,000	
Domestic Partnership	\$2,000	
Misc Fees (Clerk)	\$43,500	
<b>LICENSES AND PERMITS</b>		<b>\$40,000</b>
Marriage License	\$40,000	
<b>INTERGOVERNMENTAL REVENUE</b>		<b>\$19,300</b>
State Cherry Sheet Revenue	\$19,300	
<b>TOTAL FY15 BUDGETED REVENUE</b>		<b>\$1,240,705</b>

<b>STATUTORY ANALYSIS</b>	<b>SUMMARY</b>
<b>SALARIES &amp; WAGES</b>	<b>\$1,180,175</b>
<b>OTHER ORDINARY MAINTENANCE</b>	<b>\$56,110</b>
<b>TRAVEL &amp; TRAINING</b>	<b>\$4,420</b>
<b>EXTRAORDINARY EXPENDITURES</b>	<b>\$0</b>
<b>TOTAL FY15 BUDGETED EXPENDITURES</b>	<b>\$1,240,705</b>

<b>FULL TIME BUDGETED EMPLOYEES</b>	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>
	<b>10</b>	<b>10</b>	<b>11</b>

ACTUAL FY13	PROJECTED FY14		BUDGET FY15
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## LAW DEPARTMENT

**\$1,586,540**  
**\$76,130**  
**\$1,662,670**

**\$1,940,940**  
**\$200,000**  
**\$2,140,940**

### LEGAL COUNSEL DAMAGES

**\$1,976,975**  
**\$200,000**  
**\$2,176,975**

**PURPOSE & OVERVIEW:** 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 employs eight full-time attorneys, an office manager and two administrative assistants. 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.

### FY14 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, 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 departments regarding measures to improve risk analysis and control; provided advice and training to staff, boards and commissions on their responsibilities and on laws pertaining to ethics, conflicts of interest, public records and open meetings.
- Focused significant resources on analysis, review, drafting opinions and providing advice relating to: assisting the Election Commission with elections issues; assisting City departments with enforcement of 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; acquisition and disposition of City-owned property interests; 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; public records and open meeting laws; housing matters, including preservation of long-term affordability in existing housing and development of new affordable housing; and working with the Assessing and Revenue Divisions of the Finance Department on real estate tax exemptions and other tax issues, and bankruptcy matters.

**FY15 GOALS:**

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

PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Number of claims filed against City*	194		133	
2. Number of written opinions and City Council Order responses issued*	22		21	
3. Number of lawsuits filed against City*	42		35	
4. Hourly rate for direct internal attorney services (based upon attorney salaries assuming a 37.5 hour work week)	\$72.46	\$76.76	\$76.76	\$77.72
5. Hourly rate for department legal services (based upon total departmental salaries, assuming a 37.5 hour work week and operating expenses)	\$86.00	\$91.53	\$90.56	\$91.78
*FY14 projected figures are actuals as of 4/11/2014				



- **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	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Training sessions conducted	3	3	3	3
2. Employees and members of boards and commissions in attendance	16	30	50	30
3. Number of departments, boards and commissions affected	5	4	4	4

FINANCING PLAN	DETAIL	SUMMARY
<b>TAXES</b>		<b>\$2,026,975</b>
Real Estate Taxes	\$2,026,975	
<b>LICENSES AND PERMITS</b>		<b>\$2,500</b>
Street Obstruction Permits	\$2,500	
<b>FINES &amp; FORFEITS</b>		<b>\$97,500</b>
Parking Fines	\$97,500	
<b>INTERGOVERNMENTAL REVENUE</b>		<b>\$50,000</b>
State Cherry Sheet Revenue	\$50,000	
<b>TOTAL FY15 BUDGETED REVENUE</b>		<b>\$2,176,975</b>

STATUTORY ANALYSIS	SUMMARY
<b>SALARIES &amp; WAGES</b>	<b>\$1,521,430</b>
<b>OTHER ORDINARY MAINTENANCE</b>	<b>\$443,300</b>
<b>TRAVEL &amp; TRAINING</b>	<b>\$212,245</b>
<b>EXTRAORDINARY EXPENDITURES</b>	<b>\$0</b>
<b>TOTAL FY15 BUDGETED EXPENDITURES</b>	<b>\$2,176,975</b>

FULL TIME BUDGETED EMPLOYEES	FY13	FY14	FY15
	11	11	11

ACTUAL FY13	PROJECTED FY14		BUDGET FY15
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## FINANCE -Summary

\$606,810	\$613,280
\$404,140	\$454,070
\$1,709,205	\$1,852,135
\$1,965,925	\$2,039,820
\$767,705	\$770,145
\$907,615	\$921,215
\$1,044,695	\$1,132,045
\$613,600	\$687,260
<u>\$3,972,040</u>	<u>\$4,219,695</u>
\$11,991,735	\$12,689,665

ADMINISTRATION	\$641,335
BUDGET	\$595,355
PERSONNEL	\$2,198,685
ASSESSORS	\$2,270,285
PURCHASING	\$803,295
AUDITING	\$955,890
REVENUE	\$1,136,340
TREASURY	\$703,970
INFORMATION TECHNOLOGY	
DIVISION	<u>\$5,235,065</u>
	\$14,540,220

**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 Administration, Budget, Personnel, Assessing, Purchasing, Revenue, Treasury and Information Technology functions. The Auditing Division also appears in this section, although the Auditor is appointed by the City Council.

Major accomplishments, goals and significant budget modifications are listed by division.



Top: CPA analyses, FY14 Tax Newsletter to residents; Bottom: FY13 City Scholarship Recipients

<b>FINANCING PLAN</b>	<b>DETAIL</b>	<b>SUMMARY</b>
<b>TAXES</b>		<b>\$12,867,695</b>
Real Estate Taxes	(\$7,971,305)	
Motor Vehicle Excise Tax	\$6,100,000	
Hotel/Motel Excise Tax	\$9,039,000	
Corporation Excise Tax	\$1,200,000	
Meals Tax	\$3,700,000	
Penalties and Delinquent Interest	\$800,000	
<b>CHARGES FOR SERVICES</b>		<b>\$558,950</b>
Water Usage Charge	\$225,000	
Parking Fund Parking Usage	\$23,950	
Sewer Service Charge	\$225,000	
Municipal Lien Certificates	\$85,000	
<b>INTERGOVERNMENTAL REVENUE</b>		<b>\$613,575</b>
State Cherry Sheet Revenue	\$423,065	
Cherry Sheet-Loss of Taxes Abatements	\$190,510	
<b>MISCELLANEOUS REVENUE</b>		<b>\$500,000</b>
Interest Earnings	\$500,000	
<b>TOTAL FY15 BUDGETED REVENUE</b>		<b>\$14,540,220</b>

<b>STATUTORY ANALYSIS</b>	<b>SUMMARY</b>
<b>SALARIES &amp; WAGES</b>	<b>\$10,846,040</b>
<b>OTHER ORDINARY MAINTENANCE</b>	<b>\$3,353,360</b>
<b>TRAVEL &amp; TRAINING</b>	<b>\$278,020</b>
<b>EXTRAORDINARY EXPENDITURES</b>	<b>\$62,800</b>
<b>TOTAL FY15 BUDGETED EXPENDITURES</b>	<b>\$14,540,220</b>

<b>FULL TIME BUDGETED EMPLOYEES</b>	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>
	<b>81</b>	<b>83</b>	<b>85</b>

ACTUAL FY13	PROJECTED FY14		BUDGET FY15
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**FINANCE  
-Administration**

\$328,765  
\$278,045  
\$606,810

\$338,330  
\$274,950  
\$613,280

**LEADERSHIP  
INDEPENDENT AUDIT**

\$341,335  
\$300,000  
\$641,335

**PURPOSE & OVERVIEW** The 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 within 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 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:**

- Developed and incorporated strategies to improve the financial position and management of the City.
- The tax levy increased 3.66% from FY13. This is the lowest increase since FY06. Approximately 74% of residential tax payers saw a reduction, no increase or an increase of less than \$100 in their tax bill.
- The excess tax levy capacity increased by approximately \$13.4 million or 12.87% to \$117.5 million.
- The certified free cash balance reached \$142 million, which is the largest free cash balance in the City's history.
- Produced and oversaw the production of financial documents including the Annual Budget, Comprehensive Annual Financial Report, Rating Agency Presentation, Tax Rate Letter, Water/ Sewer Rate Letter, Community Preservation Act Recommendations and Tax Newsletters.
- Provided the City with accurate financial forecasts for all funds evaluating the effect of economic pressures and trends.
- Worked with the Information Technology Division (ITD) on the E-Gov structure and reviewed projects as part of the Project Review Committee to identify the costs and benefits of implementing new technologies.
- Collaborated with Treasury, Auditing and ITD to create standards for credit card payments and expanded the number of programs accepting credit cards.
- Continued to manage the City Scholarship program. Collaborated with Cambridge Rindge & Latin School to ensure the online scholarship application was compatible with the City Scholarship program application requirements. Also redesigned donation request forms with the Mayor's Office to ensure donations continue in the future. The City awarded scholarships to 60 recipients this past spring. The Department also hosted a reception to recognize each scholarship recipient individually.

**FY15 GOALS:**

- **GOAL 1:** *To continue coordinating 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	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Amount of donations received	\$173,315	\$145,000	\$175,000	\$180,000
2. Number of donations received	1,573	1,775	1,600	1,625
3. Number of applications received	223	230	190	225
4. Number of scholarship recipients	60	60	65	65

- **GOAL 4:** *Introduce an online payment process for Scholarship donations.*
- **GOAL 5:** *Provide quality information to the public via the Finance Department's website, including frequently asked questions and finance-related forms.*
- **GOAL 6:** *Continue to play a leading role on the E-Gov Executive Committee tasked with implementing the long term strategic plan around technology and innovation, and the IT Project Review Committee in recommending departmental IT investment requests for funding.*
- **GOAL 7:** *Work on the City's 5-Year Capital Plan including the bond schedule to meet the needs of the City while maintaining the smallest impact on the property tax bills.*

- *GOAL 8: Manage the initiative around performing several City internal financial transactions electronically and allow more departments to accept debit and credit cards*
- *GOAL 9: Assist Water Department in monitoring and resolving water/sewer bill variances.*
- *GOAL 10: Continue to participate on the Health Care Cost Task Force, reviewing City efforts to control cost increases in health plans.*
- *GOAL 11: In conjunction with the Auditing Division, prepare the Comprehensive Annual Financial Report within 180 days after the end of the fiscal year.*
- *GOAL 12: 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 13: 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 14: 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.*

ACTUAL FY13	PROJECTED FY14		BUDGET FY15
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**FINANCE  
-Budget**

\$404,140  
\$404,140

\$454,070  
\$454,070

**BUDGET**

\$595,355  
\$595,355

**PURPOSE & OVERVIEW:** The primary function of the Budget Division is the preparation and monitoring of the annual

Operating and Capital budgets that address the City Council's goals, reflect citizens' priorities and complies with all federal, state, local and Government Finance Officers Association's (GFOA) requirements. The Office continually assists departments with research, analysis, and support around budget procedures and other fiscal matters. The Office responds to requests of the City Council, citizens and other stakeholders regarding the budget.

**SIGNIFICANT BUDGET MODIFICATIONS:** The FY15 Budget reflects a \$50,000 increase to contract with an organization that specializes in Participatory Budgeting. The consultant will assist in designing the process, perform citywide outreach and engagement, facilitate citizen meetings and project evaluation.

**FY14 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:**

- Received the GFOA Distinguished Budget Presentation Award for the City's FY14 budget for the 29<sup>th</sup> consecutive year.
- Prepared official statements, rating agency presentation documents and other related documents for the February 2014 bond sale of \$34.9 million. The City's continued AAA bond rating allowed the City to sell these bonds at the low true interest cost of 2.56%.
- Collaborated with Finance, Assessing and Revenue to publish and mail three newsletters which explain the City budget, property values and real estate taxes, and abatements and exemptions.
- Prepared the FY15 water and sewer rates that call for a 0% increase in the water rate and 5.2% increase in the sewer rate, resulting in a combined rate of 3.7%.
- Conducted capital and grant reconciliations, and arbitrage monitoring.
- Assisted in the preparation of the financial statements, which are the basis for the Comprehensive Annual Financial Report (CAFR).

## **FY15 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.*
- *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.*
- *GOAL 3: Begin the planning process of Participatory Budgeting to engage citizens in the budget process. The City plans to allocate funding in the FY16 budget for citizens to come together, brainstorm, evaluate ideas for feasibility and cost, and vote on projects they would like to recommend the City fund.*



ACTUAL FY13	PROJECTED FY14		BUDGET FY15	FINANCE -Personnel
\$1,305,990	\$1,387,590	ADMINISTRATION	\$1,493,810	<b>PURPOSE &amp; OVERVIEW:</b> The Personnel Division supports 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.
\$231,720	\$252,545	INSURANCE	\$342,875	
\$171,495	\$212,000	EMPLOYEE BENEFITS	\$362,000	
\$1,709,205	\$1,852,135		\$2,198,685	
<b>SIGNIFICANT BUDGET MODIFICATIONS:</b> The FY15 Personnel Budget includes \$144,235 for an Assistant Director of Human Resource Development position in the salary and wages account and \$150,000 in other ordinary maintenance to expand citywide staff training and professional development.				
<b>FY14 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:</b>				
<ul style="list-style-type: none"><li>Developed and delivered over 200 training events which were attended by more than 700 employees. Offerings included an updated writing curriculum plus a newly designed advanced writing tutorial, a four part performance development curriculum for managers, newly designed five part series in supervision skills for working supervisors, Myers-Briggs Type Interest facilitations to support team and individual development, Strong Interest Inventory facilitations and interviewing skill development to support individual career development activities and Citywide mandatory Preventing Sexual Harassment and Valuing Diversity training.</li><li>Created five new diversity training events to further disability awareness including: All About Service Animals, Accessibility Etiquette, Accommodations Workshop for Supervisors, Using Word to make PDFs Accessible to All and Web Accessibility Solutions and Best Practices.</li><li>Completed the Other Post Employment Benefits (OPEB) actuarial study as required by GASB 45.</li><li>Re-bid the City's Flexible Spending Account and Employee Assistance Programs, resulting in cost savings to the City.</li><li>Participated in a joint effort with the Affirmative Action Director and Fire Department to recruit a diverse pool of applicants for the 2014 entry level Fire Fighter exam. Particular efforts were made to maximize participation of Cambridge residents through increased use of social media to publicize the exam.</li><li>Used online 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 the Department of Human Services, Community Development, Cambridge Public Library, Department of Public Works, the Executive Department, and the Police Department. As part of our diversity recruitment initiative, partnered with the Commonwealth Compact and Professional Diversity Networks.</li></ul>				

**FY15 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	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Participate in outreach events and activities, such as career fairs, mailings, community group meetings and Civil Service exam preparation	22	25	25	25
2. Total applicants, all positions	6,003	5,500	6,000	6,000
3. Total job postings	123	100	110	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	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Percent of new hires who are Cambridge residents	85%	82%	85%	82%
2. Cambridge residents submitting applications or resumes (excluding labor service)	1,338	1,100	1,200	1,200
3. Voluntarily self-identified people in racially protected groups submitting applications or resumes (excluding labor service)	418	425	425	425
4. Voluntarily self-identified women submitting applications or resumes (excluding labor service)	612	750	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	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Total attendance at all training events (includes internal workshops and external programs paid through Personnel budget)	840	800	800	900
2. Number 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	221	150	150	200
3. Employees receiving tuition assistance or funding for professional conference attendance	85	85	85	85
4. Provide and/or participate in providing diversity and sexual harassment training events and activities (number of events/activities)	21	18	18	24

- **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	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. City collective bargaining agreements settled for the fiscal year	9	10	10	10
2. City collective bargaining agreements unsettled one year after expiration	0	0	0	0
3. City grievances reaching third step	21	20	18	20

■ **GOAL 4:** (continued)

PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
4. City grievances resolved by arbitration	0	5	1	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	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Percentage of Medicare eligible retirees in HMOs	76%	77%	79%	80%
2. Cost per contract (employees and retirees)	\$11,096	\$13,705	\$13,705	\$13,936
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 FY13	PROJECTED FY14		BUDGET FY15
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**FINANCE  
-Assessors**

\$1,965,925  
\$1,965,925

\$2,039,820  
\$2,039,820

**ASSESSORS**

\$2,270,285  
\$2,270,285

**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 24,443 taxable and 939 exempt real properties and 2,664 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 53,330 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 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:**

- Completed the tri-annual full reappraisal to obtain Department of Revenue Certification of real and personal property valuations. The yearlong effort was completed without delay to tax billing thereby ensuring uninterrupted tax income for the City.
- Reviewed assessment neighborhood map to accurately reflect the current real estate market and refined the residential assessment model to 2012 market conditions, thereby reducing the number of overvaluation appeals.
- Continued with the interior building inspection program to improve existing data integrity and capture new growth from building improvements.
- New growth from real and personal property assessed values increased by \$795,025,776 and generated \$14,001,315 in new taxes for FY14. This is an increase of \$278,905,618 in assessed value and \$4,976,181 in taxes over the total new growth in FY13 of \$516,120,128 in assessed value and \$9,025,134.
- Worked closely with ITD 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.
- Continued with staff training on improving customer relations and user training on the new MUNIS tax billing system.

- 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.

#### **FY15 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.*

<b>PERFORMANCE MEASURES</b>	<b>FY13 ACTUAL</b>	<b>FY14 BUDGET</b>	<b>FY14 PROJECTED</b>	<b>FY15 PROPOSED</b>
1. Commercial buildings inspected	700	300	300	200
2. Tax exempt properties inspected	140	300	300	200
3. 1, 2 & 3 family house inspections	1,150	1,800	1,500	1,500
4. Interior apartment building inspections accomplished	650	200	250	200
5. Condominium unit inspections accomplished	1,650	2,000	1,400	1,800

- **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.*

<b>PERFORMANCE MEASURES</b>	<b>FY13 ACTUAL</b>	<b>FY14 BUDGET</b>	<b>FY14 PROJECTED</b>	<b>FY15 PROPOSED</b>
1. Deeds processed	2,020	2,000	2,200	2,200
2. Residential sales verification mailers	1,270	1,200	1,400	1,400
3. Commercial sales verification mailers	45	50	75	75
4. Apartment building Income & Expense requests mailed	1,250	1,200	1,100	1,100

■ **GOAL 2:**    *(continued)*

<b>PERFORMANCE MEASURES</b>	<b>FY13 ACTUAL</b>	<b>FY14 BUDGET</b>	<b>FY14 PROJECTED</b>	<b>FY15 PROPOSED</b>
5. Commercial Income & Expense requests mailed	1,300	1,300	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 2013 are valued and billed for FY15.*

<b>PERFORMANCE MEASURES</b>	<b>FY13 ACTUAL</b>	<b>FY14 BUDGET</b>	<b>FY14 PROJECTED</b>	<b>FY15 PROPOSED</b>
1. Existing accounts inspected	1,000	1,000	1,000	1,000
2. New accounts listed and inspected	300	250	223	250

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

<b>PERFORMANCE MEASURES</b>	<b>FY13 ACTUAL</b>	<b>FY14 BUDGET</b>	<b>FY14 PROJECTED</b>	<b>FY15 PROPOSED</b>
1. Residential overvaluation applications filed	313	200	131	150
2. Commercial overvaluation applications filed	80	80	106	125
3. Motor vehicle excise applications	2,332	2,500	2,400	2,400
4. Personal property overvaluation applications	60	50	47	50
5. Statutory exemption applications	n/a	320	315	315
6. Residential exemption applications	n/a	380	300	300
7. Residential exemption audits	n/a	1,400	1,400	2,500

■ **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	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Taxpayer assistance/general property valuation information workshops annually	10	10	10	10
2. Taxpayers attending workshops	90	90	80	80

- **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 FY13	PROJECTED FY14		BUDGET FY15
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**FINANCE  
-Purchasing**

\$767,705  
\$767,705

\$770,145  
\$770,145

**PURCHASING**

\$803,295  
\$803,295

**PURPOSE & OVERVIEW:** The Purchasing Division 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. Purchasing 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 Division also encourages the purchase of environmentally preferable products, disposes of surplus property and oversees the Print Shop and Mail Room.

**FY14 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:**

- Processed and monitored over four hundred contracts, change orders and amendments. This office focused on improving efficiency and quick turnaround for documents and has successfully accomplished this by emailing the contracts directly to the vendors.
- Increased the campaign advocating the purchase of environmentally preferred products and tracking the use of those products. Staff work closely with the Green Fleet Committee to ensure vehicles that are purchased have the least impact on the environment.
- In collaboration with the Community Development Department and MIT, offered a workshop to local businesses on "How to Do Business with the City of Cambridge."
- Cross-trained all staff on PeopleSoft Financials, the internal bid tracking system and contract administration. The senior staff in the Purchasing Department is Massachusetts Public Purchasing Officials Certified by the Inspector General's office. New employees are currently going through the process.

## FY15 GOALS:

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

PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Formal bids	106	111	110	110
2. Informal bids/quotes	188	235	196	200
3. Construction bids	57	50	61	60
4. Requests-for-Proposals (RFP's)	10	8	10	12
5. Purchase orders issued	12,399	12,840	12,400	12,300

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

PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Environmentally preferred purchases made from available categories	93%	94%	94%	95%
2. Percent of paper purchased that has 30% post-consumer content or higher	100%	100%	100%	100%
3. Light bulbs, fluorescent tubes and ballasts purchased that are energy efficient	97%	98%	98%	99%
4. Outreach efforts (notices) to encourage City departments regarding green purchasing	4	5	5	6
5. Outside print jobs using recycled paper	98%	98%	98%	99%

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

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

<b>PERFORMANCE MEASURES</b>	<b>FY13 ACTUAL</b>	<b>FY14 BUDGET</b>	<b>FY14 PROJECTED</b>	<b>FY15 PROPOSED</b>
1. Quotes received within 2 weeks	99%	99%	99%	100%

- *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.*
- *GOAL 8: Work with the Treasury Division to implement a pilot program for the use of procurement cards in City departments.*

ACTUAL FY13	PROJECTED FY14		BUDGET FY15
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**FINANCE  
-Auditing**

\$464,485  
\$443,130  
\$907,615

\$456,130  
\$465,085  
\$921,215

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

\$475,760  
\$480,130  
\$955,890

**PURPOSE & OVERVIEW:** The Auditing Division 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 Division serves as a safeguard against potential fraud or misuse of City resources. It provides financial and other information to the City Council, City Manager, City departments, the investment community, federal and state levels of government, and to the citizens of Cambridge. The Division also provides assistance to the City Council in its review of the proposed City budget.

**FY14 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:**

- Completed the FY13 Comprehensive Annual Financial Report (CAFR), and was awarded a Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA).
- 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.
- Completed all Massachusetts Department of Revenue required reports.
- Continued to satisfy requirements of GASB Statement 40, disclosing deposit and investment risk.
- 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, 2013 and to develop a preliminary projection of losses and allocated expenses to be incurred during the year beginning July 1, 2013.
- 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.
- Implemented an electronic method for processing veteran benefit payments. Previously, payments were manually entered into the system.

**FY15 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	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Number of accounting adjustments	1,360	1,100	1,100	1,100
2. Percent posted within one day	90%	90%	90%	90%
3. Purchase orders processed*	18,173	19,500	18,500	18,000
*Includes School and City purchase orders				

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

PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Number of invoices processed	55,813	54,000	54,000	53,000
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, and 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	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Days to prepare Comprehensive Annual Financial Report	162	170	170	170
2. Days to prepare Schedule A	98	120	120	120

- *GOAL 4: Continue the use of scanning technology to scan documents into a shared drive for access by users of the financial system in order to streamline payments to routine vendors.*
- *GOAL 5: Continue to participate on the 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.*
- *GOAL 8: Work with the Information Technology Division through the E-Gov process to create a paperless voucher system within PeopleSoft.*

ACTUAL FY13	PROJECTED FY14		BUDGET FY15
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**FINANCE  
-Revenue**

\$1,044,695  
\$1,044,695

\$1,132,045  
\$1,132,045

**REVENUE**

\$1,136,340  
\$1,136,340

**PURPOSE & OVERVIEW:** The 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. 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 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:**

- 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. The GASB 45 Actuarial Study as of July 1, 2012 was successfully completed and reported in the June 30, 2013 CAFR.
- Completed a successful upgrade to the MUNIS Revenue Collection system 9.3 in a timely and efficient manner.
- Continued collaborating with IT Division to develop interfaces between the EnerGov Permitting system and MUNIS revenue collection system for additional departments. This interface will electronically transfer revenue information and reduce the amount of paper flow between departments.
- Finance, Water and Public Works Departments continued to monitor the development of the MUNIS Utilities Billing System for the automated sewer abatement 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 conjunction with IT Division, as a member of the E-Gov Committee, Finance conducted a fit gap analysis of PeopleSoft and will lead the next phase of the process to ensure PeopleSoft is used to full capacity.
- Discussed interfacing departmental revenue systems into MUNIS which would eliminate excess paper processing within departments. The first interface into the MUNIS revenue system was EnerGov.

**FY15 GOALS:**

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

PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Percent of current year real estate levy collected	99%	99%	99%	99%
2. Percent of current year personal property levy collected	98%	99%	99%	99%
3. Percent of current year motor vehicle excise tax collected	90%	90%	90%	90%
4. Percent of current year water/sewer bills collected	94%	93%	94%	94%

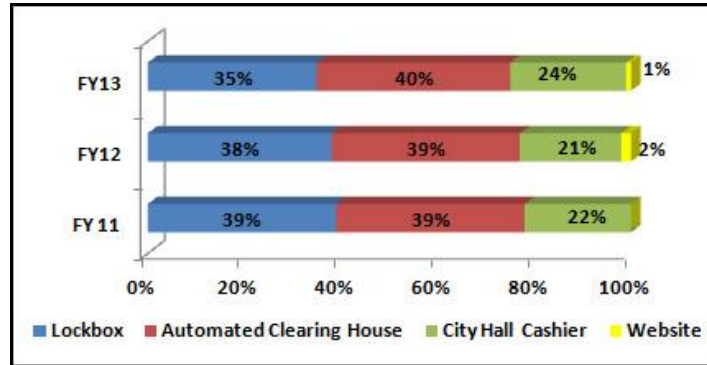
- *GOAL 2: Coordinate with the Assessing Division to ensure that real estate and personal property tax bills are mailed to the property owner's most current mailing address.*
- *GOAL 3: Enforce the timely collection of delinquent real estate taxes through issuance of demand notices and warrants and,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

PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Number of demands issued	2,100	2,000	2,200	2,200
2. Number of accounts transferred to tax title	262	300	298	300

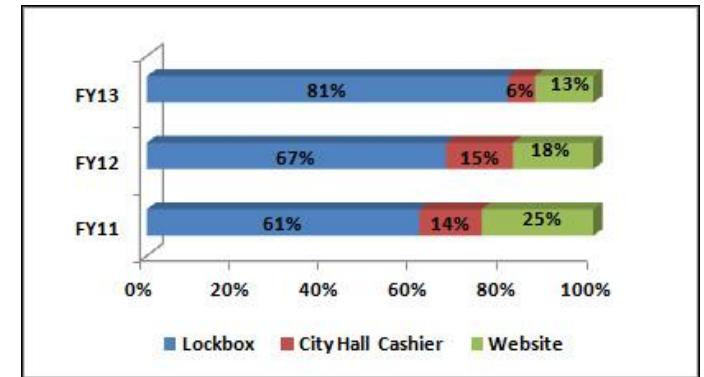


- **GOAL 4:** Continue to offer customers multiple options for paying Property taxes, Motor Vehicle Excise taxes and utility bills, including lockbox, cashier and online payments.

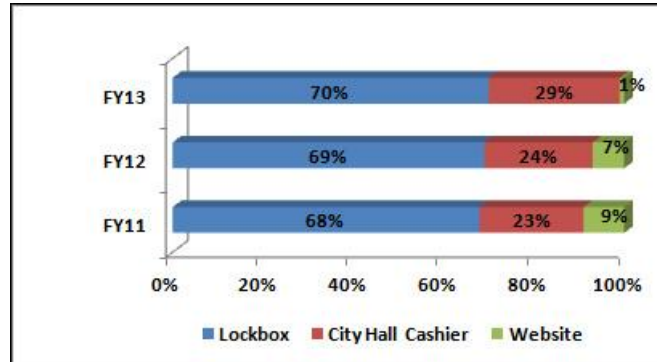
**Figure 1: Real Estate Bills by Payment Type**



**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	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Number of additional letters sent to taxpayers who have a lien on their property and are in Tax Title	406	550	700	700
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	124	150	150	150

- *GOAL 6: Issue municipal lien certificates within 10 business days of request and investigate on-line requests and payment options.*

PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Municipal lien certificates issued	3,307	2,950	3,000	3,000

- *GOAL 7: Monitor and continue using DocStar, an electronic document filing and storage system, to store important documents.*
- *GOAL 8: Continue to work with 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.*
- *GOAL 9: Implement electronic billing for Property taxes, Motor Vehicle Excise taxes and Water/Sewer charges.*
- *GOAL 10: Continue to implement "Invoice Cloud" online payment processing system for Property taxes, Motor Vehicle Excise taxes and Water Sewer charges. This system will allow direct debit requests, planned payments and paperless billing.*

ACTUAL FY13	PROJECTED FY14		BUDGET FY15
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**FINANCE  
-Treasury**

\$288,510  
\$325,090  
\$613,600

\$347,015  
\$340,245  
\$687,260

**CASH MANAGEMENT  
PAYROLL MANAGEMENT**

\$353,790  
\$350,180  
\$703,970

**PURPOSE & OVERVIEW:** The Treasury Division is comprised of two cost centers: Cash Management and Payroll. Cash Management is responsible for all City

banking, including the City's banking services contract, identification of all wire transfers into City bank accounts, investment of City cash, management of City trust funds, reconciliation of all cash, timely payment of 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 6,336 W2s.

**FY14 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:**

- Upgraded the Finance Department's cashiering system to enable staff to accept credit card payments at the Cashier's window. A business process was created to enable the Finance Department to accept credit card payment for other departments if needed. The Clerk's Office and Weights and Measures were the first departments implemented.
- The Investment Oversight Committee continued to review cash investments on a quarterly basis. Monitored cash balances to ensure the cash was invested with safety and diversification taking priority over the best rates due to the instability of the banking and investment sector during Fiscal Year 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. The Committee has retained a professional investment advisor for assistance. As of June 30, 2013, the investment portfolio had a market value of approximately \$3.3million.
- The Finance Department continued to invest with community banks within the City of Cambridge. Twice a year, Treasury request bids for Certificate of Deposit rates from community banks. This year, we increased the number of banks we invested with. The program has been very successful for the City since it allows diversify, safety and a slight increase in interest rates to our cash portfolio.

**FY15 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	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Number of individual loan payments	35	30	35	35

- *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 electronic funds transfer (EFT), rather than with a physical check, and monitor its effectiveness.*

PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Total payments issued	26,664	28,000	27,500	27,500
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	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Total number of remote electronic deposits being used	11	13	13	14
2. Total number of locations accepting credit card payments	5	6	8	9

■ **GOAL 5:**    *(continued)*

<b>PERFORMANCE MEASURES</b>	<b>FY13 ACTUAL</b>	<b>FY14 BUDGET</b>	<b>FY14 PROJECTED</b>	<b>FY15 PROPOSED</b>
3. Number of locations accepting online credit card payments	5	6	6	7

■ **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.*

<b>PERFORMANCE MEASURES</b>	<b>FY13 ACTUAL</b>	<b>FY14 BUDGET</b>	<b>FY14 PROJECTED</b>	<b>FY15 PROPOSED</b>
1. Number of payroll checks issued	167,409	167,000	167,000	167,000
2. Number of W2s issued	6,325	6,375	6,336	6,336
3. Number of 1099s issued	567	567	549	549

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

<b>PERFORMANCE MEASURES</b>	<b>FY13 ACTUAL</b>	<b>FY14 BUDGET</b>	<b>FY14 PROJECTED</b>	<b>FY15 PROPOSED</b>
1. Number of updates tested	8	6	6	6

■ **GOAL 8:**    *Increase investments in the number of local banks participating in the Certificate of Deposit online bid process. Offer lower dollar denominations to ensure smaller banks can participate and allows the City to increase its total investment portfolio.*

■ **GOAL 9:**    *Review outstanding check reconciliation reports for City disbursement accounts on a monthly basis to ensure that older outstanding (over 6 months) checks are investigated promptly and appropriate actions are taken.*

■ **GOAL 10:**    *Implement an online tool for Cambridge employees to view their W-2's and paystubs through the City's Intranet.*

■ **GOAL 11:**    *Continue to work with IT and Auditing Divisions to create standards for online credit card*

*payments and to develop a review process for expanding the number of City programs accepting credit card payments.*

- *GOAL 12: Work with the Purchasing Agent to start a pilot program for implementing the use of procurement cards.*

ACTUAL FY13	PROJECTED FY14		BUDGET FY15
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**FINANCE**  
**-Information Technology Division**

<p><b><u>\$3,972,040</u></b> <b>\$3,972,040</b></p>	<p><b><u>\$4,219,695</u></b> <b>\$4,219,695</b></p>	<p style="text-align: center;"><b>INFORMATION TECHNOLOGY DIVISION</b></p> <p><b><u>\$5,235,065</u></b> <b>\$5,235,065</b></p> <p><b>PURPOSE &amp; OVERVIEW:</b> The Information Technology Division (ITD) provides centralized technology services to approximately 1,400 users working in 34 departments located in 40 municipal buildings across the city. ITD is responsible for managing, developing, implementing and maintaining all technology for the City. Managing consists of vendor contracts, licensing, governance, budgeting and strategic planning. Developing includes application integration, programming, application development, research and web based systems. Implementation of all applications includes project management and business analysis. Maintenance and support include infrastructure, software, hardware and security.</p> <p>Responsibilities are broken into seven function areas: (1) Management, (2) Technical Support, (3) Systems Management, (4) Applications/Web Development, (5) Project Management, (6) Geographic Information Systems and (7) Network/Telecommunications.</p> <p><b>SIGNIFICANT BUDGET MODIFICATIONS:</b> The FY15 ITD Budget includes: \$167,280 for a second Deputy Director position; \$143,995 for a Business Analyst position; \$300,000 in the salary and wages account to support the ITD reorganization; \$141,850 increase in other ordinary maintenance accounts to cover the cost increases related to ongoing maintenance agreements and technical support; and \$29,000 in travel and training for software training and professional development.</p> <p><b>FY14 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:</b></p> <p><b>Management:</b></p> <ul style="list-style-type: none"> <li>Following the Gartner Report recommended initiatives, ITD formalized the governance structure through E-Gov committees, to ensure that the appropriate decision makers, priorities and framework were put in place to effectively assess and prioritize IT investments going forward.</li> <li>E-Gov's Project Review Committee reviewed projects for funding using the following evaluation criteria: strategic alignment, investment, benefits (hard and soft), public impact, resource and business process impact, architectural and infrastructure fit and risk. The Committee accepted requests from twenty-five departments that were reviewed and considered for FY14 and FY15 funding. Forty-one project requests were approved for FY14 and fifty-one requests were approved for FY15. Of the fifty-one requests approved for FY15, 33% are focused on innovation, growth and transformation. Additional details on evaluation criteria and approved projects are listed in the Capital Section (V).</li> </ul>	
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- Conducted a Citywide technology survey in the fall of 2013 which validated the need to increase automation, reduce paperwork and streamline processes. Projects were approved in both FY14 and FY15 that focus on performing analysis of the Enterprise Financial, Human Resource and Permitting applications expressly to identify projects to address these issues.
- Launched a public access Open Data pilot in the fall of 2013 which gave access to 116 datasets related to Geographical Information. Phase two of the pilot, Socrata Open Data Portal, adds more data related to public works, restaurant inspections, traffic and public safety.

#### **Technical Support:**

- Worked with major departments to create a plan and budget to replace the PC hardware throughout the city. This will keep the PC refreshment cycle funded with a work plan to replace all hardware in a 6 year cycle.

#### **Systems Management:**

- Created plans and preliminary preparation to move the City's productivity infrastructure (Word, Excel, Power Point, Exchange, SharePoint, etc.) to the cloud with Microsoft Office 365. This project will give City staff the ability to increase their email quotas to well over 50 gigabytes. This will also upgrade Microsoft Office to 2013 as well as give the City more ways to collaborate with internal and external users.
- Planned the upgrade to a strong redundant Virtual Server Farm to reduce overall physical server count, standardize infrastructure management, reduce risk and simplify disaster recovery. The new Farm will reduce costs for hardware as well as energy savings to a greener server room. Each year ITD moves a percentage of the physical servers to the virtual environment. We are currently at a 40% virtual machine (VM) ratio.
- Upgraded the disaster recovery platform giving ITD the ability to protect large amounts of data.
- Moved infrastructure to allow Public Safety email to remain functional during emergencies and power outages.

#### **Applications/Web Development:**

- Redesigned web pages for the Arts Council, Fire Department, GIS, and Diversity Committee. Also implemented automatic detection software tool, SiteImprove, to identify broken links and typos across the entire website.
- Implemented the following features on the website:
  - 22 CityView program streaming and calendar
  - Online voter registration lookup
  - Streaming video podcasting



- Purchasing vendor registration form
- Released iReport version 2.0 - Web & Mobile (iOS, Android) with the following new ticket types:
  - Traffic Signal Complaints
  - Traffic Sign Complaint
  - Bike Rack Repair Requests
  - Fresh Pond Issues
  - Park Maintenance
  - Tree Maintenance
  - Sidewalk Defect
  - Report an Unplowed Street
- Participated in a study that analyzed the website to ensure it was meeting ADA compatibility standards. Used study results to improve content on the site.

**Project Management:**

- Google approached the City about an Open Public Wi-Fi Network project in the area adjacent to Google's Cambridge Headquarters in Kendall Square. Months later, they partnered with MIT and are now working toward the end goal of providing free wireless internet access to not only those who enjoy the many public outdoor spaces that Kendall Square offers, but to also provide outdoor coverage to two nearby family public housing developments, Newtowne Court and Washington Elms.
- The Finance Department went live with a new cashiering application that seamlessly integrates with MUNIS, the City's receivables application. Designed to streamline cashiering for the public sector, the application centralizes the collection process. With full Check-21 compliance, it allows Finance to create an electronic cash letter containing images of checks to be submitted to a bank in lieu of a traditional deposit with paper checks.
- Transitioned to a new online payment processor for tax and utility payments. MUNIS Self Service, the current application has limited payment functionality, where Invoice Cloud offers customers the ability to schedule partial payments in advance, see their payment history online 24/7, as well as to "Go Paperless" which lowers costs by reducing paper, postage and labor associated with paper invoicing.
- The ITD EnerGov and Tyler teams worked together on the development of an interface between EnerGov and MUNIS applications to allow the import of miscellaneous cash payments made in EnerGov into MUNIS, the City's revenue collection system. For the Finance Department, the interface eliminates the time spent processing and reconciling revenue receipts (Form 21's).
- Board of Zoning Appeals Special Permits, Variances and Curb Cuts were implemented in EnerGov, the City's new online permit and credit card processing application. This integration allows uploading

financial data from EnerGov to MUNIS to eliminate the use of paper forms. A citywide analysis of all permits, licenses and code enforcement activities has been completed to allow for the prioritization of implementing EnerGov in other departments. EnerGov has been successful in nearly 100% of all Inspectional Services inspection activities with their inspectors using iPads in the field. Almost all applications are now submitted online by applicants. Credit card payments are also accepted online at the time of application. Additionally, restaurant inspection data has been extracted from EnerGov for the pilot use of Open Data powered by Socrata.

- Upgraded the Cambridge Request System (Remedy) to Version 8.1, thereby improving system speed and reliability. Additional configurations have been made to provide greater use of iReport for more city requests.

### **Geographical Information Systems:**

- Launched the myCambridge Address Tool that allows the public to find information about any Cambridge address by accessing addresses from the City's master database bringing together property, neighborhood and information specific to each address. <http://gis.cambridgema.gov/myCambridge>
- Created a new GIS webpage which give access to downloadable GIS data, interactive map viewers, and PDF maps. It also has a new state of the art GIS data dictionary. <http://www.cambridgema.gov/GIS>
- Created an Open Data repository for GIS Data layers on GitHub. This is the first Open Data site for Cambridge, and it has 116 GIS layers available for download. <http://cambridgegis.github.io/gisdata.html>  
Several innovative stats have been created by the community including:
  - Transportation and land use statistics
  - Snow Emergency Tow Zone maps during snow events
  - Demographic and public safety maps
  - Detailed GIS analysis
  - Cambridge voter polling places tool
- Developed new interactive maps for several City departments. The new map themes include
  - Public Works: Construction 5-year plan, Catchbasin locations, FEMA 100 year floodplains;
  - CDD: Waterplay locations
  - Finance: Community Preservation Act themes
  - License Commission: Taxi stands
- Developed a mobile GIS 'Tree Walk' application that allows the public to find a City owned tree on their GPS enabled smartphone or mobile device and learn about tree species, size, health, and maintenance for any tree. [http://gis.cambridgema.gov/dpw/trees/trees\\_walk.html](http://gis.cambridgema.gov/dpw/trees/trees_walk.html)
- Created interactive map for iReport mobile application that shows the progress of open service requests

within the City's mobile reporting tool, iReport.

- Open pothole requests
- Open icy or snowy street requests
- Open unshoveled or icy sidewalk requests
- <https://www.cambridgema.gov/iReport>
- Created workflows for using 3D modeling with CDD. In collaboration with Harvard University and Massachusetts Institute of Technology, ITD worked on workflows to use 3D in the planning process and for sharing 3D models between the schools and private developers. A 3D model will enhance visualization for proposed developments, and be an effective tool for planning and public meetings.

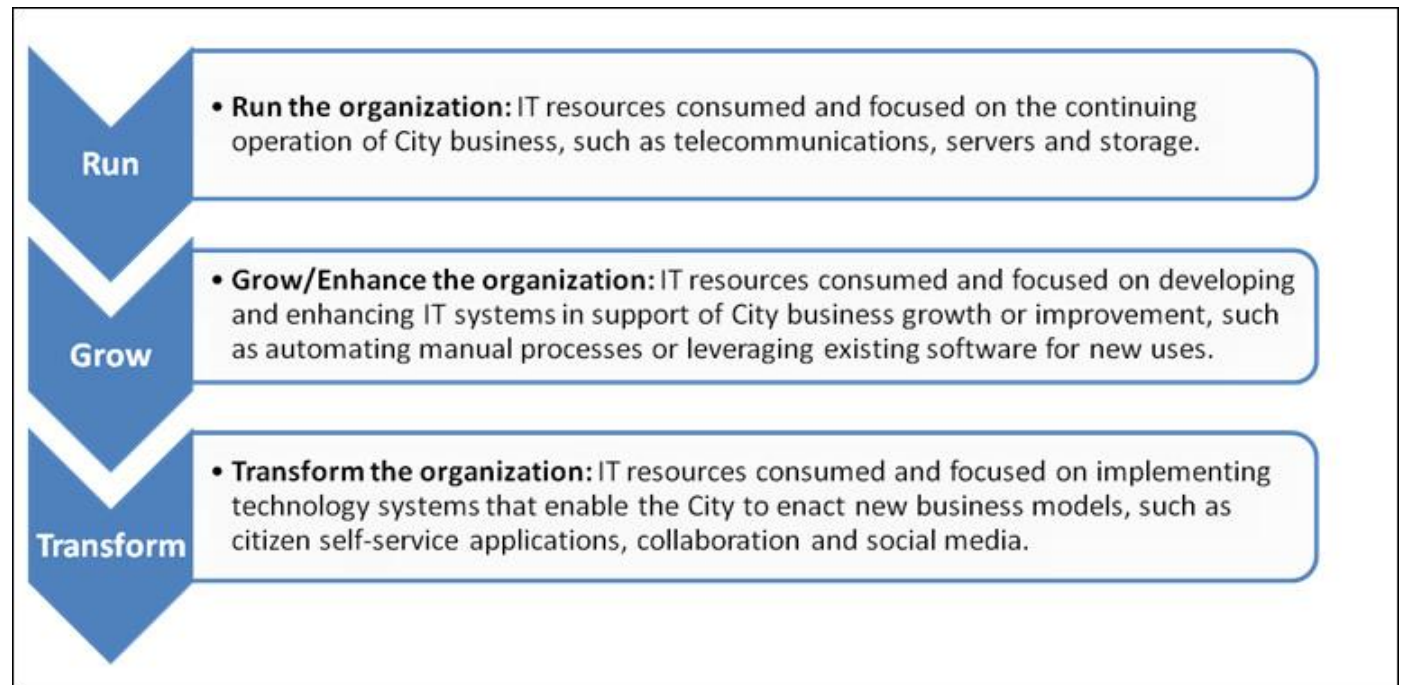
#### **Network/Telecommunications:**

- Updated and optimized public wireless Internet at the Main Library.
- Replaced all City Hall, DPW, 344 Broadway, branch libraries and Citywide Senior Center network switches with GigE - Power -over-Ethernet (POE) switches. The new switches provide for POE so that VoIP telephones and wireless access points can be run.
- Moved firewall hardware from City Hall to the Robert W. Healy Public Safety Facility to take advantage of its power resiliency.
- Converted DPW and City Manager's office suite to VoIP and added a voice menu for DPW so that callers can obtain some critical information automatically and be directed to the person who can best help them with other inquiries.

#### **FY15 GOALS:**

- *GOAL 1: New strategic directions are being explored and will be implemented in FY2015. ITD will continue to work with a consultant on realigning the Division, assessing staff skills and formalizing documentation, policies and procedures.*
- *GOAL 2: The goal of the City's new governance model is to ensure that IT spending decisions reflect the goals of the City Council and help achieve clearly articulated principles and criteria that meet the needs of the City. The City will assess the effectiveness of the governance model on an annual basis, and will issue updates as needed.*
- *GOAL 3: The City will continue to target funding allocations across the three IT core missions: running operations, growth and transformation.*

**Figure 1:IT Core Missions**



- **GOAL 4:** *On an annual basis, the City will assign a target range for each of the three core missions and will aim to fund projects that align with this target allocation. Department project requests will be considered in the context of the other requests in the same allocation category.*
- **GOAL 5:** *Provide vision, leadership and a framework for evaluating emerging technologies and implementing proven information technology solutions.*
- **GOAL 6:** *Provide citizens, business community and staff with an improved online permit application and payment system (including mobility for inspections) by implementing the EnerGov system in the Public Works Department. Goal: 80% project completion.*
- **GOAL 7:** *Partner with City departments to improve business operations by understanding business needs and by planning, implementing and managing the best information technology solutions available.*

- *GOAL 8: Continue to develop and maintain a technically skilled workforce that is proficient in current and emerging information technology and create opportunities for growth.*
- *GOAL 9: Continue to review priorities and new department requests bimonthly with the Project Review Committee.*
- *GOAL 10: GIS will complete the accurate mapping of the City's street lights and use this data to create a map with analytics on the new citywide LED street lighting project.*
- *GOAL 11: Transition from pilot to full open data web portal with data from several departments and allow users to both visualize each dataset through maps, graphs and charts.*
- *GOAL 12: Complete the scoping process for the next generation Customer Relationship Management software (CRM) that will improve communication and request management with the public and between departments.*
- *GOAL 13: Further improve the City's ability to leverage cloud technologies and virtual computing.*
- *GOAL 14: Improve the reliability and availability of public and City employee Wi-Fi access located in City buildings.*
- *GOAL 15: Replace and upgrade the firewall to meet the expanding internet needs of City employees as well as strengthen the protection of the City's data.*

ACTUAL FY13	PROJECTED FY14		BUDGET FY15
\$13,233,815	\$20,794,805		
\$3,570,180	\$3,436,995		
\$875,545	\$454,565		
<u>\$1,000,000</u>	<u>\$2,000,000</u>		
\$18,679,540	\$26,686,365		
		PENSIONS	\$22,902,245
		INSURANCE	\$3,634,385
		COLLECTIVE BARGAINING	\$4,346,035
		OTHER POST EMPLOYMENT	
		BENEFITS	<u>\$2,000,000</u>
			\$32,882,665

# **EMPLOYEE BENEFITS** **-Summary**

**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.

**Figure 1: Health Costs Increase**

Health costs for active and retired employees have increased 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.

	<b>FY11 Actual</b>	<b>FY12 Actual</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY14 Projected</b>	<b>FY15 Budget</b>	<b>Variance FY11-15</b>
Blue Cross / Medex	40,725,050	41,799,163	38,848,192	47,846,538	41,385,629	48,242,790	7,517,739
Harvard Pilgrim	9,667,700	10,435,208	11,398,024	12,559,274	12,382,572	14,150,749	4,483,049
Tufts	5,025,218	5,168,957	6,291,817	7,750,329	7,100,809	8,488,847	3,463,629
<b>TOTAL</b>	<b>55,417,968</b>	<b>57,403,328</b>	<b>56,538,033</b>	<b>68,156,141</b>	<b>60,869,010</b>	<b>70,882,386</b>	<b>15,464,417</b>

**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 FY14 Projected and FY15 Budget. The unfunded liability was \$237.8 million as of January 1, 2012 and it will not be fully funded until 2029.

	<b>FY14 Projected</b>	<b>FY15 Budget</b>	<b>Variance</b>
City	21,907,970	23,213,368	1,305,398
Cambridge Health Alliance	5,931,321	6,278,303	346,982
Schools	3,723,573	3,941,402	217,829
Water	613,420	650,545	37,125
Cambridge Housing Authority	1,615,431	1,674,458	59,027
Cambridge Redevelopment Authority	23,461	17,738	(5,723)
<b>TOTAL</b>	<b>33,815,176</b>	<b>35,775,814</b>	<b>1,960,638</b>

**Figure 3: Health and Pension Costs Allocated to Departments**

To accurately present 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
<b>Health Insurance</b>					
Blue Cross / Medex	22,175,997	15,560,922	893,598	9,612,273	48,242,790
Harvard Pilgrim	6,504,743	4,564,386	262,113	2,819,507	14,150,749
Tufts	3,902,109	2,738,114	157,238	1,691,385	8,488,847
<b>TOTAL</b>	<b>32,582,849</b>	<b>22,863,422</b>	<b>1,312,949</b>	<b>14,123,165</b>	<b>70,882,386</b>
<b>Pensions</b>					
Contributory	21,462,600	3,941,402	650,545	8,029,071	34,083,618
Non-Contributory	-	-	-	1,000,000	1,000,000
<b>TOTAL</b>	<b>21,462,600</b>	<b>3,941,402</b>	<b>650,545</b>	<b>9,029,071</b>	<b>35,083,618</b>

<b>FINANCING PLAN</b>	<b>DETAIL</b>	<b>SUMMARY</b>
<b>TAXES</b>		<b>\$15,101,790</b>
Real Estate Taxes	\$9,301,790	
Payments In Lieu Of Taxes	\$5,800,000	
<b>INTERGOVERNMENTAL REVENUE</b>		<b>\$8,480,875</b>
State Cherry Sheet Revenue	\$2,152,570	
Reimb/ Non-Contrib Pensions	\$50,000	
Misc Receipts/TCHCN	\$6,278,305	
<b>MISCELLANEOUS REVENUE</b>		<b>\$9,300,000</b>
Claims Trust Fund Transfer	\$8,700,000	
Teacher Retirement Transfer	\$600,000	
<b>TOTAL FY15 BUDGETED REVENUE</b>		<b>\$32,882,665</b>

<b>STATUTORY ANALYSIS</b>	<b>SUMMARY</b>
<b>SALARIES &amp; WAGES</b>	<b>\$32,002,985</b>
<b>OTHER ORDINARY MAINTENANCE</b>	<b>\$849,680</b>
<b>TRAVEL &amp; TRAINING</b>	<b>\$30,000</b>
<b>EXTRAORDINARY EXPENDITURES</b>	<b>\$0</b>
<b>TOTAL FY15 BUDGETED EXPENDITURES</b>	<b>\$32,882,665</b>



ACTUAL FY13	PROJECTED FY14		BUDGET FY15
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**EMPLOYEE BENEFITS  
-Pensions**

\$7,454,265  
\$484,005  
\$5,295,545  
\$13,233,815

\$8,489,515  
\$480,290  
\$11,825,000  
\$20,794,805

**RETIREMENT FUND** \$8,029,075  
**NON-CONTRIBUTORY PENSIONS** \$1,000,000  
**RETIREEES' HEALTH INSURANCE** \$13,873,170  
\$22,902,245

**PURPOSE & OVERVIEW:** The Pensions budget is divided into three sections: Retirement Fund, Non-Contributory Pensions and Retirees' Health Insurance. 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 administers 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 Cambridge 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 or part-time (20 hours or more) basis. This plan is transferable among all state and local government employment in the Commonwealth. The plan affords a lifetime benefit to employees, once vested, and upon attaining the required age. Options at retirement allow for a continued benefit for certain beneficiaries. Retirement contributions are withheld from all regular compensation. For all those hired after July 1, 1996, the rate is 9% plus an additional 2% on compensation over \$30,000.

The responsibilities of the Board and staff include management of members' annuity savings accounts, and retired members' pension payments, which include Superannuation, Ordinary and Accidental Disabilities, Survivor and Beneficiary payments. On a monthly and annual basis, the system must report to the PERAC on matters including daily investment transactions, monthly accounting reports, retirement calculations and all accounts pertaining to active, inactive, retired and terminated employees/members. The PERAC performs an audit of the system every three years, while the City's independent auditor includes the retirement system in its annual audit. In addition, an independent actuarial firm performs an actuarial valuation of the system on a biennial basis.

The budget for the board is funded through the excess investment earnings of the Contributory System with no further appropriation by the City Council. The Retirement Board is required to file a copy of its budget with the

City Council for its review.

**FY14 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:**

- Conducted over 291 private and group retirement sessions, meetings and seminars.
- Processed 127 retirement applications, added 149 new members to the system and counseled 39 disability applicants 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 FY15 is \$34,083,618. These funds are included in the departmental budgets. In addition, the Cambridge Housing Authority and Cambridge Redevelopment Authority contribute \$1,674,458 and \$17,738 respectively, to cover the required appropriation of \$35,775,814.

	<b>FY14 Projected</b>	<b>FY15 Budget</b>	<b>Variance</b>
City	21,907,970	23,213,368	1,305,398
Cambridge Health Alliance	5,931,321	6,278,303	346,982
Schools	3,723,573	3,941,402	217,829
Water	613,420	650,545	37,125
Cambridge Housing Authority	1,615,431	1,674,458	59,027
Cambridge Redevelopment Authority	23,461	17,738	(5,723)
<b>TOTAL</b>	<b>33,815,176</b>	<b>35,775,814</b>	<b>1,960,638</b>

The assets of the Cambridge Retirement System, as of December 31, 2013, were reported at \$1,035,025,355.

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

**RETIREES HEALTH INSURANCE:** This allotment provides funds for health benefits for all retirees, including those from the School Department, for Blue Cross/Blue Shield or other HMO costs for pensioners under 65, and supplemental insurance programs primarily covering medical expenses not covered by Medicare for retirees over 65.

ACTUAL FY13	PROJECTED FY14		BUDGET FY15
\$806,695	\$250,000	BLUE CROSS/SHIELD	\$250,000
\$225,000	\$0	HARVARD PILGRIM	\$0
\$1,889,605	\$2,360,120	MEDICARE	\$2,452,585
\$0	\$0	MEDICARE PAYROLL TAX	\$100,000
\$353,260	\$391,820	LIFE INSURANCE	\$391,820
\$15,195	\$20,000	ACCIDENT INSURANCE	\$20,000
\$95,360	\$275,000	UNEMPLOYMENT COMP.	\$275,000
\$134,975	\$140,055	DISABILITY INSURANCE	\$144,980
\$50,090	\$0	TUFTS	\$0
<u>\$3,570,180</u>	<u>\$3,436,995</u>		<u>\$3,634,385</u>

## EMPLOYEE BENEFITS -Insurance

**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 4.0% for FY15 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 FY13	PROJECTED FY14		BUDGET FY15
\$135,915	\$154,565		
<u>\$739,630</u>	<u>\$300,000</u>		
\$875,545	\$454,565		
		<b>SALARY ADJUSTMENT</b>	<b>\$4,046,035</b>
		<b>DENTAL PLAN</b>	<b><u>\$300,000</u></b>
			<b>\$4,346,035</b>

**EMPLOYEE BENEFITS  
-Collective Bargaining**

**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 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 FY13	PROJECTED FY14		BUDGET FY15
<u>\$1,000,000</u> \$1,000,000	<u>\$2,000,000</u> \$2,000,000	<p><b>OTHER POST EMPLOYMENT BENEFITS</b></p> <p>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.</p> <p>In December 2009, based on the recommendation of the OPEB Working Group and the City Manager, the City Council established an irrevocable trust fund to accept OPEB funding contributions based on legislation enacted in January 2009. At the same time, the City Council approved the transfer of \$2.0 million from the City's Health Claims Trust Fund to the OPEB Trust Fund.</p> <p>In FY13 and FY14, the City made contributions of \$1,000,000 and \$2,000,000 respectively to the OPEB Trust Fund. A contribution of \$2,000,000 is included in the FY15 Budget. The OPEB working group will continue to provide recommendations for funding strategies for the OPEB liability.</p>	<p><u>\$2,000,000</u> \$2,000,000</p>

**EMPLOYEE BENEFITS**  
**-Other Post Employment Benefits**

An Other Post Employee Benefit (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 an irrevocable trust fund to accept OPEB funding contributions based on legislation enacted in January 2009. At the same time, the City Council approved the transfer of \$2.0 million from the City's Health Claims Trust Fund to the OPEB Trust Fund.

In FY13 and FY14, the City made contributions of \$1,000,000 and \$2,000,000 respectively to the OPEB Trust Fund. A contribution of \$2,000,000 is included in the FY15 Budget. The OPEB working group will continue to provide recommendations for funding strategies for the OPEB liability.

ACTUAL FY13	PROJECTED FY14		BUDGET FY15
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**GENERAL SERVICES  
-Summary**

\$216,565  
\$221,770  
\$175,580  
\$613,915

\$251,000  
\$241,325  
\$181,360  
\$673,685

TELEPHONE  
MAILING  
PRINTING

\$260,000  
\$241,115  
\$203,610  
\$704,725

**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.

**FY14 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:**

**Telephone:**

- Completed the installation of Voice over Internet Protocol (VoIP) telephone system at the Public Works facility, City Manager's Office, Budget Office, Public Information Office, and the Fire Department facility at 100 Smith Place.

**Print Shop:**

- Continued 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 the Information Technology Division, 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.

### FY15 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.

### FY15 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.

### FY15 GOALS:

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

PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Number of bids, letterhead and newsletters printed in-house	1,476	1,480	1,482	1,480
2. Number of major documents printed and bound using fastback system	117	114	115	115
3. Number of business card orders printed	76	88	80	80
4. Number of pads, labels, envelopes and routine copy orders completed	932	920	925	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.*
- *GOAL 3: Roll out an on-line ordering, proofing and approval process which will automatically send jobs to print.*

<b>FINANCING PLAN</b>	<b>DETAIL</b>	<b>SUMMARY</b>
<b>TAXES</b>		<b>\$605,900</b>
Real Estate Taxes	\$605,900	
<b>FINES &amp; FORFEITS</b>		<b>\$4,000</b>
Parking Fines	\$4,000	
<b>INTERGOVERNMENTAL REVENUE</b>		<b>\$94,825</b>
State Cherry Sheet Revenue	\$94,825	
<b>TOTAL FY15 BUDGETED REVENUE</b>		<b>\$704,725</b>

<b>STATUTORY ANALYSIS</b>	<b>SUMMARY</b>
<b>SALARIES &amp; WAGES</b>	<b>\$245,290</b>
<b>OTHER ORDINARY MAINTENANCE</b>	<b>\$459,435</b>
<b>TRAVEL &amp; TRAINING</b>	<b>\$0</b>
<b>EXTRAORDINARY EXPENDITURES</b>	<b>\$0</b>
<b>TOTAL FY15 BUDGETED EXPENDITURES</b>	<b>\$704,725</b>

<b>FULL TIME BUDGETED EMPLOYEES</b>	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>
	<b>2</b>	<b>2</b>	<b>2</b>

ACTUAL FY13	PROJECTED FY14		BUDGET FY15
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## ELECTION COMMISSION

\$176,115  
 \$568,900  
 \$64,590  
 \$8,110  
 \$159,025  
 \$126,360  
 \$0  
 \$0  
\$1,103,100

\$196,080  
 \$592,090  
 \$76,255  
 \$16,030  
 \$21,820  
 \$64,715  
 \$226,665  
 \$0  
\$1,193,655

POLICY AND ADMINISTRATION  
 OFFICE OPERATIONS  
 ANNUAL CENSUS  
 VOTER REGISTRATION  
 PRIMARY ELECTION  
 GENERAL ELECTION  
 MUNICIPAL ELECTION  
 PREPRESIDENTIAL ELECTION

\$204,305  
 \$588,945  
 \$72,795  
 \$12,030  
 \$96,880  
 \$97,435  
 \$0  
 \$0  
\$1,072,390

**PURPOSE & OVERVIEW:** The Board of Election Commissioners conducts voter registration, supervises all elections, assumes responsibility for the annual census, and certifies voter signatures on nomination papers, petitions and ballot questions. Its role includes the administration campaign and political finance reporting and the implementation of Chapters 2.117 and 2.118 of the Cambridge Municipal Code, known as

the "Ethics Ordinance."

### FY14 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Conducted the Calendar 2013 Municipal, Special State Primary and General Elections for Representative in Congress. Significant attention was paid to improving the voter environment at polling places, particularly with regard to lighting, signage and accessibility.
- Conducted 10-day hand recount of computerized Proportional Representation count for the City Council election. Preparations included working with technical consultants to revise the procedures for matching electronic ballots with paper ballots, hiring more than 60 recount workers, establishing the most efficient procedure to organize 25 candidates and 17,851 ballots.
- Processed 531 absentee ballots for the October 15 Special Primary, 1,101 for the Municipal Election and 494 for the December 10 Special Election. Voter turnout was 15% for the Special Primary, 25% for the Municipal Election and 12.1% for the Special Election. Service was provided to individuals over the counter, by email and phone leading up to each election.
- 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.
- Conducted an Ethics Ordinance and Statement of Financial Interest and Campaign and Political Finance reporting training for municipal candidates. Administered and enforced the City of Cambridge Ethics Ordinance and 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's website.
- Worked with the IT Division to develop a voter registration search page for the Election Commission's

website. The City is one of the few municipalities which provides this service. The online service allows voters to search the City to verify voter registration address, voting status (active/inactive), party affiliation, elected representatives and polling location with link to the Polling Location Map. An online voter registration form is also provided if a voter is interested in updating or correcting their registration information.

**FY15 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	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Individual households contacted	48,402	48,402	50,000	50,000
2. Percent of households responded	63%	63%	63%	63%
3. Number of Multi-units contacted	477	477	499	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
2013	71,320

- **GOAL 2:** *Encourage eligible residents to register to vote through the distribution of 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	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Number of registered voters	69,108	64,000	64,996	65,400
2. Number of persons eligible to vote	74,135	74,135	74,135	74,135
3. Percentage of eligible persons who are registered	93%	86%	87%	88%
4. Community event and sidewalk session registrations	97	250	250	250
5. In-person, mail-in and RMV registrations	19,106	9,000	9,000	10,000
6. Census registrations	630	150	300	250

- **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.*

■ **GOAL 4:** (continued)

PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Number of online voter registration requests	158	100	100	100
2. Web notices on AutoMARK marking machines	1	1	1	1
3. Web notices on Proportional Representation	1	1	3	1

- **GOAL 5:** *Work with the Office of the Secretary of the Commonwealth and residents to implement reforms in the Help America Vote Act (HAVA) by ensuring that all polling places meet the highest 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 2014 Primary and General Election in an effective and cost-efficient manner, using precinct-based computerized optical scanning system; ensuring continued compliance with the Americans with Disabilities Act and HAVA; enhancing and strengthening poll worker training in handling provisional ballots, ejected ballots with over votes and blanks, AutoMARK machines and all election procedures 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.*

PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Cost for Municipal Election	N/A	\$155,945	\$226,665	\$0.
2. Cost for Pre-presidential Election	N/A	\$0.	\$0.	\$0.
3. Cost for the State Primary Election	\$159,025	\$0.	\$21,820	\$96,880
4. Cost for the General Election	\$126,360	\$0.	\$64,715	\$97,435

<b>FINANCING PLAN</b>	<b>DETAIL</b>	<b>SUMMARY</b>
<b>TAXES</b>		<b>\$962,315</b>
Real Estate Taxes	\$962,315	
<b>CHARGES FOR SERVICES</b>		<b>\$750</b>
Document Sales	\$750	
<b>INTERGOVERNMENTAL REVENUE</b>		<b>\$109,325</b>
State Cherry Sheet Revenue	\$82,250	
Reimb/Additional Voting Hrs	\$27,075	
<b>TOTAL FY15 BUDGETED REVENUE</b>		<b>\$1,072,390</b>

<b>STATUTORY ANALYSIS</b>	<b>SUMMARY</b>
<b>SALARIES &amp; WAGES</b>	<b>\$875,865</b>
<b>OTHER ORDINARY MAINTENANCE</b>	<b>\$194,255</b>
<b>TRAVEL &amp; TRAINING</b>	<b>\$2,270</b>
<b>EXTRAORDINARY EXPENDITURES</b>	<b>\$0</b>
<b>TOTAL FY15 BUDGETED EXPENDITURES</b>	<b>\$1,072,390</b>

<b>FULL TIME BUDGETED EMPLOYEES</b>	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>
	<b>8</b>	<b>8</b>	<b>8</b>

ACTUAL FY13	PROJECTED FY14		BUDGET FY15
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## PUBLIC CELEBRATIONS

\$493,030  
 \$44,380  
 \$200,000  
 \$0  
\$50,000  
 \$787,410

\$563,230  
 \$46,965  
 \$200,000  
 \$17,880  
\$55,000  
 \$883,075

CAMBRIDGE ARTS COUNCIL  
 HOLIDAY CELEBRATIONS  
 MULTICULTURAL ARTS CENTER  
 CITY COUNCIL INAUGURAL  
 COMMUNITY EVENTS

\$563,585  
 \$50,750  
 \$200,000  
 \$0  
\$60,000  
 \$874,335

**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.

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

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

**CITY COUNCIL INAUGURAL.** Funds are provided in this cost center for activities related to the biennial inauguration of the City Council. Funds for this purpose are not required in FY15.

**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.

### FY14 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Secured the highly competitive state-designated title of MA Cultural District for the **Central Square Cultural District (CSCD)**. This designation highlights the unique character and activity of this area of the city. The district designation is formally in effect for a period of 5-years and ties together the diverse communities that exist through a unified message emphasizing and celebrating the unique mix of art, entertainment and food in Central Square.



- Engaged a third year of the Cambridge Arts Marketing Network (CAMN), a network of arts and cultural marketing professionals based in Cambridge that meet quarterly to discuss issues, trends, best practices in the sector and that develop collaborative opportunities and strategies that create positive relationships and increase impact and overall effectiveness related to marketing efforts. All CAMN efforts are developed with the intended outcome of branding Cambridge as a destination for the arts and to highlight the role of the Arts Council as a significant resource for high-quality, diverse arts events, information and experiences.
- Oversaw the second successful year of activity connected to the Cambridge Creativity Commons (CCC), a shared space for students and teachers in the Cambridge Public School District (CPSD) to engage in exploration of imaginative ideas and the creation of interdisciplinary projects during in-school and out-of-school time. CCC was created through a partnership with the Arts Council, Lesley University, CPSD Visual & Performing Arts Department, Cambridge Community Foundation and the Lesley University College of Art and Design as an opportunity to focus on creative programming for Upper School students in grades 6 through 8.
- Formally launched *Let the Public Play*, a multisensory public art demonstration to provide hands-on opportunities to educate the public on the recommendations of the Healthy Play & Playgrounds Task Force and promote intergenerational play in selected parks and open spaces in the city. In response to the work of the Task Force, the Arts Council mounted a dynamic play-based exhibition in the CAC Gallery, commissioned two local artists to create temporary interactive sculptures that traveled to different neighborhoods for periods of time engaging residents and visitors to play and consider the positive impact of play and designed a deck of playing cards that featured images and information on play-based public art located nationally and internationally. All three components of the project encourage people to take play seriously and imagine the potential to expand this work locally.
- The 34<sup>th</sup> Cambridge River Festival (CRF) was developed with focus on developing in-depth partnerships with Cambridge-based arts and culture organizations to populate performance stages and interactive art venues throughout the mile-long festival site. These partnerships show the diversity and skill of local artists and arts organizations and reflect the unique character and artistic breadth of the city.
- With support from the Massachusetts Cultural Council and the City, the Arts Council distributed \$50,000 through the CAC Grant Program to fund arts programming and initiatives that have a direct benefit to Cambridge residents and the cultural life of the city. CAC awarded 34 grants to individual artists and cultural organizations in the areas of Creating & Presenting, Education & Access and Field Trip Grants, the latter of which provided low-cost opportunities for Cambridge youth to attend professional artistic events in Cambridge and the greater-Boston area.
- Coordinated the fifth anniversary of Cambridge Open Studios (COS), a citywide program featuring more than 200 artists and performers who open their homes and studios in all city neighborhoods to exhibit their work, demonstrate the art-making process and offer the resulting work for sale to the public. In partnership with local artists, arts organizations and 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 character of the city's neighborhoods. A key example of this effort was the launch of 'New Art Love', a free, web based mobile application that promoted all participating artists through images of their work and links to their respective websites, provided digital mapping services to the public and links to local businesses and services available to residents and visitors in each local business district.

- Developed innovative programming for the CAC Gallery designed to engage audiences directly in the creation and presentation of public artwork. Featured exhibitions included *ROUND: Cambridge*, an interactive project created by local artist Halsey Burgund as a citywide, site-specific sound art installation. The project engaged the general public through music and participant commentary via smart phone technology. *Al-Mutanabbi Street Starts Here*, was a three-part exhibition of 261 artist-designed books made by 260 artists from 24 countries created in response to a car bomb explosion on al-Mutanabbi Street, the ancient street of booksellers, poets and writers, located at the literary and cultural heart of Baghdad, Iraq. The exhibition and related events bore witness to the events on Al-Mutanabbi Street and collectively reaffirmed that the right to the free exchange of ideas and culture in public space.
- Continued to expand the reach and activity of the Cambridge Poet Populist Program working with elected Poet Populist, Toni Brooks. Toni worked with youth in the School District, the Public Library, Senior Centers and a variety of local arts organizations to develop programs that celebrate the creation and experience of poetry. The Poet Populist also serves as official host for the National Poetry Slam, which took place in Cambridge.
- Produced the 21<sup>st</sup> season of *Summer in the City*, a citywide performing arts series designed for a primary audience of youth aged 4 to 11. Events are free and offer professional, educational and interactive artistic performances in parks and public spaces throughout the city. The summer series attracted close to 5,000 audience members and the roster of artists and performers were reflective of the cultural diversity of the Cambridge population.

**FY15 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	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Number of applications	95	95	68	75
2. Number of grant awards	38	38	34	35
3. Number of people who benefit	50,250	50,000	50,000	50,000
4. Number of grant-writing workshops and community meetings	88	80	80	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	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Estimated audience at events	163,195	175,000	175,000	175,000
2. Number of artists presented	440	400	400	400
3. Number of arts organizations participating	110	80	80	80
4. Number of Summer in the City concerts produced for children and families	16	20	16	16
5. Number of artists participating Cambridge Open Studios	170	200	200	200
6. Number of events & community collaborations as part of Cambridge Open Studios	25	25	25	25
7. Foster and support educational forums and collaborations that educate residents on the arts	55	25	25	25
8. Number of community meetings to promote partnerships and advocacy	90	60	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	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Street Performer Permits issued	344	300	300	300
2. Number of monitor hours	635	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	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Number of capital projects completed	2	4	4	4
2. Total artworks in the City collection	191	197	201	205
3. Number of ongoing capital projects	9	8	8	8
4. Total number of artworks receiving consistent maintenance	114	100	150	150
5. Number of artworks restored by artist or external conservator	3	5	15	7
6. Number of artworks restored by Conservator of Public Art and trained art consultants	20	25	40	50

- **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	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Number of temporary art installations	1	2	2	2

■ **GOAL 5:**     *(continued)*

<b>PERFORMANCE MEASURES</b>	<b>FY13 ACTUAL</b>	<b>FY14 BUDGET</b>	<b>FY14 PROJECTED</b>	<b>FY15 PROPOSED</b>
2. Educational resources and materials created	17	20	20	25
3. Education workshops and programs	20	20	20	20
4. Meetings with community representatives	37	25	25	30
5. Number of public art dedications	1	2	2	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.*

<b>PERFORMANCE MEASURES</b>	<b>FY13 ACTUAL</b>	<b>FY14 BUDGET</b>	<b>FY14 PROJECTED</b>	<b>FY15 PROPOSED</b>
1. Number of artists exhibited	241	15	10	10
2. Number of exhibitions	5	5	3	5
3. Number of educational activities and events	25	25	25	25
4. Number of participants attending gallery-related exhibitions and events	5,200	5,000	5,000	5,250

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

<b>PERFORMANCE MEASURES</b>	<b>FY13 ACTUAL</b>	<b>FY14 BUDGET</b>	<b>FY14 PROJECTED</b>	<b>FY15 PROPOSED</b>
1. Number of press releases created	17	25	25	25

■ **GOAL 7:**    *(continued)*

<b>PERFORMANCE MEASURES</b>	<b>FY13 ACTUAL</b>	<b>FY14 BUDGET</b>	<b>FY14 PROJECTED</b>	<b>FY15 PROPOSED</b>
2. Number of press releases or other promotional announcements created for grant recipients and local arts and cultural organizations	50	50	50	50
3. Number of calendar submissions entered/maintained	185	200	200	200
4. Number of Web pages created	55	50	50	25
5. Number of Web pages maintained	125	150	150	50
6. Number of media hits received for Arts Council programs & services	162	250	250	200
7. Total number of marketing/collateral pieces created	56	65	65	65

<b>FINANCING PLAN</b>	<b>DETAIL</b>	<b>SUMMARY</b>
<b>TAXES</b>		<b>\$841,235</b>
Real Estate Taxes	\$841,235	
<b>LICENSES AND PERMITS</b>		<b>\$10,800</b>
Street Performers License	\$10,800	
<b>INTERGOVERNMENTAL REVENUE</b>		<b>\$22,300</b>
Direct State Grant Revenue	\$5,800	
State Cherry Sheet Revenue	\$16,500	
<b>TOTAL FY15 BUDGETED REVENUE</b>		<b>\$874,335</b>

<b>STATUTORY ANALYSIS</b>	<b>SUMMARY</b>
<b>SALARIES &amp; WAGES</b>	<b>\$490,810</b>
<b>OTHER ORDINARY MAINTENANCE</b>	<b>\$382,400</b>
<b>TRAVEL &amp; TRAINING</b>	<b>\$1,125</b>
<b>EXTRAORDINARY EXPENDITURES</b>	<b>\$0</b>
<b>TOTAL FY15 BUDGETED EXPENDITURES</b>	<b>\$874,335</b>

<b>FULL TIME BUDGETED EMPLOYEES</b>	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>
	<b>4</b>	<b>4</b>	<b>4</b>

ACTUAL FY13	PROJECTED FY14		BUDGET FY15	RESERVE													
<u>\$0</u> \$0	<u>\$0</u> \$0		<b>RESERVE</b> <u>\$37,500</u> \$37,500	<b>PURPOSE &amp; OVERVIEW:</b> State law allows each city to establish a fund “to provide for extraordinary or unforeseen expenditures.” For FY15, the City has allocated \$37,500 for this purpose. Funds are transferred from the Reserve account to a department's cost center.													
				<b>Reserve Transfers:</b> <ul style="list-style-type: none"><li>FY2014: BIO International Life Sciences Conference \$13,000</li><li>FY2013: <i>21 Days of Questions, 365 Questions of Action</i> Domestic Violence Campaign \$14,400</li><li>FY2012: Veterans Benefits \$25,000</li><li>FY2011: City Sprouts Contract \$5,000</li><li>FY2010: Moving Cambridge Forward Contract \$15,000 and Animal Commission Vehicle Repairs \$5,000</li></ul>													
				<table><tr><th>FINANCING PLAN</th><th>DETAIL</th><th>SUMMARY</th></tr><tr><td>TAXES</td><td></td><td>\$37,500</td></tr><tr><td>Real Estate Taxes</td><td>\$37,500</td><td></td></tr><tr><td colspan="2">TOTAL FY15 BUDGETED REVENUE</td><td>\$37,500</td></tr></table>	FINANCING PLAN	DETAIL	SUMMARY	TAXES		\$37,500	Real Estate Taxes	\$37,500		TOTAL FY15 BUDGETED REVENUE		\$37,500	
FINANCING PLAN	DETAIL	SUMMARY															
TAXES		\$37,500															
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				<table><tr><th>STATUTORY ANALYSIS</th><th>SUMMARY</th></tr><tr><td>SALARIES &amp; WAGES</td><td>\$0</td></tr><tr><td>OTHER ORDINARY MAINTENANCE</td><td>\$37,500</td></tr><tr><td>TRAVEL &amp; TRAINING</td><td>\$0</td></tr><tr><td>EXTRAORDINARY EXPENDITURES</td><td>\$0</td></tr><tr><td colspan="2">TOTAL FY15 BUDGETED EXPENDITURES</td><td>\$37,500</td></tr></table>	STATUTORY ANALYSIS	SUMMARY	SALARIES & WAGES	\$0	OTHER ORDINARY MAINTENANCE	\$37,500	TRAVEL & TRAINING	\$0	EXTRAORDINARY EXPENDITURES	\$0	TOTAL FY15 BUDGETED EXPENDITURES		\$37,500
STATUTORY ANALYSIS	SUMMARY																
SALARIES & WAGES	\$0																
OTHER ORDINARY MAINTENANCE	\$37,500																
TRAVEL & TRAINING	\$0																
EXTRAORDINARY EXPENDITURES	\$0																
TOTAL FY15 BUDGETED EXPENDITURES		\$37,500															



# SUMMARY: PUBLIC SAFETY

FY13 ACTUAL	FY14 PROJECTED	PROGRAM EXPENDITURES	FY15 BUDGET
\$303,915	\$310,620	Animal Commission	\$323,535
\$40,462,710	\$43,546,265	Fire Department	\$44,661,535
\$45,782,660	\$47,930,970	Police	\$49,260,625
\$10,196,225	\$10,599,180	Traffic Parking & Transportation	\$11,088,415
\$73,000	\$74,450	Police Review and Advisory Board	\$75,235
\$3,047,255	\$3,171,135	Inspectional Services	\$3,270,335
\$881,060	\$960,450	License Commission	\$1,063,745
\$165,500	\$139,905	Weights & Measures	\$142,935
\$2,763,785	\$2,605,045	Electrical	\$2,767,880
<u>\$4,249,910</u>	<u>\$4,369,785</u>	Emergency Communications	<u>\$4,631,960</u>
\$107,926,020	\$113,707,805		\$117,286,200

FINANCING PLAN	FY15 BUDGET
Taxes	\$87,967,060
Charges For Services	\$9,074,135
Licenses and Permits	\$11,120,150
Fines & Forfeits	\$7,800,460
Intergovernmental Revenue	\$1,136,395
Miscellaneous Revenue	<u>\$188,000</u>
	\$117,286,200

ACTUAL FY13	PROJECTED FY14		BUDGET FY15	ANIMAL COMMISSION
\$126,835 <u>\$177,080</u> \$303,915	\$129,410 <u>\$181,210</u> \$310,620	ADMINISTRATION ANIMAL CONTROL	\$133,655 <u>\$189,880</u> \$323,535	<b>PURPOSE &amp; OVERVIEW:</b> The Cambridge Animal Commission, works 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.
<b>FY14 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:</b>				
<ul style="list-style-type: none"><li>Updated the existing Animal Commission webpage to assist residents with the process for obtaining dog licenses, information concerning dog regulations, lost and found animal reports and multiple domestic and wildlife questions and answers.</li><li>Continued a partnership with Harvard Law School's Mediation Program. The program has been useful in mediating barking / nuisance dog disputes which have prevented costly court time to the City.</li><li>Attended multi-department community meetings to develop guidelines, regulations and further locations for dog parks and shared use areas in the city. This has resulted in a resident working group.</li><li>Licensed dogs and the ability to locate unlicensed dogs within the city has increased through the coordination of rabies certificates between office and veterinarians.</li><li>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.</li><li>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.</li><li>Continued to coordinate and transport cats between the City, MSPCA and the Animal Rescue League for free neutering and spaying. After surgery, cats are transported back to their owners by Cambridge Animal Control.</li></ul>				

- A brochure explaining the City ordinance on picking up dog's waste in a public way appeared in the license application mailings to over 3,200 dog owners. Increased awareness of how compliance with the pooper-scooper law, will help improve the quality of life and health in the community. The brochure will emphasize the hazards it can create for people's health and the dangers to people who have sight impairment and other disabilities.
- The Cambridge Animal Commission, along with the Cambridge Fire Department's Emergency Management Division attended regional Pet Sheltering meetings. These meetings are in response to the Pets Evacuation and Transportation Standard Act (PETS). The meetings' primary goal 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 Companion Animal Mobile Equipment Trailer (CAMET). The trailers will be shared with the other communities in the region including: Boston, Brookline, Chelsea, Everett, Quincy, Revere, Somerville and Winthrop.
- Created a public awareness campaign with tips and information to ensure peoples' safety concerning wildlife in the city such as foxes, coyotes, turkeys and fisher cats through articles in the Cambridge Chronical.

#### **FY15 GOALS:**

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

<b>PERFORMANCE MEASURES</b>	<b>FY13 ACTUAL</b>	<b>FY14 BUDGET</b>	<b>FY14 PROJECTED</b>	<b>FY15 PROPOSED</b>
1. Number of dog licenses issued	3,322	3,300	3,300	3,400
2. Citations issued for failure to restrain, dispose, license, display license	134	120	130	130
3. Number of dogs picked up	47	50	50	50
4. Number of dogs impounded	11	10	15	12
5. Number of dogs returned to owner	39	48	41	40
6. Number of dogs and cats adopted	44	50	35	35

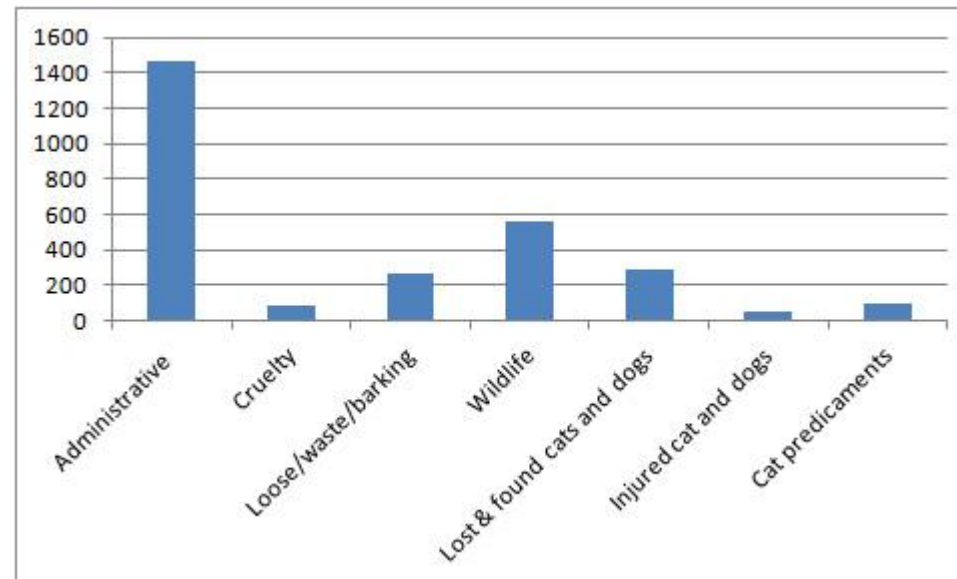
- **GOAL 2:** *Administer rabies vaccinations for Cambridge cats and dogs.*

PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Number of animals vaccinated	132	130	140	130

- **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	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Number of calls/inquiries	2,809	2,700	2,500	2,300
2. Number of quarantine in-house inspections	148	140	130	130

**Figure 1: Number of Calls Received in FY14**



- **GOAL 4:** *Continue to transport sick, injured or surrendered animals to the Massachusetts Society for the Prevention of Cruelty to Animals, for rescue or humane euthanasia.*

<b>PERFORMANCE MEASURES</b>	<b>FY13 ACTUAL</b>	<b>FY14 BUDGET</b>	<b>FY14 PROJECTED</b>	<b>FY15 PROPOSED</b>
1. Number of animals (dogs, cats, raccoons, skunks, bats, squirrels, other wildlife and exotic pets) transported	127	110	110	110

- **GOAL 5:** *Educate owners on disaster and emergency evacuation plans for pets.*
- **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.*

<b>PERFORMANCE MEASURES</b>	<b>FY13 ACTUAL</b>	<b>FY14 BUDGET</b>	<b>FY14 PROJECTED</b>	<b>FY15 PROPOSED</b>
1. Number of referrals for animals (cats and dogs) to be spayed / neutered	26	30	30	20

<b>FINANCING PLAN</b>	<b>DETAIL</b>	<b>SUMMARY</b>
<b>TAXES</b>		<b>\$288,435</b>
Real Estate Taxes	\$288,435	
<b>CHARGES FOR SERVICES</b>		<b>\$10,200</b>
Water Usage Charge	\$10,000	
Animal Boarding	\$200	
<b>LICENSES AND PERMITS</b>		<b>\$23,000</b>
Animal License	\$23,000	
<b>FINES &amp; FORFEITS</b>		<b>\$1,400</b>
Animal Fines	\$1,400	
<b>MISCELLANEOUS REVENUE</b>		<b>\$500</b>
Sale of Animals	\$500	
<b>TOTAL FY15 BUDGETED REVENUE</b>		<b>\$323,535</b>

STATUTORY ANALYSIS	SUMMARY	
SALARIES & WAGES	\$305,080	
OTHER ORDINARY MAINTENANCE	\$18,305	
TRAVEL & TRAINING	\$150	
EXTRAORDINARY EXPENDITURES	\$0	
TOTAL FY15 BUDGETED EXPENDITURES		\$323,535

<b>FULL TIME BUDGETED EMPLOYEES</b>	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>
	<b>3</b>	<b>3</b>	<b>3</b>

ACTUAL FY13	PROJECTED FY14		BUDGET FY15
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# FIRE DEPARTMENT

\$15,878,775  
 \$5,550,825  
 \$4,361,585  
 \$3,749,835  
 \$2,315,415  
 \$2,182,910  
 \$4,461,955  
\$1,961,410  
 \$40,462,710

\$17,573,795  
 \$6,017,385  
 \$4,491,975  
 \$3,743,995  
 \$2,444,030  
 \$2,503,075  
 \$4,748,180  
\$2,023,830  
 \$43,546,265

HEADQUARTERS  
 LAFAYETTE SQUARE  
 EAST CAMBRIDGE  
 PORTER SQUARE  
 INMAN SQUARE  
 RIVER STREET  
 SHERMAN STREET  
 LEXINGTON AVENUE

\$18,850,845  
 \$6,214,595  
 \$4,565,880  
 \$3,671,585  
 \$2,335,000  
 \$2,365,120  
 \$4,740,310  
\$1,918,200  
 \$44,661,535

**PURPOSE & OVERVIEW:** The Department is 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 Department has taken on the added

responsibility of protecting citizens against terrorist attacks. To fulfill all of these responsibilities effectively, efficiently and safely, the members of the Department continually train, develop skills and prepare for aggressive action when needed to protect the city.

The Department is charged with protecting of one of the most densely-populated cities in the country. The Department is staffed by 276 sworn members and 9 civilian members under command of the Chief Engineer.

The CFD 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 Department participates in regional, communications interoperability, security and grant committees. CFD is a member of the Urban Area Security Initiative (UASI), which trains and works together. UASI receives significant grant funding from 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 include Engines, Ladders, Squads, Rescue and Division Chiefs. They 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.

#### **FY14 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:**

- The Insurance Services Office (ISO) through its Public Protection Program continued to award the 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 one in Massachusetts so rated.
- Seven new Firefighters on Probation (FFOP's) were appointed to the Department. They completed the Massachusetts Firefighting Academy Recruit Firefighter Training Program and were certified to the Firefighter I/II level before being assigned to fire companies.
- Participated in multi-agency mass decontamination drills in cooperation with both the Cambridge Health Alliance and Mount Auburn Hospital.
- Continued Fire Company Technical Rescue training. This training 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 departments 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.



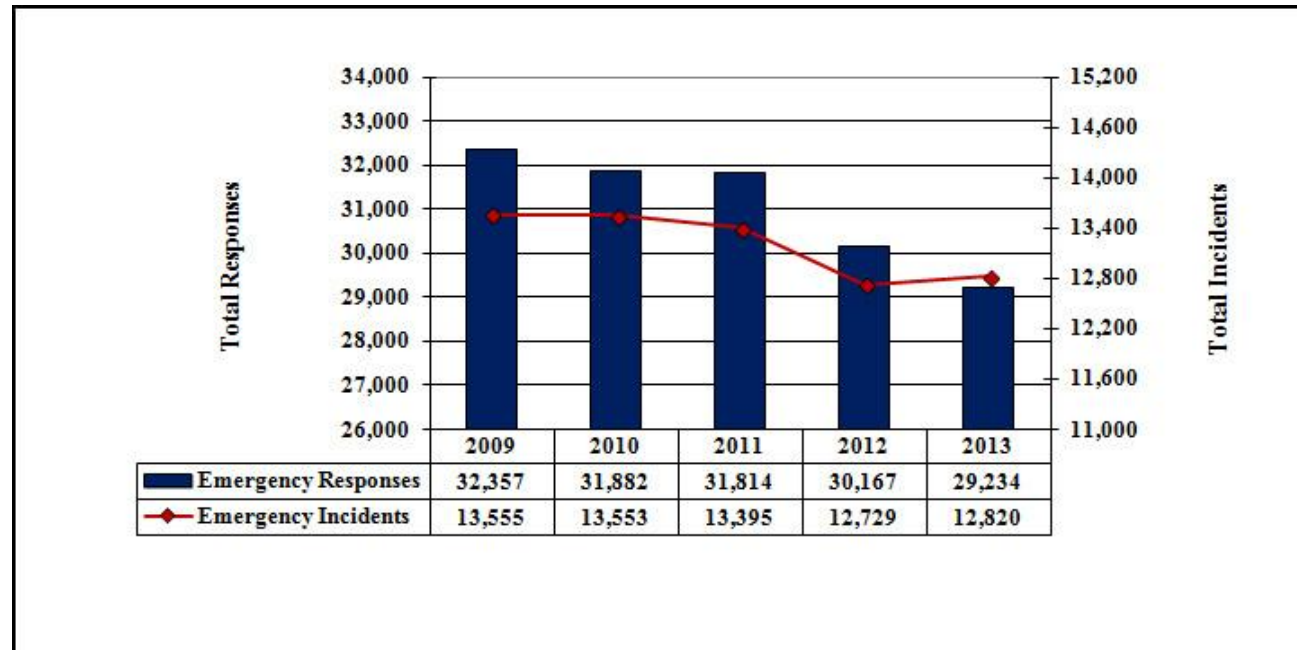
<b>FINANCING PLAN</b>	<b>DETAIL</b>	<b>SUMMARY</b>
<b>TAXES</b>		<b>\$43,649,785</b>
Real Estate Taxes	\$43,649,785	
<b>CHARGES FOR SERVICES</b>		<b>\$875,750</b>
Photocopy/Reproduction	\$750	
Smoke Detectors	\$51,000	
Rescue Unit Fees	\$774,000	
Fire Detail Surcharge	\$50,000	
<b>LICENSES AND PERMITS</b>		<b>\$105,000</b>
Fire Permits	\$105,000	
<b>FINES &amp; FORFEITS</b>		<b>\$4,000</b>
False Alarm Ordinance Fee	\$4,000	
<b>MISCELLANEOUS REVENUE</b>		<b>\$27,000</b>
Overtime Reimbursement	\$15,000	
Misc Reimbursement	\$12,000	
<b>TOTAL FY15 BUDGETED REVENUE</b>		<b>\$44,661,535</b>

<b>STATUTORY ANALYSIS</b>	<b>SUMMARY</b>
<b>SALARIES &amp; WAGES</b>	<b>\$42,629,075</b>
<b>OTHER ORDINARY MAINTENANCE</b>	<b>\$1,332,960</b>
<b>TRAVEL &amp; TRAINING</b>	<b>\$589,500</b>
<b>EXTRAORDINARY EXPENDITURES</b>	<b>\$110,000</b>
<b>TOTAL FY15 BUDGETED EXPENDITURES</b>	<b>\$44,661,535</b>

<b>FULL TIME BUDGETED EMPLOYEES</b>	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>
	<b>285</b>	<b>285</b>	<b>285</b>

**Figure 1: Historical Emergency Incidents and Responses**

The figure below demonstrates the high level of readiness and comprehensive response of CFD. Despite the density of the city, complexity of related incidents, traffic conditions and simultaneous incidents, the average response time in the City was 4.74 minutes in 2013. National Fire Protection Association standards require a structural fire response time within 4-8 minutes, 90 percent of the time. The American Heart Association requires a medical response time within 4-6 minutes.



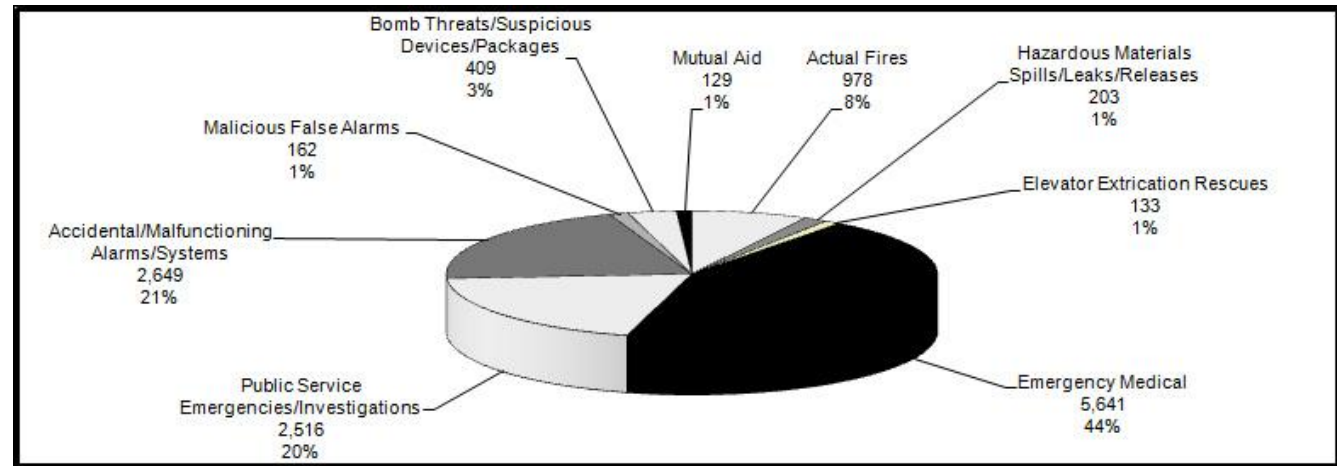
**Legend**

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: 2013 Emergency Incidents by Category**

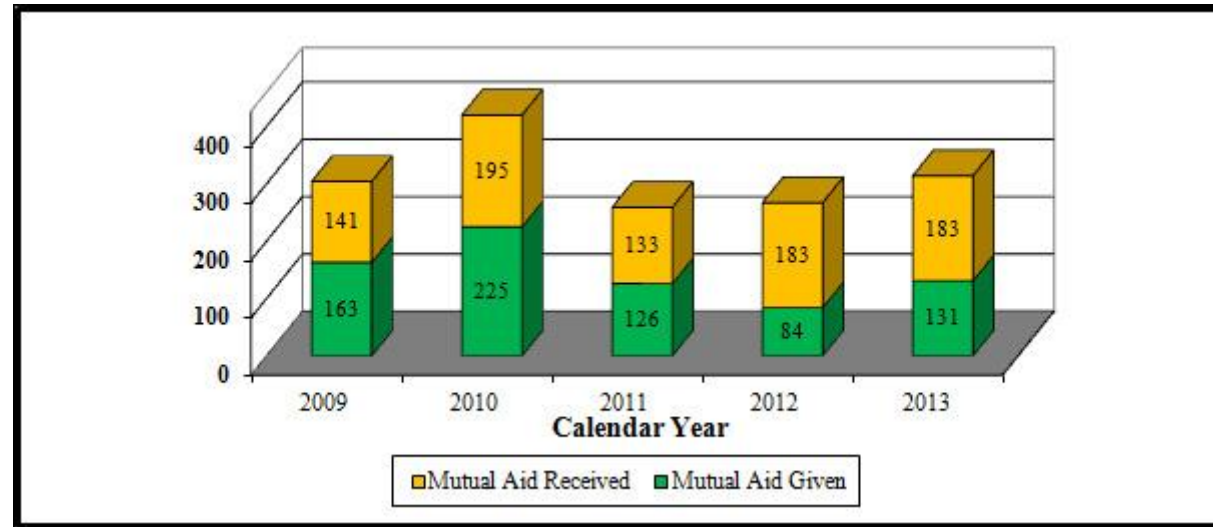
The figure below shows the breakdown by category of the 12,820 total emergency incidents that occurred in the city. As shown in Figure 1, these incidents had 29,234 corresponding responses, which are defined by the number of units that respond to an individual incident.



Incident Category Descriptions	# of Incidents
<b>Actual Fires</b> include all categories of fires, from the multiple-alarm building fire to the outside rubbish fire.	978
<b>Hazardous Materials Spills/Leaks/Releases</b> include gasoline overflows from a vehicle fuel tank, natural gas leaks caused by a broken pipe and laboratory chemical releases.	203
<b>Elevator Extrication Rescues</b>	133
<b>Emergency Medical</b> incidents include both life-threatening and non-life threatening incidents.	5,641
<b>Public Service Emergencies/Investigations</b> include water leaks, structural evaluations, assisting persons in distress, lock-ins, steam emergencies and other investigations.	2,516
<b>Bomb Threats/Suspicious Devices/Packages</b> include calls for "bombs" as well as the investigations of unattended packages left both accidentally and maliciously. In this age of terrorism and security consciousness, the multi-tasking Police and Fire Departments, working with the CPD Explosive Ordnance Device Unit, examine suspicious packages and render them safe if necessary.	409
<b>Accidental/Malfunctioning Alarms/Systems</b>	2,649
<b>Malicious False Alarms</b>	162
<b>Mutual Aid</b>	129
<b>TOTAL</b>	<b>12,820</b>

**Figure 3: Historical Comparison of Mutual Aid Given and Received**

CFD 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. 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.



## **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 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.

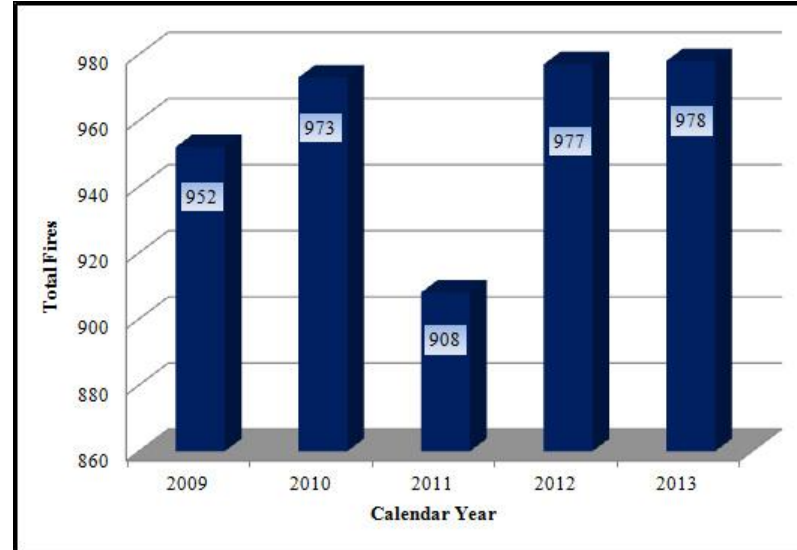
## FY15 GOALS:

- **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 4 minute response time for the first arriving Fire Department unit 95% of the time, and an 8 minute response for the entire first alarm assignment 90% of the time. The objective is to contain and extinguish fires holding injuries and property loss to a minimum, in keeping with ISO standards.*

PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 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 978 total fires occurring in 2013. The rapid coordinated response of a well-trained Fire Department is essential in preventing the spread of fire, especially in a densely built city like Cambridge.

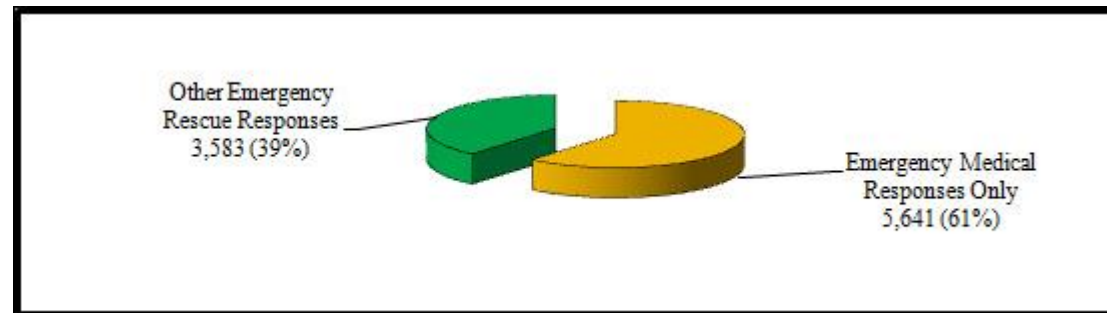


- **GOAL 2:** *Deliver emergency medical services (EMS) in a professional and timely manner.*

PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Respond to requests for emergency medical services within 4-6 minutes, 90% of the time	95%	95%	95%	95%

**Figure 5: Calendar Year 2013 Fire Paramedic Unit Responses**

Cambridge Fire Paramedic Units responded to 9,224 emergency incidents in 2013. The availability of four 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 also 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 CFD firefighter/paramedics are trained and are embedded with the Cambridge Police Department's 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.*

<b>PERFORMANCE MEASURES</b>	<b>FY13 ACTUAL</b>	<b>FY14 BUDGET</b>	<b>FY14 PROJECTED</b>	<b>FY15 PROPOSED</b>
1. Number of active hydrants tested	1,800	1,800	1,725	1,725
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, daycare 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 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 of the crowd manager regulations (527CMR 10.13).

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.



**FY15 GOALS:**

- *GOAL 1: Perform fire prevention inspections in all neighborhoods of the city.*

PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Number of state mandated inspections of facilities including hospitals, schools, nursing homes and theaters	1,088	950	1,088	1,088
2. License Commission compliance inspections	297	300	300	300
3. License Commission Task Force inspections	208	200	50	100
4. Complaint investigations	98	100	100	100
5. Residential smoke detector compliance inspections (MGL Ch. 148, Sec. 26F)	1,281	1,100	1,200	1,100

- *GOAL 2: Issue assorted permits.*

**Table 1: Permits Issued**

Type of Permit	FY11 Actual	FY12 Actual	FY13 Actual
Annual storage of flammable liquids and gases, number of permits	489	516	797
Installation of fire protection systems (fire alarm systems, sprinkler systems, special suppression systems)	748	884	761
Cutting/welding permits	416	432	411
Miscellaneous permits, i.e. sale of Christmas trees, use of portable heat devices, tar kettles, etc.	132	198	192
Storage tank compliance permits including installation, removal and safe operation	83	96	99



■ **GOAL 3:**     *Conduct Fire Protection Plan reviews and assessments.*

<b>PERFORMANCE MEASURES</b>	<b>FY13 ACTUAL</b>	<b>FY14 BUDGET</b>	<b>FY14 PROJECTED</b>	<b>FY15 PROPOSED</b>
1. Major projects and developments	22	20	20	20
2. Renovations and improvements	308	300	310	300

## **TRAINING DIVISION**

**PURPOSE & OVERVIEW:** Developing and implementing a relevant training program for a 270 member urban firefighting department that operates in a vibrant and constantly evolving city can be a challenging mission. Every day is a training day and it must be done while still responding to the needs of the community. The range of the Department's duties and responsibilities is extensive. Our fire First Responders can administer cardio cerebral resuscitation to a nano-technology research facility for an alarm of fire. Training must emphasize coordinated teamwork to allow our Department to achieve proficiency beyond our individual capabilities. The Training Division, with assistance from the Fire Administration and the input of the line members, strives to deliver a pertinent curriculum.

Training has some high priority classes that are delivered annually. Emergency medical skills such cardio pulmonary resuscitation, semi-automated external defibrillation, and basic first aid would fall in this category. A large block of training and time is dedicated to the approximately 60 paramedics employed by the CFD.

Other annual training involves City mandates such as ethics or Massachusetts Department of Fire Services recommendations involving Operations Level Responders (Hazmat). Pump testing, hose and hydrant testing all are done annually to assist not only in the building of our department's ability but also in our certification with our Insurance Service Offices Class 1 rating. Inter-agency training with the Cambridge Police Explosives Unit and other Police specialized units has also become an annual event.

Beyond the annual training classes, the training division attempts to deliver classes based on the typical hazards encountered by firefighters in our city. Reviewing the nature and severity of past calls received by the Department and the number of those calls gives insight to what type of training/classes would benefit our members. Collaboration with some of Cambridge's outstanding educational institutions, (MIT and Harvard), and private businesses, such as Draper Laboratories, have lead to excellent training opportunities. Using these subject matter experts as instructors has proven very effective. Beyond our city boundary, other topics for training are culled from national fire journals and websites along with industry standards and writings. Our active participation in the UASI has enhanced our technical/specialized capabilities and offered many of our members a chance to develop specific skills associated with specialized tools that our Department carries. This year, many of our members will again participate in a full scale urban shield exercise with eight other fire departments and numerous other disciplines and State and Federal Agencies.

## FY15 GOALS:

- *GOAL 1: Promote firefighter safety by conducting training courses and issuing periodic training bulletins.*

PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Cumulative number of training hours	61,375	75,000	75,000	75,000
2. Number of training hours per uniformed personnel	236	283	275	275
3. Number of training bulletins issued	25	30	25	25

## EMERGENCY PREPAREDNESS AND COORDINATION (EPAC)

**PURPOSE & OVERVIEW:** In compliance with the Superfund Amendment and Reauthorization Act (SARA-Title III), Cambridge established a Local Emergency Planning Committee (LEPC). The Cambridge LEPC is one of a handful of fully certified LEPCs in Massachusetts. The LEPC Office now called the Office of Emergency Preparedness and Coordination (EPAC), is now located within the Cambridge Fire Department, which allows the Emergency Management functions of the City to be integrated more effectively with other public safety agencies and with corporate and institutional entities. 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 the functions such as collecting all mandated Tier II Submittals; coordinating the inter-agency planning and response to hazardous material/terrorism incidents; working closely with other agencies, such as Massachusetts Department of Environmental Protection, the EPA, OSHA and the DFS regarding compliance issues and oversee the Student Awareness of Fire Education (SAFE) program. The role of EPAC continues to evolve in Cambridge. 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.

**FY15 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	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Number of personnel trained	196	275	300	275
2. Number of hazmat exercises held	12	6	12	12

- *GOAL 2: Conduct fire safety programs for schools, industry, the elderly and as requested.*

**Table 2: Fire Safety Programs**

Programs	FY11 Actual	FY12 Actual	FY13 Actual
Number of fire safety programs held	351	254	208
Elderly housing residents attending fire safety programs	84	24	205
School students attending fire safety programs	2,660	3,002	2,588
Industry personnel attending fire safety programs	382	447	377
Total number of individuals attending all classes	3,126	3,473	3,170

- *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	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Number of site visits	18	30	16	25

- **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	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Number of members of CAFD	9	10	8	10
2. Number of training sessions	44	48	20	48

## TECHNICAL SERVICES

**PURPOSE & OVERVIEW:** The Technical Services Division (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 Department's Hazardous Materials Team. CFD is one of three Hazardous Materials Teams in the Commonwealth.

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 Department.

The Radio/Information Technology (IT) Unit works to provide IT services to 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.

TSD 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 FY13	PROJECTED FY14		BUDGET FY15
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**POLICE  
-Summary**

\$2,173,190  
\$29,795,135  
\$13,814,335  
\$45,782,660

\$2,135,125  
\$31,358,580  
\$14,437,265  
\$47,930,970

**LEADERSHIP  
OPERATIONS DIVISION  
SUPPORT SERVICES**

\$2,307,310  
\$32,669,230  
\$14,284,085  
\$49,260,625

**PURPOSE & OVERVIEW:** The Cambridge Police Department (CPD) 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 Cambridge. 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. Over the past few years, the Department has actively begun strategic planning to enhance future service delivery. As part of this process, the Department has identified a new mission statement and core values representing the work ahead.

**Mission Statement:**

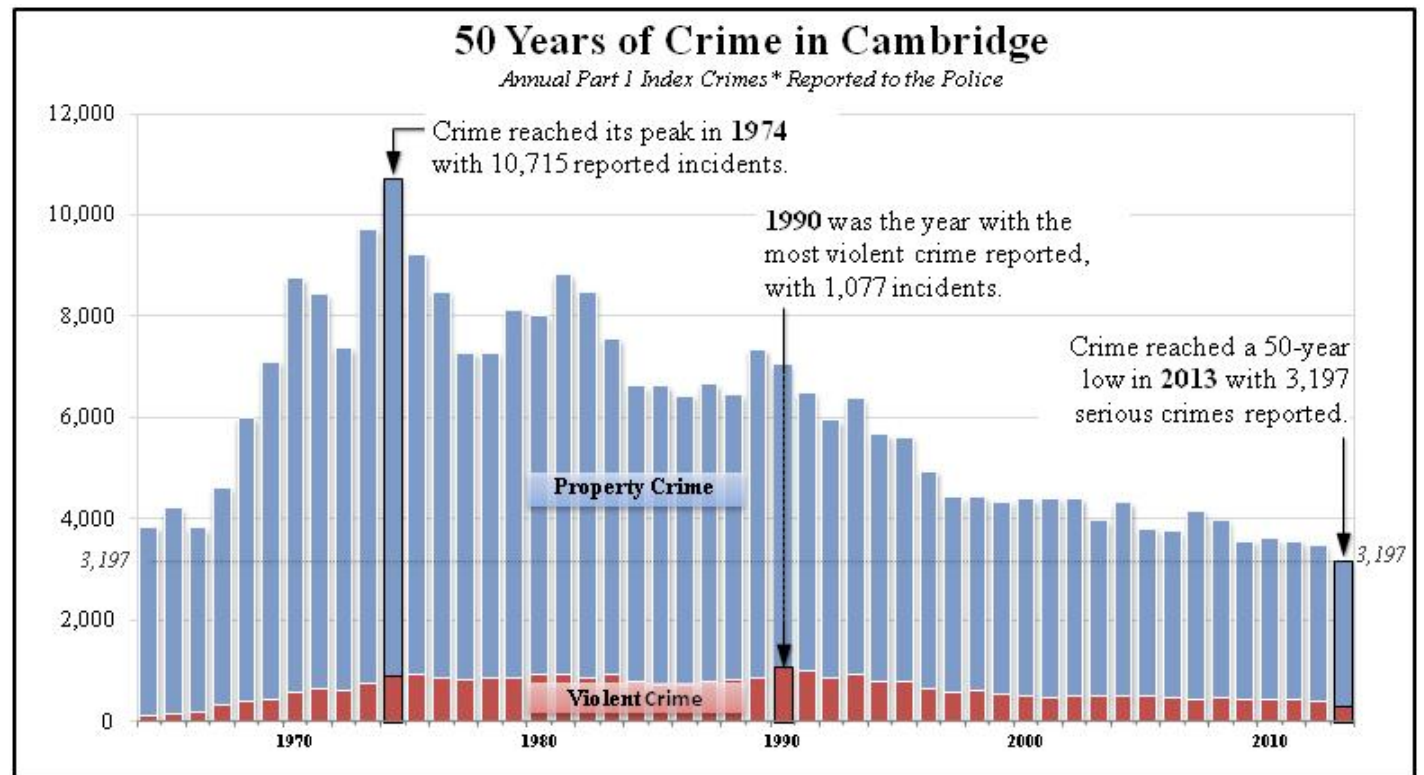
The Cambridge Police Department is a dedicated and diverse group of professionals who are committed to working with the community to make Cambridge a safe and desirable place to live. Our mission is to partner with the community to solve problems and improve public safety in a manner that is fair, impartial, transparent and consistent.

The Department's Core Values are Integrity, Professionalism, Fairness and Impartiality, Teamwork, Efficiency, and Advocacy and Empathy. For a detailed explanation of these core values, please visit the Department's website at [www.CambridgePolice.org](http://www.CambridgePolice.org).

**SIGNIFICANT BUDGET MODIFICATIONS:** The FY15 CPD Budget includes \$733,170 in the salary and wages account for four patrol officers and one patrol sergeant for the Explosive Ordnance Unit (EOU). Additionally, \$100,000 is included in Tactical Operations OOM for sustaining all tactical team operations. Also, a full-time fiscal analyst was hired to assist with the budget and fiscal affairs (\$73,015) and \$200,000 is included in overtime for deployment.

The CPD is proud to report a historic drop in crime across the city, with serious crime declining by 8%, a 50-year low. The CPD, our public and private partners and the citizens of our city should take great pride in their individual and collective efforts to make the city a safe and healthy community. While the Federal Bureau of Investigation's (FBI) Part I Crime Index is an important measure of crime and represents nearly 300 fewer victims of serious crime in Cambridge this year; the CPD continues to focus on a much broader range of social harm issues to prevent the victimization of people in Cambridge and improve their overall quality of life.

**Figure 1: 50-Year Crime History in Cambridge**



\*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.

#### **FY14 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:**

- The CPD was awarded \$1.1 million from a Federal Urban Areas Securities Initiative (UASI) grant program. As a result, the Explosive Ordnance Unit (EOU) was able to mobilize a full-time bomb unit. This enhancement elevated the EOU from a Type II bomb squad to a Type I bomb squad capable of handling multiple/simultaneous incidents. These additional resources allow the Department to have a trained full-time unit dedicated to responding to suspicious packages or threats. In addition, the Special Response Team (SRT) was able to procure advanced equipment that will enhance its capabilities and allow for an "all hazards" approach to critical incidents.
- A Department employee was awarded the Henry Dumas Memorial Award by the Gay Officer's Action

League (GOAL) New England for his support and his work with the Cambridge Gay, Lesbian, Bisexual and Transgender (GLBT) Commission. In part, this recognition was a result of Cambridge leading the initiative with the GLBT Commission for all police, fire and emergency medical service agencies receiving quality sensitivity and awareness training. This training was designed to enhance awareness of GLBT issues and laws in order to provide better service and a welcoming environment. In 2013, the Department's effort had reached over 1,500 public safety professionals in 28 agencies throughout Massachusetts as a result of the Department incorporating this training in the Lowell Police Academy curriculum.

- The Youth and Family Services Unit received a Special Recognition Award from the Massachusetts Juvenile Detention Alternatives Initiative for their approach to addressing juvenile delinquency and its associated risk factors. The unit was also recognized for the success officers have had working with youth at-risk of delinquency and first-time juvenile offenders through the Cambridge Safety Net Collaborative. A presentation was given on this program at the International Association of Chiefs of Police (IACP) Annual Conference in October. The purpose of the presentation was to explain the unique model and framework Cambridge uses to prevent, intervene in, and divert juvenile delinquency and explain how this approach could be adopted by other communities.
- The Department partnered with BAIR (Behavioral Analysis & Intelligence Resources) Analytics Inc. to provide a new way for the public to stay informed about crime in Cambridge. The CPD now has an online crime map called RAIDS Online ([www.raidsonline.com](http://www.raidsonline.com)) that maps and analyzes crime data, alerts Cambridge citizens about crimes in their area, and allows the CPD to quickly alert the public about crimes as they occur.
- The Professional Standards Unit facilitated two training sessions with the Police Review and Advisory Board regarding police policy and procedures. Instruction topics included use of force, use of force reporting policy, fair and impartial policing, legitimacy and procedural justice, community engagement, policy on addressing biased based policing and FATS (Firearms Training Simulator) scenarios. Through this training, the Professional Standards Unit continued to improve immediate and objective investigations of all complaints assuring the public that official misconduct will not be tolerated.

**2014/2015 INITIATIVES:** The following initiatives are broadly reflected throughout the document in the goals and performance measures. These are some of the specific steps the Department is, and will be, undertaking to meet these goals.

**SMART Policing Initiative** - SMART is the only multi-jurisdictional approach involving a data-driven plan to address high risk offenders who commit a disproportionate amount of crime within the three jurisdictions of Somerville, Everett and Cambridge. Departments worked with various service providers to find alternative approaches to reintegrate repeat offenders to the community.

**Crisis Intervention Teams (CITs)** - In collaboration with the Somerville Police Department and community partners, the CPD was awarded a multi-jurisdictional grant by the Department of Mental Health to develop CITs.

The training is designed to equip personnel with de-escalation techniques when dealing with highly volatile situations and intervene when there is a crisis involving persons with significant mental health issues. All supervisory personnel and certain specialists will become certified members of the CIT.

**Modified CompSTAT Approach to Problem-Solving** - The CompSTAT approach allows the CPD to work with researchers to combine analytics with line-officer participation. This will enhance the Department's problem-solving capacity and ability to reduce crime.

**Incident Command Capacity** - The Department will be building an Incident Management Assistance Team (IMAT), comprised of supervisory personnel in the National Incident Management System (NIMS). Supervisors will be expected to manage critical incidents using the Incident Command System training to respond to incidents requiring additional resources.

**Explosive Ordnance Unit (EOU)** - Cambridge is one of only four police departments within Massachusetts with certified bomb technicians. The CPD has five bomb dogs that will be teamed up with five of the Department's bomb technicians.



**2013 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 Federal Bureau of Investigation's (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**

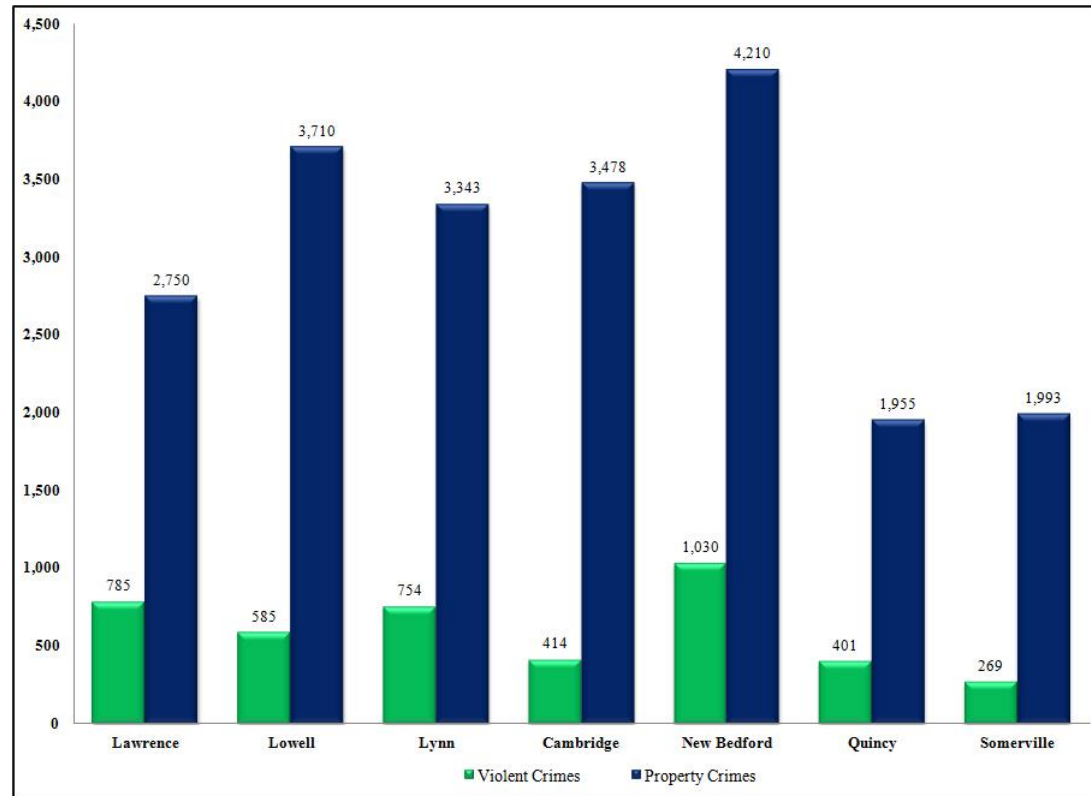
The table below identifies selected offenses, comparing the 2012 to 2013 Crime Index.

Crime	2012 Jan.-Dec.	2013 Jan.-Dec.	Percentage Change
<b>Murder</b>	<b>1</b>	<b>3</b>	<b>200%</b>
<b>Rape</b>	<b>23</b>	<b>17</b>	<b>-26%</b>
<b>Robbery</b>	<b>128</b>	<b>118</b>	<b>-8%</b>
Commercial	16	30	88%
Street	112	88	-21%
<b>Aggravated Assault</b>	<b>262</b>	<b>189</b>	<b>-28%</b>
<b>Total Violent</b>	<b>414</b>	<b>327</b>	<b>-21%</b>
<b>Burglary</b>	<b>499</b>	<b>390</b>	<b>-22%</b>
Commercial	79	63	-20%
Residential	420	327	-22%
<b>Larceny</b>	<b>2,448</b>	<b>2,374</b>	<b>-3%</b>
From Building	372	391	5%
Motor Vehicle	686	615	-10%
From Person	368	341	-7%
Of Bicycle	356	383	8%
Shoplifting	344	392	14%
From Residence	225	187	-17%
Of MV Plate	40	20	-50%
Of Services	17	22	29%
Misc.	40	23	-43%
<b>Auto Theft</b>	<b>117</b>	<b>106</b>	<b>-9%</b>
<b>Total Property Crime</b>	<b>3,064</b>	<b>2,870</b>	<b>-6%</b>
<b>Crime Index Total</b>	<b>3,478</b>	<b>3,197</b>	<b>-8%</b>

The 3,197 serious crimes recorded in Cambridge in 2013 is the lowest Uniform Crime Reporting Index number reported to the FBI in over 50 years and well below the five-year average of 3,486. This number corresponds to a decrease of 8% from 2012, resulting in 281 fewer incidents. Property crime dropped 6%, with reductions in burglary, larceny and auto theft. Violent crime dropped by 21% with a decrease reported in robbery, rape, murder and aggravated assault. There were 87 fewer violent crimes in 2013 than in 2012. For the third year in a row, there has been a significant drop in serious crime in Cambridge. This is attributed to the work of our community partners, residents and police partnerships.

**Figure 2: Regional Crime Comparison - 2012**

The chart below reflects a crime comparison among regional communities by violent and property crime. The crime information is based on 2012 data because official data for 2013 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 2012. The Department is working through problem-oriented problem solving to combat any patterns in this crime category.



A comparison of Cambridge's 2012 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.

For additional crime reporting statistics, please visit the Department's website at [www.CambridgePolice.org](http://www.CambridgePolice.org) to view the 2013 Annual Crime Report.

<b>FINANCING PLAN</b>	<b>DETAIL</b>	<b>SUMMARY</b>
<b>TAXES</b>		<b>\$43,531,175</b>
Real Estate Taxes	\$43,531,175	
<b>CHARGES FOR SERVICES</b>		<b>\$1,573,355</b>
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	
<b>LICENSES AND PERMITS</b>		<b>\$126,065</b>
Street Obstruction Permits	\$122,065	
Sunday Permits	\$600	
Firearms I.D.	\$400	
Revolver Permit	\$3,000	
<b>FINES &amp; FORFEITS</b>		<b>\$3,136,425</b>
Parking Fines	\$2,603,425	
Moving Violations	\$475,000	
False Alarm Ordinance Fee	\$50,000	
Bicycle Fines	\$8,000	
<b>INTERGOVERNMENTAL REVENUE</b>		<b>\$856,605</b>
State Cherry Sheet Revenue	\$856,605	
<b>MISCELLANEOUS REVENUE</b>		<b>\$37,000</b>
Overtime Reimbursement	\$37,000	
<b>TOTAL FY15 BUDGETED REVENUE</b>		<b>\$49,260,625</b>

<b>STATUTORY ANALYSIS</b>	<b>SUMMARY</b>
<b>SALARIES &amp; WAGES</b>	<b>\$46,279,175</b>
<b>OTHER ORDINARY MAINTENANCE</b>	<b>\$2,297,850</b>
<b>TRAVEL &amp; TRAINING</b>	<b>\$291,500</b>
<b>EXTRAORDINARY EXPENDITURES</b>	<b>\$392,100</b>
<b>TOTAL FY15 BUDGETED EXPENDITURES</b>	<b>\$49,260,625</b>

<b>FULL TIME BUDGETED EMPLOYEES</b>	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>
	<b>311</b>	<b>311</b>	<b>317</b>

ACTUAL FY13	PROJECTED FY14		BUDGET FY15
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**POLICE  
-Leadership**

\$877,610  
\$688,405  
\$607,175  
\$2,173,190

\$759,700  
\$716,645  
\$658,780  
\$2,135,125

**COMMISSIONER'S OFFICE  
PLANNING, BUDGET & PERSONNEL  
PROFESSIONAL STANDARDS**

\$729,305  
\$808,065  
\$769,940  
\$2,307,310

**PURPOSE & OVERVIEW:** The Office of the Commissioner oversees the Professional Standards Unit, the Office of Planning, Budget & Personnel, the Public Information Office and the Auxiliary Police. The duties

and responsibilities of the Office consist of a wide range of tasks necessary for the effective operation of the Police Department and planning for the future.

Investigation of citizen complaints about police officer conduct, staff investigations and proactive communication regarding police officer performance are the primary responsibilities of the Professional Standards Unit. As the Department strives to improve transparency, this unit conducts audits and inspections of its procedures, monitors compliance with Department policies and assesses the quality of service provided. The unit is also responsible for conducting all public safety background investigations for the City.

The Legal Advisor assists the Commissioner with policy development, researches legal issues in law enforcement, provides training on legal updates and monitors compliance to ensure accountability. The Public Information Office supports the Office of the Commissioner by providing public relations for the Department and distributing the daily public log, citizen alerts, BridgeStat and neighborhood specific crime reports. The CPD 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, Instagram and the MyPD app.

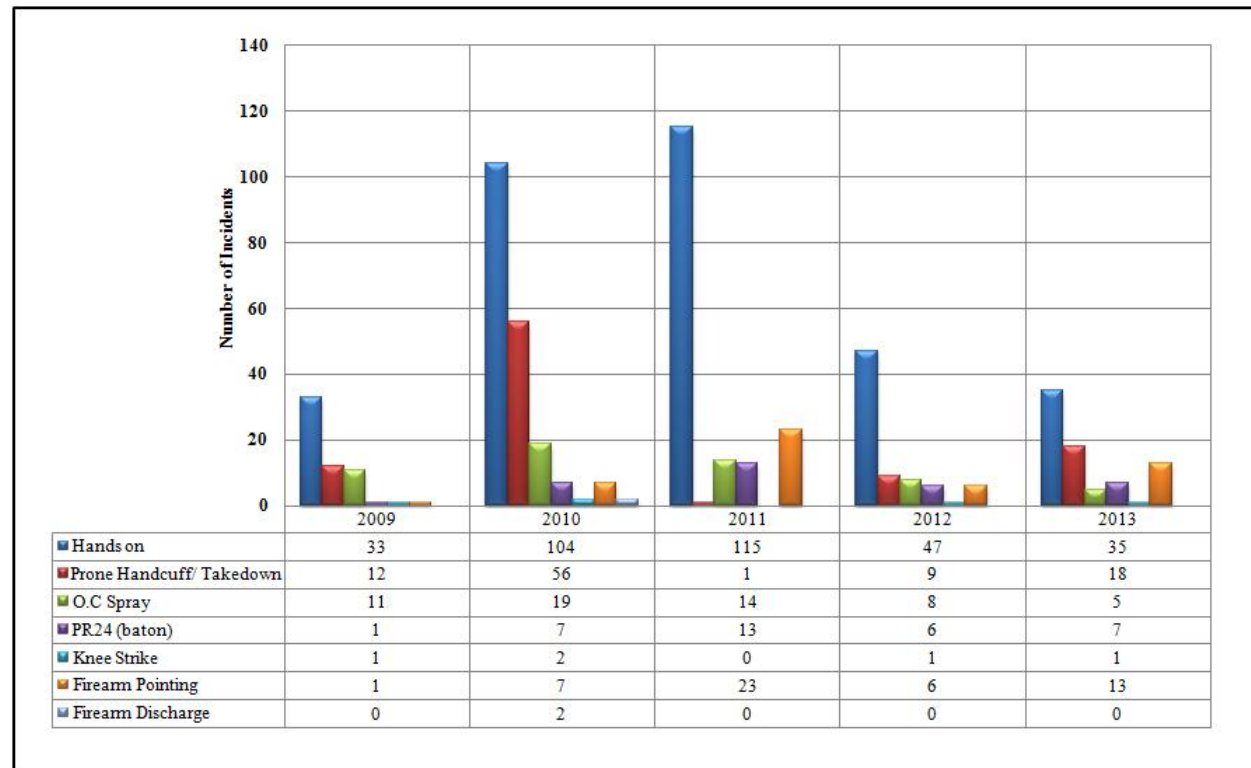
The Planning, Budget & Personnel Office's primary responsibilities are to support the Commissioner in maintaining sound hiring practices, preparing the budget, providing strategies for project management of Department initiatives, and reinforcing the Department's system of accountability. A major goal for the next few years is completion of a refocused strategic plan which will ultimately improve the quality of service to citizens, position the Department to obtain long-term goals and improve residents' quality of life.

Over the past year, the CPD has implemented a wider application of community policing by developing enhanced partnerships with neighborhood and business groups. The Department also altered its deployment strategies and changed its modality of policing within the city. Using crime data and calls for service information, the CPD deployed more resources through a wider variety of methods to better support the needs of the community. The CPD continues to look for ways to increase police presence throughout the city. For example, the "Safe Parks" initiative utilizes foot patrols and bicycle patrols during the summer months to ensure public safety in the parks and to report hazards such as broken lights, excess litter and faulty equipment. In addition, officers deployed on bicycles attend community events, summer sports leagues and summer camp programs. This approach enhances communication with residents who operate businesses, work, attend school and visit Cambridge.

In 2013, the CPD responded to over 100,000 calls for service. Throughout 2013, there were 79 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 2010, the two incidents of firearm usage were in relation to animals.

## FY15 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.*

The Department encourages residents to focus on enhancing community engagement and communication. With the introduction of new technology such as Citizen Observer, BridgeStat, the MyPD smartphone application, social media (Facebook, Twitter and Instagram) 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. Since FY13, the Department has been providing real time updates/Tweets for followers on Twitter. In order to share more information with the public about crime in their community, the CPD is developing a program whereby information entered into the Computer Aided Dispatch (CAD) system would be automatically shared, in real time, to its followers in social media.

### Table 2: Quality of Service Assessment

The table below indicates customer satisfaction responses collected from incident reports from FY09 to FY13. The results listed vary depending upon who responds to the surveys. Percentages include those responses rating each service as excellent, good or average. Surveys are available at all Library branches for residents' convenience.

Types of Service Rated	FY09	FY10	FY11	FY12	FY13	% Change (FY09-FY13)
Response of Call Taker	98%	91%	95%	96%	100%	2%
Timeliness of Officer Response	97%	94%	95%	94%	98%	1%
Officer's Response to Questions	98%	97%	98%	96%	98%	0%
Professionalism of Officer Conduct	100%	98%	98%	96%	98%	-2%
Cases Followed up by Detectives	85%	85%	82%	81%	73%	-12%
Responsiveness of Detective	86%	92%	96%	96%	97%	11%
Overall Response by Department	91%	91%	89%	96%	95%	4%

- **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.*

<b>PERFORMANCE MEASURES</b>	<b>FY13 ACTUAL</b>	<b>FY14 BUDGET</b>	<b>FY14 PROJECTED</b>	<b>FY15 PROPOSED</b>
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	97%	100%	100%	100%
3. Percent of incidents where a person was taken into custody and force was used	1%	5%	3%	5%
4. Percentage of respondents who rated the overall level of police force used during an incident they either witnessed or were involved in as proper or satisfactory	n/a	n/a	n/a	100%

ACTUAL FY13	PROJECTED FY14		BUDGET FY15
\$7,453,250	\$7,933,980	DAY PATROL	\$8,685,725
\$17,181,755	\$17,729,965	NIGHT PATROL	\$17,713,145
\$2,784,980	\$2,703,565	TRAFFIC	\$2,488,930
\$128,190	\$195,100	COMMUNICATIONS	\$195,100
\$1,660,735	\$1,653,725	COMMUNITY RELATIONS	\$1,871,990
\$527,835	\$436,385	SCHOOL CROSSING	\$527,420
<u>\$58,390</u>	<u>\$705,860</u>	TACTICAL OPERATIONS	<u>\$1,186,920</u>
\$29,795,135	\$31,358,580		\$32,669,230
<p>Enforcement, Community Relations Services and Tactical Operations.</p> <p>The Day and Night Patrols respond 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. One of the major goals for the Operations Division is to educate citizens and the business community regarding crime prevention techniques and safety tips, in an effort to provide a safe and comfortable environment to all residents and visitors in Cambridge.</p> <p>The function of Community Relations is to elicit community participation by identifying problems and working towards collaborative resolutions while strengthening and improving neighborhood relations. Community Relations was recently reconfigured to focus on specific disciplines to address issues affecting the quality of life of residents, such as homeless outreach, mental health 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 has designated three officers as Mental Health/Senior Outreach Officers to assist residents and work with community partners to facilitate resources and services. 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. In addition, the Department collaborates with the Department of Human Services Programs (DHSP) on Door-to-Door campaigns. This innovative approach raises community awareness of the resources available to youth and families such as prevention programs, bicycle safety and self defense classes.</p> <p>The Traffic Enforcement Unit (TEU) performs specific assignments relating to truck restrictions, traffic-related issues, pedestrian and bicyclist safety and parking enforcement. In addition, the TEU 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.</p>			

**POLICE**  
**-Operations Division**

**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



Tactical Operations is comprised of the Special Response Team (SRT), Tactical Patrol Force (TPF), Explosive Ordnance 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. The SRT's primary mission is to resolve high-risk incidents, with minimal loss of human life. Some of these incidents include hostage situations, high-risk search and arrest warrants and barricaded suspects. 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 Cambridge 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 CPD is committed to reducing crime through proactive crime prevention, enhanced communication and collaborative partnerships.

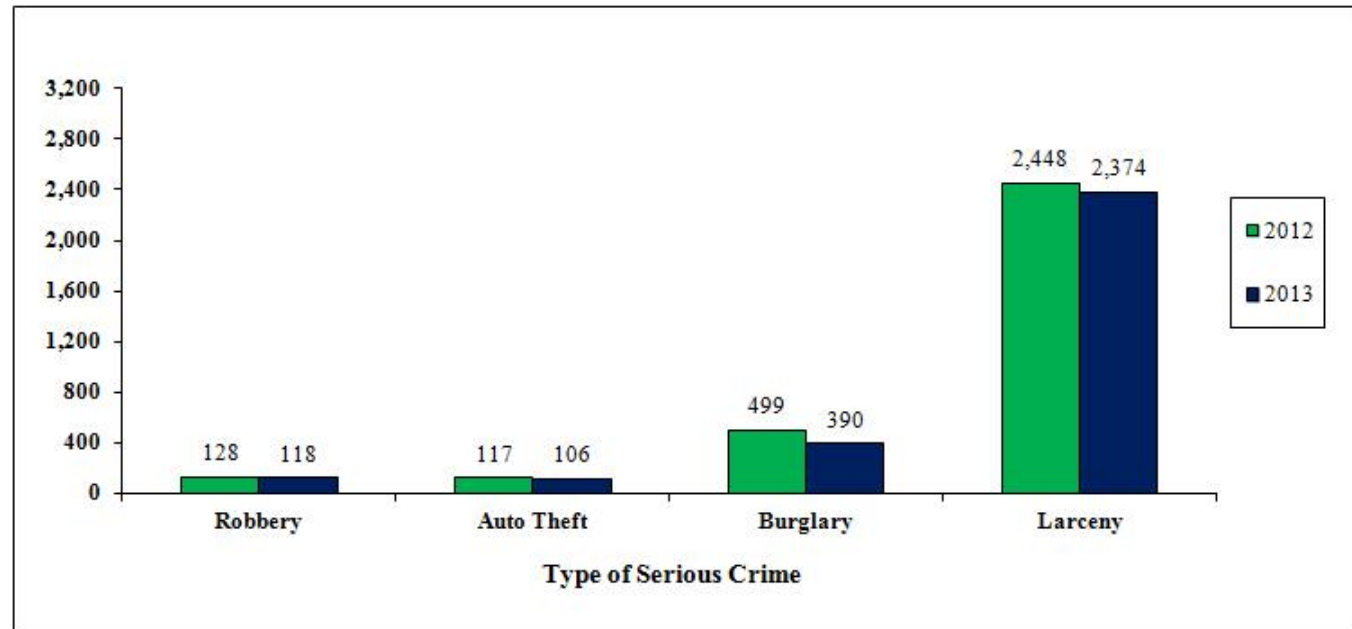
#### **FY15 GOALS:**

- *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.*

<b>PERFORMANCE MEASURES</b>	<b>FY13 ACTUAL</b>	<b>FY14 BUDGET</b>	<b>FY14 PROJECTED</b>	<b>FY15 PROPOSED</b>
1. Number of Part 1 crimes reported*	2,994	3,300	3,300	3,000
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	17	15	15	10
3. Percentage of citizen inquiries that result in citizen complaints	14%	5%	15%	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 4: Selected Serious Crimes for Calendar Year 2012 v. 2013**

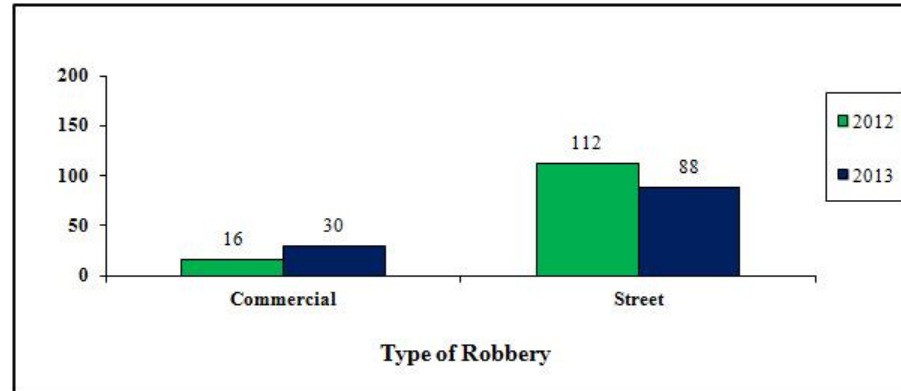
All four of the selected serious crimes categories experienced decreases in Cambridge in 2013. Burglary dropped the most, both by percentage (down 22%) and in absolute terms (down 109 incidents). Both residential burglaries and commercial burglaries decreased this year, by 22% and 20%, respectively. Auto Theft dropped by 9%, or 11 incidents, from 2012 to 2013. Robbery decreased by 8% in 2013, and the overall robbery total of 118 incidents is the lowest total reported in Cambridge in over 20 years. Larcenies saw the smallest drop in 2013, with a 3% decrease and an absolute decrease of 74 incidents. Most of the larceny categories experienced reductions in 2013.



For additional statistics, please visit the Department's website at [www.CambridgePolice.org](http://www.CambridgePolice.org) to view the complete 2013 Annual Crime Report and BridgeStat Bulletin, which is available the first Friday of every month.

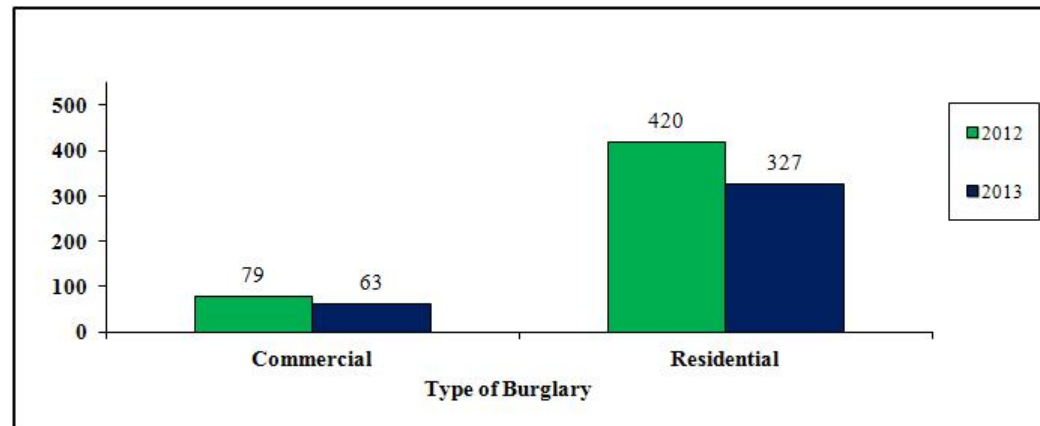
**Figure 5(a): Calendar Year 2012 v. 2013 Breakdown of Robberies by Type**

In 2013, robberies in Cambridge decreased by 8% compared to 2012. The overall robbery total of 118 incidents is the lowest total reported in Cambridge in over 20 years. Street robberies contributed substantially to this drop with a reduction of 21%, dropping from 112 incidents in 2012 to 88 in 2013.



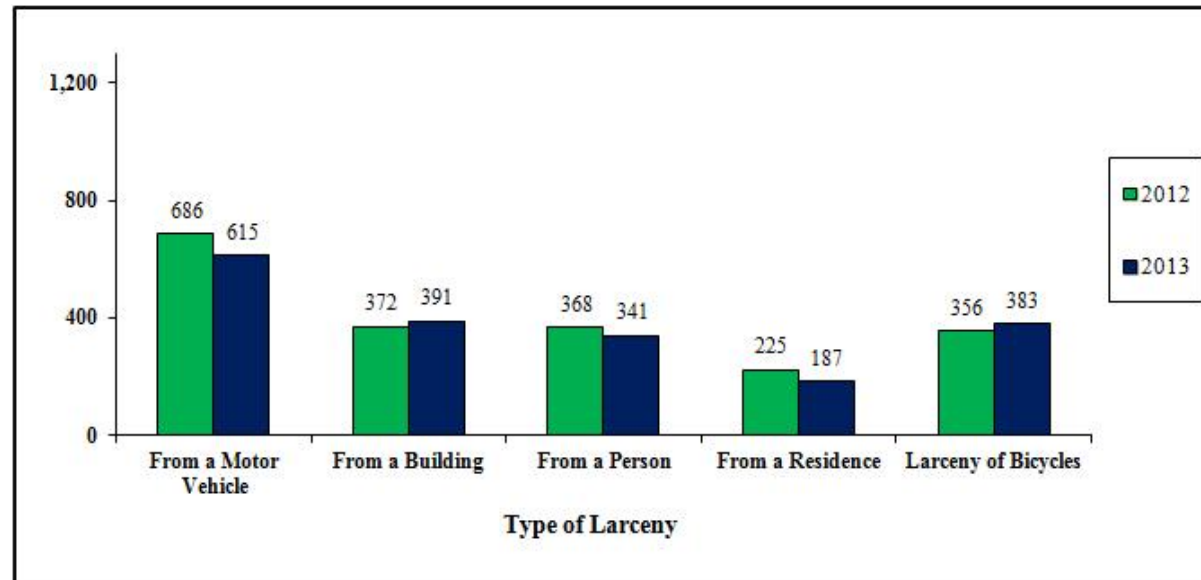
**Figure 5(b): Calendar Year 2012 v. 2013 Burglaries by Type**

Overall, burglaries dropped by 21% in 2013, due to a 22% reduction in residential burglaries (also known as housebreaks) and a 20% decrease in commercial burglaries. There were 327 housebreaks reported in Cambridge in 2013, while 420 were reported in 2012. Commercial burglaries dropped by 16 incidents, from 79 in 2012 to 63 in 2013, with no significant patterns developing during the year.



**Figure 6: Calendar Year 2012 v. 2013 Breakdown of Larcenies by Type**

Larceny decreased 3% from 2012 to 2013, with a drop of 74 incidents. This small overall decrease can be attributed to a 17% drop in larcenies from residences, a 10% drop in larcenies from motor vehicles and a 7% drop in larcenies from the person, which were almost offset by increases in larcenies from bicycles (up 8%) and larcenies from buildings (up 5%).

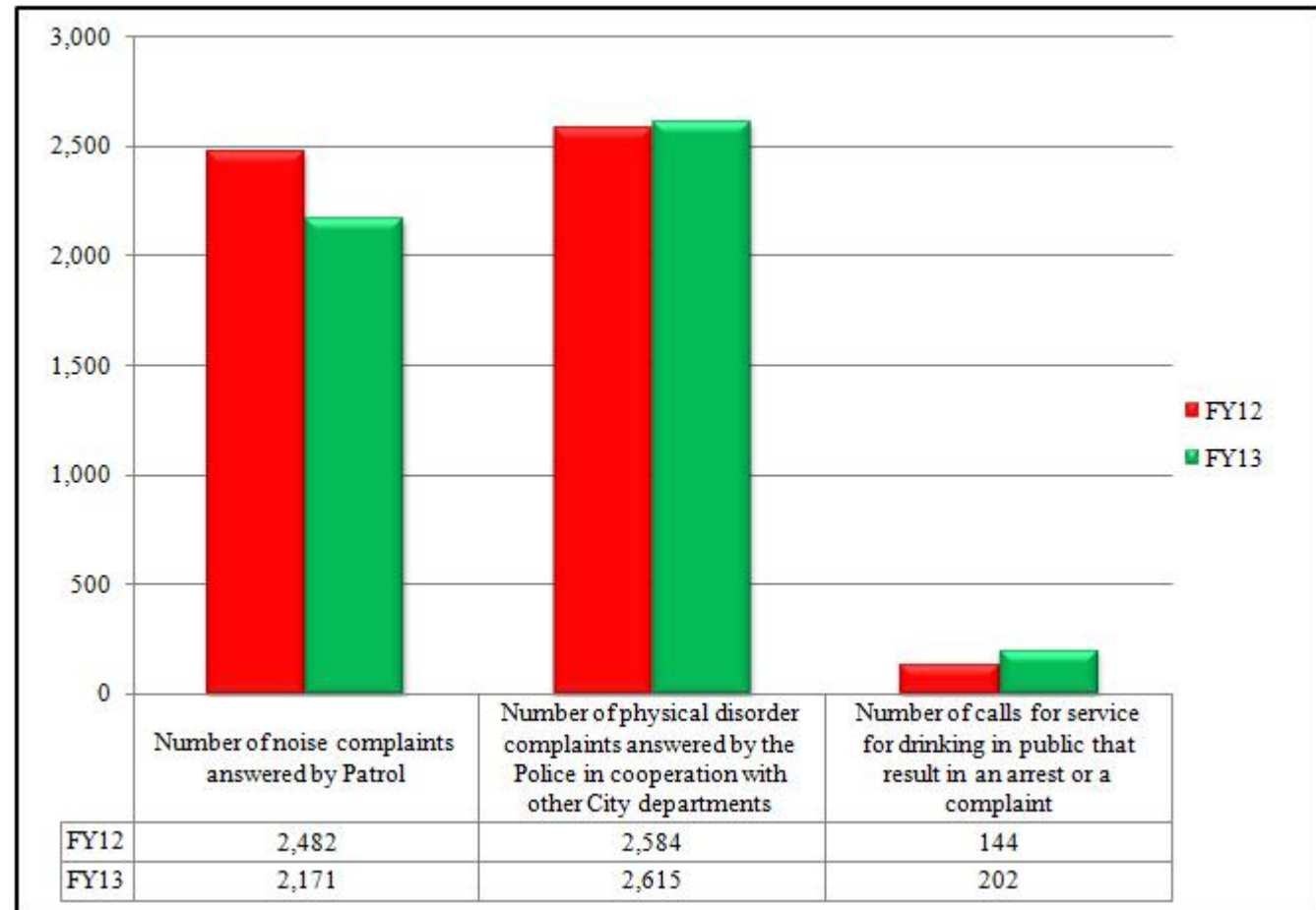


- **GOAL 2:** *Provide the highest level of law enforcement and public safety services to the motorists, pedestrians and bicyclists who reside in, work in or visit Cambridge. Reduce the number of accidents citywide by 5% annually through enforcement activity.*

<b>PERFORMANCE MEASURES</b>	<b>FY13 ACTUAL</b>	<b>FY14 BUDGET</b>	<b>FY14 PROJECTED</b>	<b>FY15 PROPOSED</b>
1. Number of assignments for accidents citywide	6,994	5,200	6,000	7,000
2. Number of accidents at identified high accident locations	115	200	120	100
3. Number of accidents citywide	1,535	n/a	1,400	1,330
4. Number of assignments for bicycle violations citywide	1,421	2,000	1,400	1,600
5. Number of bicycle citations issued	1,081	1,500	1,200	1,300
6. Number of bicycle accidents citywide	177	180	180	170
7. Number of assignments for deployment of units for the enforcement of red light violations citywide	4,861	5,000	5,000	5,500
8. Number of written citations for red light violations	6,216	5,000	5,500	5,500
9. Number of crosswalk violations citywide	635	4,000	1,200	1,300

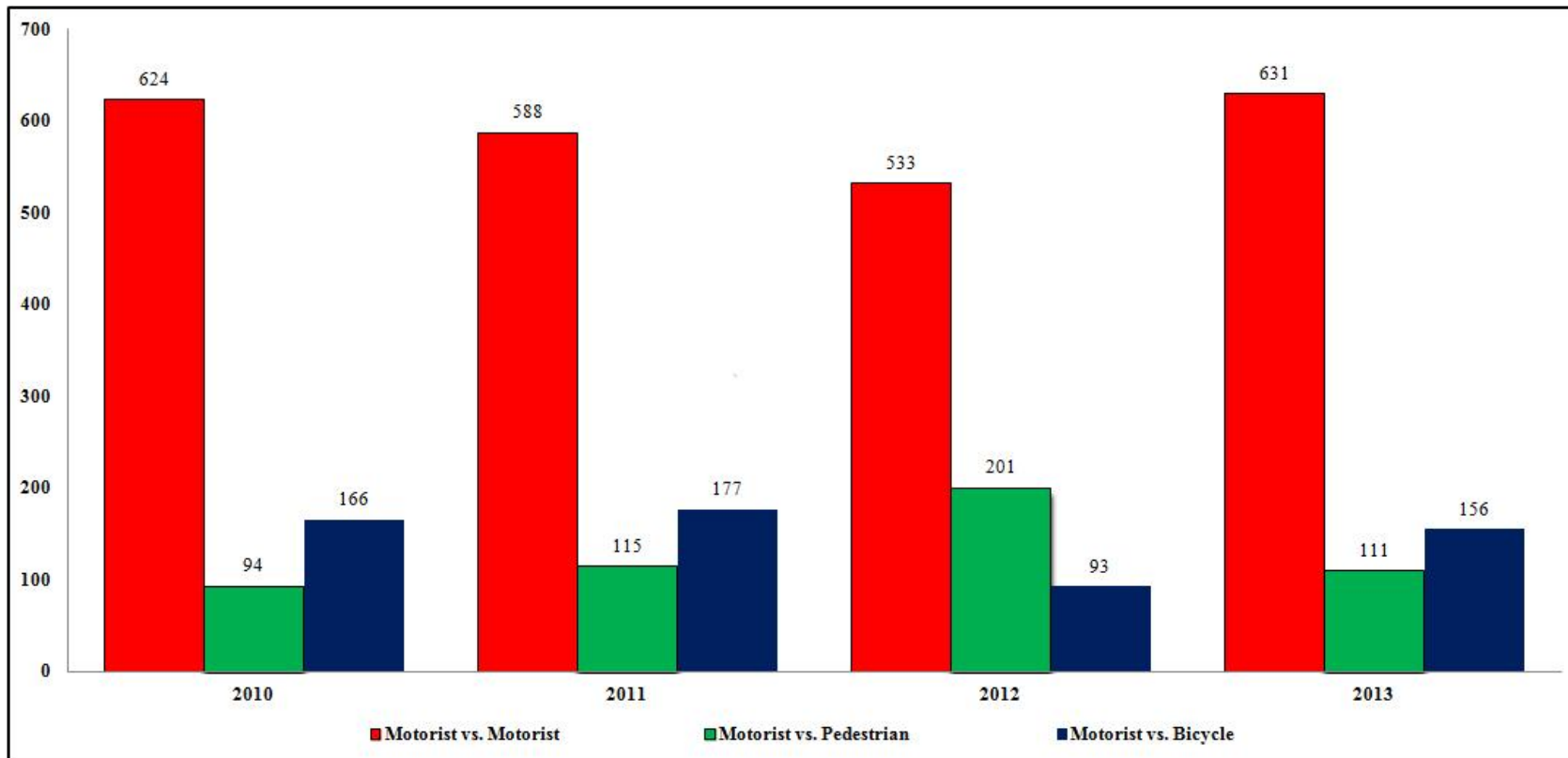
- **GOAL 3:** *Increase neighborhood presence by focusing attention on locations where quality of life issues and concerns are most prevalent. This will be accomplished through a combination of Park and Walk assignments (police visibility at a particular location) and Directed Patrols (police presence at a location to address specific issues that are most prevalent to the community).*

**Figure 7: Complaints Answered by the Police Department**



**Figure 8: Reportable Motor Vehicle Accidents**

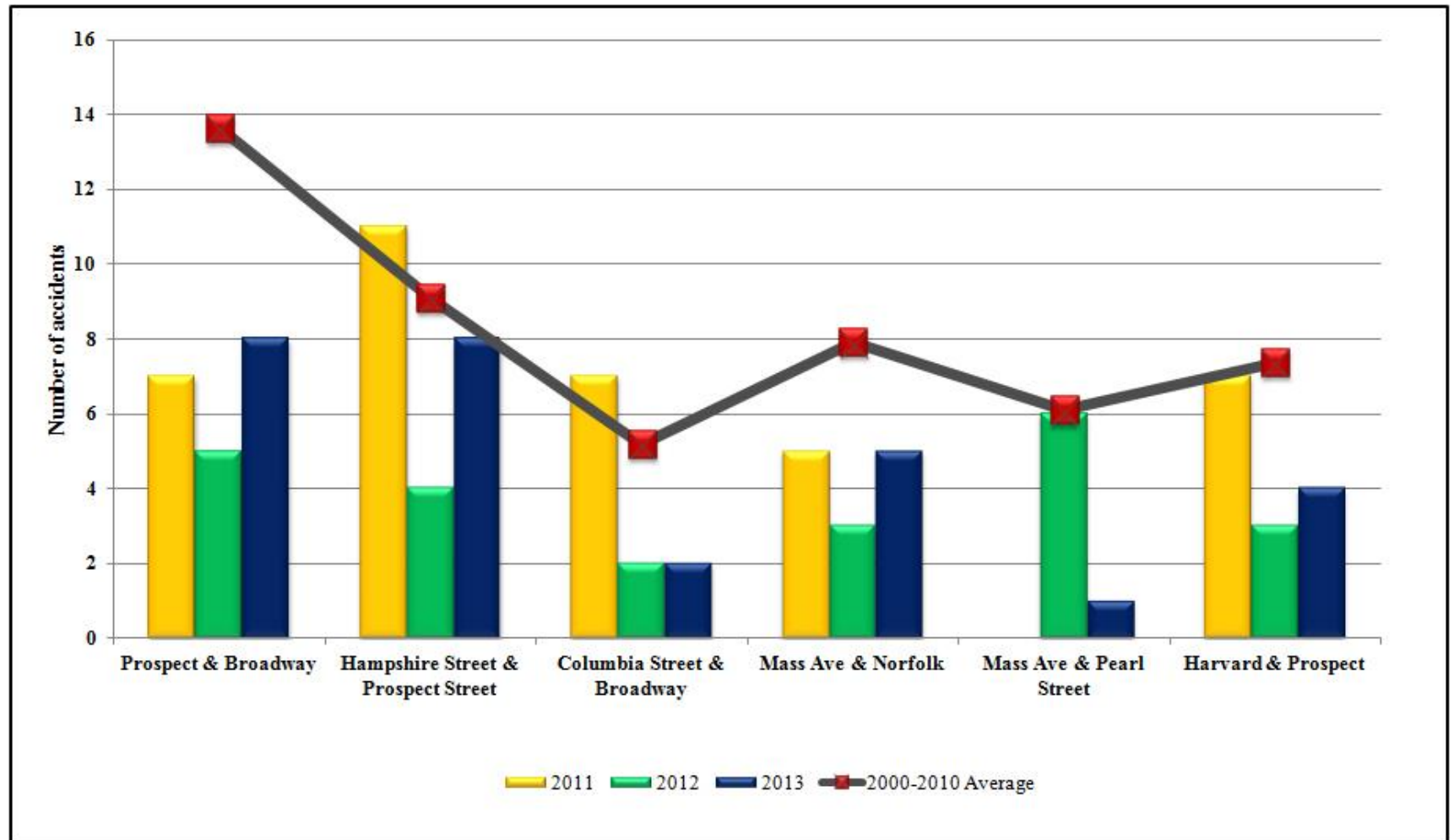
The chart below reflects a comparison of reportable motor vehicle accidents from 2010 to 2013 by type of accident.



The Operations Division continued their enforcement activity at locations throughout the city. This activity targeted those locations where accidents occurred most frequently with the purpose of reducing the number of accidents. During 2013, there was a 1% drop in the number of accidents throughout Cambridge. The total number of accidents 1,520 represents the lowest yearly total in the past five years (Figure 8 represents a subset of these accidents). Additionally, there has been a 10.5% overall decrease in the number of accidents since directed enforcement began in 2012.

**Figure 9: Analysis of Accidents at Strategic Impact Traffic Enforcement Locations**

Of the selected Strategic Impact Traffic Enforcement Locations, accidents increased in 2013 at all of the intersections except Massachusetts Avenue & Pearl Street, where one accident was reported in 2013 and six had been reported the year before, and Columbia Street & Broadway where the number of accidents stayed the same. The total number of accidents at these intersections is still below the 10-year average by about 20 accidents. The Department continues to provide strategic enforcement and improve signage at these locations to decrease the number of accidents.

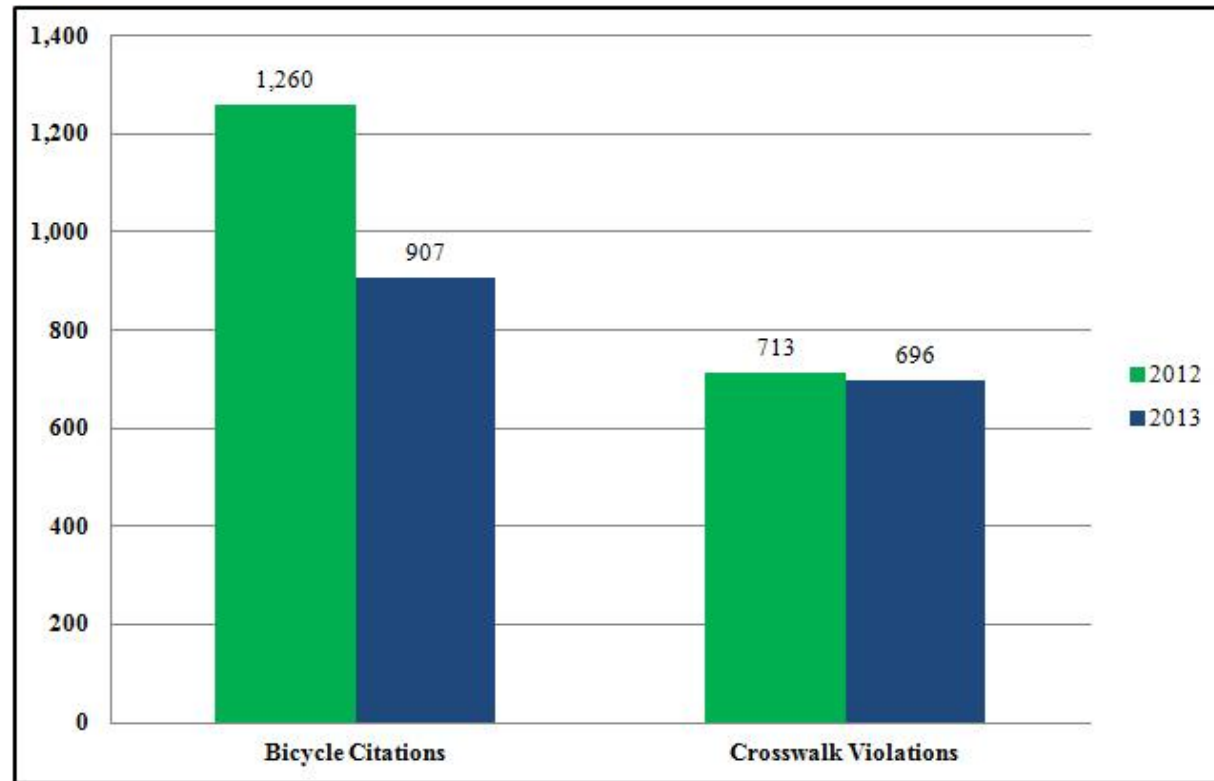


In 2011, there were no accidents reported at the intersection of Massachusetts Avenue & Pearl Street.



**Figure 10: Bicycle Citations and Crosswalk Violations**

The chart below reflects the number of bicycle citations and crosswalk violations issued from calendar year 2012 to 2013.



In response to the Hubway Bike program, the Department proactively increased enforcement to educate bicyclists on regulations. The Department continues to work with the pedestrian and bicycle committee to promote education programs.

Generally, traffic stops for speeding, red light running 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](http://www.CambridgePolice.org) to view the 2013 Annual Crime Report online.

- **GOAL 4:** *Provide education on crime prevention techniques and offer crime prevention services to residents and businesses throughout Cambridge, such as police academies, training on homeland security and emergency planning, and self-defense training for women. Continue to offer security surveys to residences and businesses, specifically those that are victims of burglary. Officers will also conduct safety presentations to inform residents and businesses of crime trends in the community and proactive measures that can be taken to enhance safety and security. Police academies will be conducted to teach the community about the roles and functions of the Police Department and various units within the Department.*

PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Percentage of individuals who, after the survey, felt safer in their homes or businesses	60%	n/a	65%	78%
2. Number of women who participated in self-defense trainings	40	n/a	60	60
3. Percentage of women who felt safer after participating in self-defense training	60%	n/a	93%	100%
4. Number of people who participated in Youth and Senior Police Academies*	469	n/a	385	375
5. Number of safety presentations to community	55	n/a	55	55
6. Number of security surveys conducted for residents and businesses	25	75	75	75
*In FY15, the Department will be piloting a new Police Academy curriculum to housing developments which will be replicated throughout the city.				

- **GOAL 5:** *The Department will form and develop partnerships with community members and community organizations to combat crime, the elements of crime and the perception of crime. The purpose of these partnerships is to increase the sense of safety and security in Cambridge and improve the quality of life of community members. This will be accomplished by facilitating programs and outreach efforts, such as the Neighborhood Sergeants program, that allow community members and the police to build relationships and work together to identify and address problems.*

PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Number of door-to-door campaigns	4	n/a	4	5
2. Number of residents reached during door-to-door campaigns	1,757	n/a	1,800	2,000
3. Number of community and police collaborations	50	n/a	60	75
4. Number of community based meetings attended (businesses, neighborhoods, and organizations)	60	n/a	60	60

- **GOAL 6:** *Community Relations will work with populations facing unique challenges and barriers, including the elderly, the mentally ill and homeless; and help connect these individuals to community based services, resources and programs. Officers will utilize case management techniques to identify areas of risk and need, connect individuals to services and resources, and conduct follow-up to monitor utilization of services. The Department will build and develop partnerships with City and community agencies in order to best meet the needs of each population.*

PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Partnerships with providers (mental health, senior/elderly, homeless services)	20	n/a	20	25
2. Number of home visits	100	n/a	125	250
3. Number of referrals made to outside service providers	50	n/a	50	100

ACTUAL FY13	PROJECTED FY14		BUDGET FY15
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**POLICE  
-Support Services**

\$3,012,890	\$2,381,960
\$1,631,745	\$1,623,755
\$296,070	\$403,880
\$4,068,475	\$4,846,695
\$410,410	\$413,825
\$982,930	\$1,054,975
\$1,834,240	\$2,074,560
<u>\$1,577,575</u>	<u>\$1,637,615</u>
\$13,814,335	\$14,437,265

ADMINISTRATION	\$2,134,730
SPECIAL INVESTIGATION UNIT	\$1,562,785
TRAINING	\$387,285
CRIMINAL INVESTIGATIONS	\$4,923,470
DETAIL OFFICE	\$424,060
TECHNICAL SERVICES	\$1,119,635
OPERATION & MAINTENANCE	\$2,138,685
YOUTH AND FAMILY SERVICES	<u>\$1,593,435</u>
	\$14,284,085

**PURPOSE & 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 (YFSU). 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. The Criminal Investigations Section continues 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 is communicated and resources are provided. This effort has improved overall victim satisfaction. The 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. Since 2011, the unit began a multi-prong approach of investigator training, equipment upgrades, evidence collection and analysis resulting in significant increase in latent fingerprint identification. Since this implementation, the unit has had a 72% increase in fingerprint identification. In 2013, the Identification Unit experienced noteworthy success in identifying fingerprints through the Automated Fingerprint Information System (AFIS), with a 23% increase in latent fingerprint hits over the previous year.

The YFSU is comprised of Youth Resource Officers (YROs), Juvenile Detectives and Youth Outreach Officers (YOOs), 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 YFSU 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 by 59% over the past five years. This decrease is a result of proactive policing that incorporates prevention, intervention and diversion. Six YROs and three YOOs 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 Crime Analysis Unit carefully reviews all information, including crime reports, calls for service, arrest reports and notices from other agencies received by the CPD, 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. The Technical Services Unit is responsible for maintaining the Department's computer systems infrastructure, radio system and BridgeStat (monthly crime report) and other systems that support investigative functions and operational mobilization.

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 CPD. 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.

The Department continues to train and certify all officers and non-sworn employees in Mental Health First Aid. The 12-hour training was implemented in collaboration with the Cambridge Public Health and Somerville Public Health Departments. The training will allow officers to more effectively work with individuals exhibiting symptoms of a psychological crisis when responding to calls for service. Additional training was received by officers in the Community Services Section for case management from the Boston University Center for Psychiatric Rehabilitation. This training provided officers with skills to work more effectively with their

designated populations to assist with ongoing crisis and care management.

**FY15 GOALS:**

- **GOAL 1:** *Provide the highest quality of services to youth and families in Cambridge with a personal approach through the Youth and Family Services Unit. The Department will work with children and their families to deter youth from engaging in disruptive behaviors that could lead to delinquent behavior. The Unit will collaborate with the Department of Human Services Programs' Youth Centers, Cambridge Public Schools and Cambridge Health Alliance to engage with youth, provide developmentally appropriate activities and services and connect youth and families to resources, services and programs in the community. 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	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Number of youth who participated in police sponsored programs	5,885	n/a	4,500	4,500
2. Number of youth interventions	282	450	290	300
3. Number of referrals made to the Middlesex District Attorney's Office Juvenile Diversion Program including court complaints	33	25	35	25
4. Number of youth and/or family referrals made to mental health specialist for assistance	69	125	75	75
5. Number of meetings to support youth	20	n/a	30	50
6. Percentage of families satisfied with the Safety Net Collaborative	98%	100%	100%	100%

- **GOAL 2:** *Continue to divert youth's delinquent behavior in Cambridge by providing individualized programs to youth who come to the attention of the Department. The Department strives for success through our Safety Net Collaborative which can be calculated by the number of youth who go through our program and discontinue their behavior. Feedback from diversion participants and their families is a key component to improving our program and having a greater number of successes.*

<b>PERFORMANCE MEASURES</b>	<b>FY13 ACTUAL</b>	<b>FY14 BUDGET</b>	<b>FY14 PROJECTED</b>	<b>FY15 PROPOSED</b>
1. Number of youth referred to the formal Police Department Juvenile Diversion Program	7	n/a	5	5
2. Percentage of youth who successfully complete a formal diversion program with the Department	95%	90%	100%	100%
3. Percentage of youth who offended or reoffended within a year of a completed Youth and Family Services Unit diversion	4%	8%	5%	5%
4. Percentage of families satisfied with the diversion	98%	100%	100%	100%

The SIU 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 3: Geographic Breakdown of Drug Arrests**

Of the 89 drug incidents in 2013, 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. Cambridgeport and East Cambridge experienced the most drug activity in 2013 with 19 incidents, or 21% of the incidents citywide, followed by Area 4 with 14 incidents, or 16% of the citywide activity. These neighborhoods make up part of the Central Square area, where drug incidents have tended to be highest in the past.

AREA	2011	2012	2013	% of Total
East Cambridge	13	14	19	21%
M.I.T. Area	1	1	1	1%
Inman/Harrington	6	13	3	3%
Area 4	12	23	14	16%
Cambridgeport	22	18	19	21%
Mid-Cambridge	16	17	7	8%
Riverside	2	15	4	5%
Agassiz	0	0	1	1%
Peabody	4	12	7	8%
West Cambridge	8	11	9	10%
North Cambridge	9	4	3	4%
Cambridge Highlands	0	2	0	0%
Strawberry Hill	1	3	2	2%
<b>TOTAL</b>	<b>94</b>	<b>133</b>	<b>89</b>	<b>100%</b>

Of the 89 drug incidents in 2013, heroin was involved most often with 29 incidents, followed by marijuana with 28 incidents. In comparison to 2012, there is a marginal increase in incidents involving marijuana and hallucinogens and a decrease in incidents involving prescription drugs and crack/cocaine.

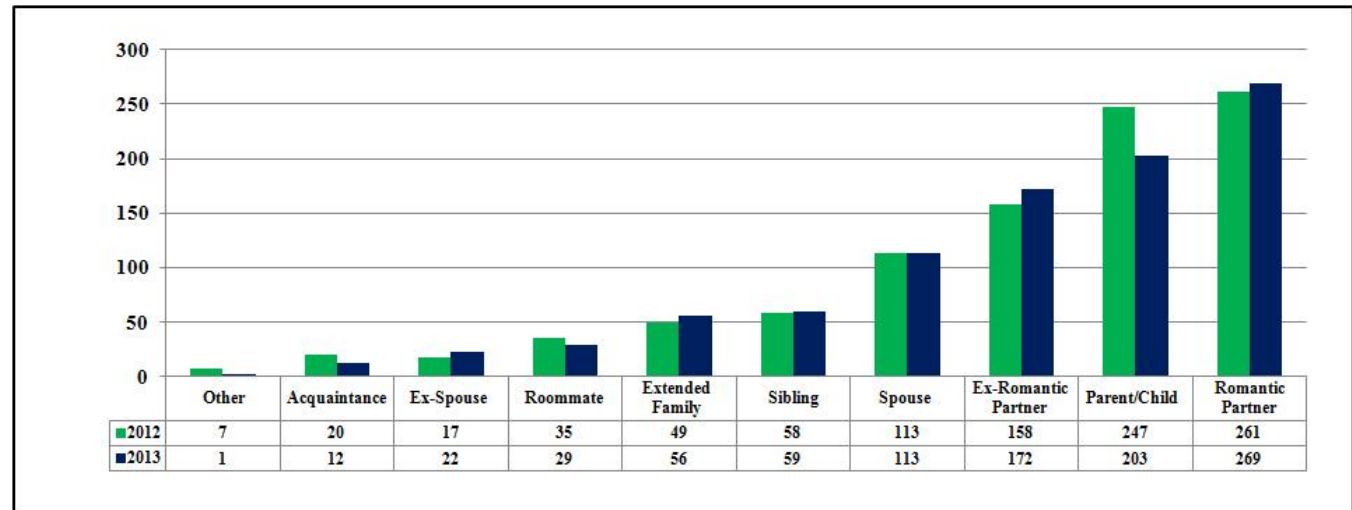


- **GOAL 3:** *Provide the highest quality of service to those who have been victimized by crime in Cambridge. All cases assigned to a detective will be promptly and diligently investigated and the victim will be kept apprised of the status of the investigation. Focus is directed toward the harm and the need for the victim to regain a sense of personal safety and toward assisting them in returning to their normal lives.*

<b>PERFORMANCE MEASURES</b>	<b>FY13 ACTUAL</b>	<b>FY14 BUDGET</b>	<b>FY14 PROJECTED</b>	<b>FY15 PROPOSED</b>
1. Percentage of victims reporting favorable timely contact for case follow-up	95%	n/a	95%	100%
2. Percentage of victims reporting favorable detective response to questions	98%	n/a	98%	100%
3. Percentage of victims reporting favorable communication with detectives	95%	100%	97%	100%
4. Percentage of victims reporting positive response by the detective to their concerns	96%	n/a	96%	100%
5. Percentage of victims reporting favorable overall response by the detective	95%	100%	97%	100%

**Figure 11: Domestic Violence by Relationship Category for Calendar Year 2012 v. 2013**

The chart below reflects the total number of domestic violence incidents reported in 2012 and 2013 by relationship category.



In 2013, the Department responded to 29 incidents less than in 2012. The Department is committed to working with community partners and the Cambridge Arlington Belmont High Risk Assessment Team (CABHART) to address issues concerning available resources, intervention and prevention education. The continued effort by City officials and community partners to address domestic violence more broadly will continue to assist in reducing the number of incidents going forward.

A quality of service review on all high-risk domestic violence victims being monitored by the CABHART team showed that the level of support provided by the CPD, the quality of police services, resources made available to victims and the overall experience with the CABHART team, was rated excellent. High-risk victims reported a 60% increase in their sense of safety and well-being after police involvement.

- **GOAL 4:** *Enhance the integrated response system to domestic violence, with internal Department-wide training and training for community partners. Continue 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. Provide quality services with the help of our partners for high-risk victims to attain a sense of safety and well-being.*

<b>PERFORMANCE MEASURES</b>	<b>FY13 ACTUAL</b>	<b>FY14 BUDGET</b>	<b>FY14 PROJECTED</b>	<b>FY15 PROPOSED</b>
1. Number of domestic violence trainings conducted for various agencies throughout Cambridge	35	45	35	50
2. Percentage of domestic violence victims that felt the Department's intervention provided them with a satisfying level of support	100%	100%	100%	100%
3. Percentage of high risk victims reporting favorable sense of safety and well-being before police involvement	30%	n/a	33%	40%
4. Percentage of high risk victims reporting favorable sense of safety and well-being after police involvement	63%	n/a	93%	100%
5. Percentage of high risk victims reporting favorable quality of police services made available	90%	n/a	91%	100%
6. Percentage of high risk victims reporting favorable overall experience with CABHART team	93%	n/a	100%	100%

ACTUAL FY13	PROJECTED FY14		BUDGET FY15
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**TRAFFIC PARKING &  
TRANSPORTATION  
-Summary**

\$1,767,890	\$1,731,305	TRAFFIC CONTROL	\$1,856,205	<b>PURPOSE &amp; OVERVIEW:</b> The Department oversees public parking and traffic operations in the city and actively promotes walking, bicycling and transit. The Department is organized in three divisions: Traffic Control, Parking Control and Support Services. Traffic Control maintains pavement markings, including crosswalks and bicycle lanes; operation of traffic signals; conducts traffic study reviews; and permits 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 promulgates, and enforces parking regulations; install and maintains parking meters; overseas operation of the two City parking garages; collects and adjudicates parking tickets, and operates the resident permit program. Support Services is responsible for the administration and operation of the entire department.
\$7,461,730	\$7,804,300	PARKING CONTROL	\$8,095,395	
\$966,605	\$1,063,575	SUPPORT SERVICES	\$1,136,815	
\$10,196,225	\$10,599,180		\$11,088,415	
<b>FY14 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:</b>				
<b>Resident Permit Parking Program</b>				
<ul style="list-style-type: none"><li>Expanded the online renewal of resident permits to an additional 21,000 residents who have lived here less than 3 years and were not previously eligible to renew online. This meant every resident with an existing permit had the option to renew online. Through the success of this program, the percentage of residents renewing online increased from 37% to 58% and the number of residents waiting in line in the City Hall Annex lobby has decreased.</li><li>Continued to receive voluntary contributions from residents for climate change and adaption work.</li><li>Conducted Annual Photo Contest: 150 photos were submitted for the 2014 Resident Parking Permit Contest. The winner of the contest was Cambridge resident Mark Hornbuckle with his picture of Ladder 1. Thirty photos were enlarged and displayed in the lobby at 344 Broadway from January 20 to February 28 and on January 17 a reception was held in the lobby for photographers.</li></ul>				
<b>Development/Zoning</b>				
<ul style="list-style-type: none"><li>Continued working with developers on scoping, reviewing and certifying traffic studies for large projects, working with developers on their building permit and occupancy permit processes, and monitoring compliance with traffic mitigation commitments. Some key projects included: Forest City development at 300 Massachusetts Avenue; North Point residential project at Parcel N; Skanska and Urban Spaces at 150 Second Street; 159 First Street, the Courthouse redevelopment; and residential projects on</li></ul>				

Cambridgepark Drive.

- Provided support and assistance in designing the transportation elements for the new MLK School; participated in K2C2 study, including parking studies in Central Square; assisted in establishing new bicycle zoning requirements; participated in the Transit Advisory Committee; and assisted in advancing the Alewife Bicycle/Pedestrian Bridge feasibility and design study.

### **Bicycle Facilities**

- Installed the City's first protected on-street bicycle facility on Ames Street between Broadway and Main Street to improve the safety of bicycling on this busy block.
- Marked off parking lanes and installed "Shared Lane Markings" on Broadway from Portland Street to Prospect Street where the width of the street is insufficient to mark traditional bicycle lanes. These markings give a stronger message to bicyclists on where to travel to reduce "dooring". Also marked out space for bicycles at the intersection of Broadway and Prospect where left turn pockets were added to reduce crashes at this location.
- Installed bike lanes in the Broadway tunnel that connects Harvard Square from Massachusetts Avenue to Broadway. This improvement and the lane drop now offers bicyclists a comfortable street option for this major connection that is safe, comfortable and time saving.

### **Engineering**

- Installed the City's first permanent vehicle and bike counting station on Hampshire Street at Cardinal Medeiros Avenue. This count station is collecting 24-hour, year-round traffic volumes. We will be able to use this data to analyze traffic trends.
- Created new options in the City's mobile iReport app allowing the public to report issues with bike racks, traffic signals and traffic signs via their mobile phones and the City's website.
- Initiated a process to work closely with the Police Department to analyze crash reports. A database was created of 1,150 crashes involving a bicycle between the years 2004 and 2012. The database will be used to identify trends, track frequency and identify any location where steps can be taken to improve safety.
- Worked closely with the MBTA on their "Key Bus Route Program." The Cambridge bus routes evaluated were Routes 1, 66, 71, 73 and 77. The end result was the rationalization of bus stop locations, improvements to the stops through relocation or lengthening, and installed MBTA bus stop signs at all 38 bus stops with the new ADA approved standard signs that are more visible to people with poor eye sight.
- Installed "Do Not Block the Intersection" signs and markings at four locations: Mt. Auburn Street @ Coolidge Ave, Cambridge Street @ Fire Headquarters and Massachusetts Avenue @ Gladstone and Newman.
- Extended tour bus parking on Mt. Auburn Street to reduce congestion from illegally parked buses.

## **Signals**

- Changed the traffic signal phasing at Broadway and Galileo to improve safety by reducing the conflicts between pedestrians and right turning vehicles on Galileo. This project included new traffic signal poles, signal heads, vehicle detection and a new traffic control cabinet.
- The renovation of Broadway between Ames and Third Streets resulted in safety improvements to the crosswalk at the Volpe Center since pedestrians now using the crosswalk at that location only cross a single lane in each direction. The old style flasher was replaced with our new standard "Rapid Flasher Beacon".
- At Massachusetts Avenue and Inman Street/Pleasant Street, the stop bar on Massachusetts Avenue was relocated to reduce the time given to cars to pass through the intersection and increase the pedestrian crossing time. The change also eliminated the walk signal confusion for pedestrians at Pleasant Street. This project included new traffic signal poles, signal heads and a new traffic control cabinet.
- At Massachusetts Avenue and Rindge Avenue, reduced confusion and delay by having the northbound left turn arrow no longer turn green at the same time that the through traffic has a red light. This has addressed the concerns residents had raised including eliminating the persistent horn honking.
- At Brattle Street and JFK Street, installed a protected left turn phase to eliminate the merge onto Brattle Street and improved the safety of drivers turning left from JFK Street.

## **Parking**

- Completed landscape improvements in Lots #5 and #6 located on Bishop Allen Drive. Pedestrians are no longer forced to walk behind vehicles because of overgrown landscape areas and snow clearance is easier and allows us to keep more space available after snowstorms.
- Completed a complicated five phase project at Green Street Garage to repair garage floors and apply waterproofing. Patron use of the garage was maintained throughout the construction. Installed new bike racks that meet the City's new bike parking zoning and provide parking for 30 bicycles.
- First Street Garage - Repaired concrete and replaced deteriorated drains and two sets of old rusty emergency exit doors. Replaced the pistons for the two elevators on the First Street side of the building. Replaced the roof over the retail spaces. The City's Electrical Department connected cashier terminals, exit gates and additional exit lighting to the garage's emergency power generator so that patrons can more easily and safely exit the garage during a power failure. They also installed sensors on the lights of the roof of the garage so these lights are on only after dark to save energy.

## **Parking ticket adjudication and payment**

- The Department's new online parking dispute application process allowing customers to more easily dispute tickets and provides more accurate counts of the number of parking ticket disputes submitted online. Bar codes were added to parking tickets so they can be processed more quickly by cashiers.

## Enforcement

- Hired and trained five new staff to bring the unit up to full strength.

<b>FINANCING PLAN</b>	<b>DETAIL</b>	<b>SUMMARY</b>
<b>CHARGES FOR SERVICES</b>		<b>\$5,953,780</b>
Parking Fund Parking Usage	\$5,953,780	
<b>LICENSES AND PERMITS</b>		<b>\$452,500</b>
Street Obstruction Permits	\$452,500	
<b>FINES &amp; FORFEITS</b>		<b>\$4,652,135</b>
Parking Fines	\$4,652,135	
<b>MISCELLANEOUS REVENUE</b>		<b>\$30,000</b>
Private Grants	\$30,000	
<b>TOTAL FY15 BUDGETED REVENUE</b>		<b>\$11,088,415</b>

<b>STATUTORY ANALYSIS</b>	<b>SUMMARY</b>
<b>SALARIES &amp; WAGES</b>	<b>\$7,681,375</b>
<b>OTHER ORDINARY MAINTENANCE</b>	<b>\$3,303,040</b>
<b>TRAVEL &amp; TRAINING</b>	<b>\$35,000</b>
<b>EXTRAORDINARY EXPENDITURES</b>	<b>\$69,000</b>
<b>TOTAL FY15 BUDGETED EXPENDITURES</b>	<b>\$11,088,415</b>

<b>FULL TIME BUDGETED EMPLOYEES</b>	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>
	<b>81</b>	<b>81</b>	<b>81</b>

ACTUAL FY13	PROJECTED FY14		BUDGET FY15
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**TRAFFIC PARKING &  
TRANSPORTATION  
-Traffic Control**

\$432,885	\$389,390	<b>TRAFFIC SIGNAL MAINTENANCE</b> <b>TRAFFIC ENGINEERING</b> <b>PAVEMENT MARKINGS/SIGN</b> <b>POSTING</b>	\$394,345
\$752,685	\$776,660		\$838,955
\$582,320	\$565,255		\$622,905
\$1,767,890	\$1,731,305		\$1,856,205

**PURPOSE & OVERVIEW:** The Traffic Control Division is responsible for the design, installation and maintenance of all traffic control devices throughout the city and for coordination with other departments and agencies on design and development

proposals.

The Division's responsibilities include: conducting traffic studies; maintaining and revising curb regulations; investigating constituent concerns; installing and maintaining signs; maintaining pavement markings, including bicycle lanes and crosswalks; issuing street occupancy and street closing permits; and reviewing major construction projects and new developments.

The Division manages 134 signalized intersections, 22 warning flashers and 34 school zone flashers.

**FY15 GOALS:**

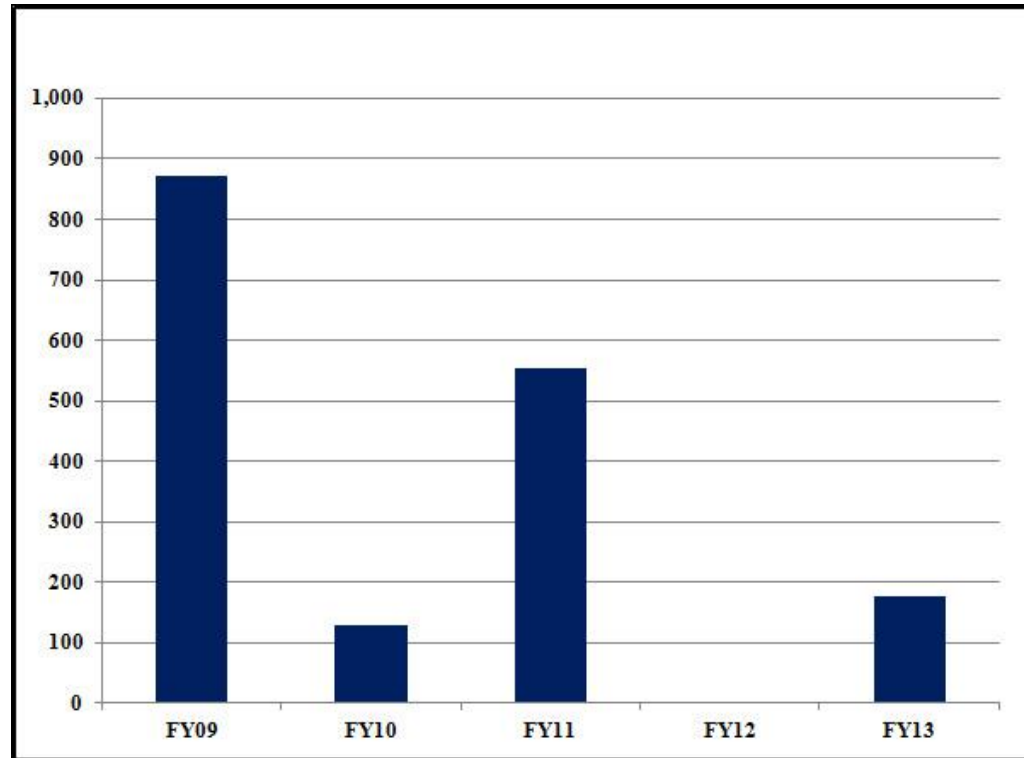
- *GOAL 1: Implement programs that improve pedestrian safety and ease of mobility.*

PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Number of signalized intersections that are proactively studied for possible traffic signal timing changes	n/a	10	12	12
2. Number of intersections (signalized and non-signalized) at which a full safety evaluation study has been conducted	n/a	20	16	16



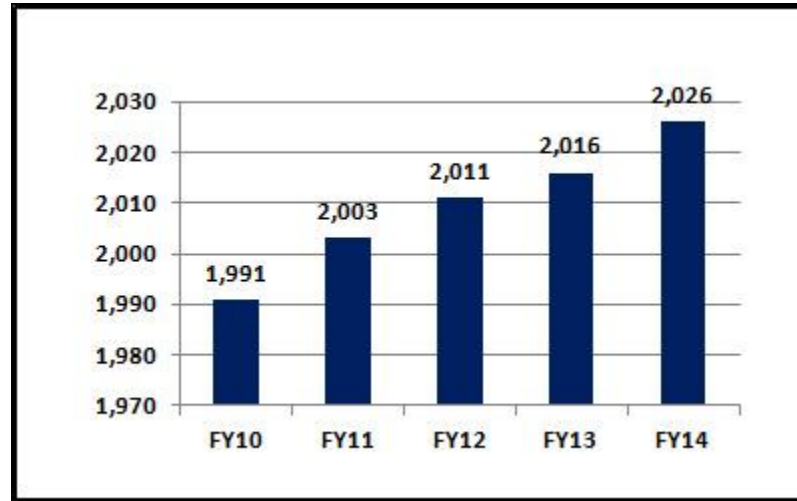
**Figure 1: Snow and Ice Tickets issued by PCOs**

The number of snow/ice tickets written by Parking Control Officers is a function of the amount of snow that falls and how long snow/ice remains on the ground before melting. The Department works closely with the Department of Public Works on enforcement both proactively and in response to complaints especially those submitted via iReport.



**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 2,026 crosswalks throughout the city. Crosswalks are reviewed annually with markings scheduled for repainting based on their condition.



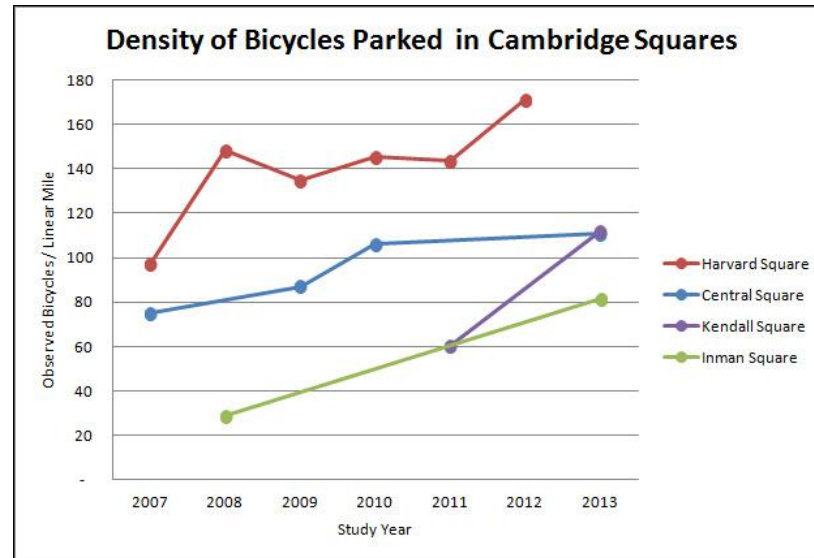
- **GOAL 2:** *Process and post obstruction and street closing permits in a timely and customer oriented manner.*

PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Number of street obstruction and street closing permits issued	7,542	6,800	7,200	7,200
2. Number of moving van and moving container permits issued	n/a	5,600	6,000	6,000
3. Percentage of moving van permits submitted through pay online	92%	91%	93%	93%

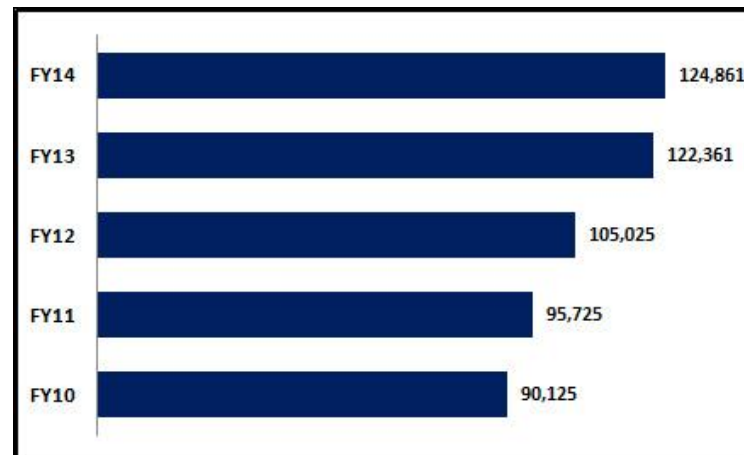
- **GOAL 3:** *Increase safety on our streets by defining space allocated for vehicles and bicycles.*

### Figure 3: Bike Density

The Department conducts periodic bicycle parking inventories to count the number of bicycles parked on public property, on bike racks, sign poles, etc. The number of bicycles parked in the squares has been increasing. We continue to add racks to keep up with demand.



### Figure 4: Bike Facilities in Linear Feet



The increase in FY14 reflects changes on Cambridge Street and Broadway. These facilities contribute to the continued increase in bicycle use.

- **GOAL 4:** *Through the Traffic Engineering Division, maintain strong customer services and continue responding to the community in a timely manner on transportation issues, including site investigations and minor traffic studies. Continue to replace faded, defaced or damaged traffic regulatory signs and street name signs.*

PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Total number of completed site investigations conducted by the Traffic Division	153	150	186	200
2. Total number of completed traffic studies	23	12	18	12
3. Total number of traffic regulatory signs replaced or installed	1,802	1,900	1,900	1,900
4. Total number of street name signs replaced	102	150	115	115

- **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.*

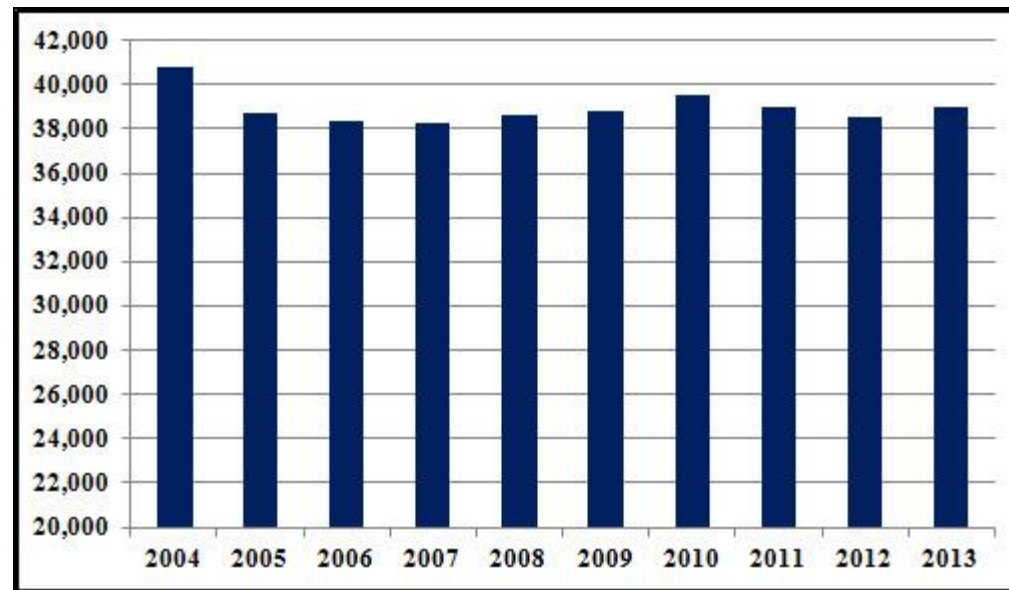
PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Number of large project traffic studies reviewed for projects seeking Planning Board permits	8	8	7	7

ACTUAL FY13	PROJECTED FY14		BUDGET FY15
\$1,941,735	\$1,869,430	<b>PARKING SERVICES</b>	<b>\$2,113,375</b>
\$1,639,320	\$1,823,270	<b>PARKING METER MAINTENANCE</b>	<b>\$1,815,730</b>
\$1,009,705	\$1,070,150	<b>OFF STREET PARKING</b>	<b>\$1,008,750</b>
<u>\$2,870,970</u>	<u>\$3,041,450</u>	<b>PARKING ENFORCEMENT</b>	<b><u>\$3,157,540</u></b>
\$7,461,730	\$7,804,300		<b>\$8,095,395</b>
		<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. 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 First Street Garage; the management contract for these facilities and the preventive maintenance program for the two structures.</p> <p><b>FY15 GOALS:</b></p> <ul style="list-style-type: none"> <li>■ <i>GOAL 1: Provide on-street parking for residents, their visitors and providers of services to residents, and issue residential parking permits in a timely and cost effective manner. Reduce parking permit abuse and maintain public safety.</i></li> </ul>	

**TRAFFIC PARKING &  
TRANSPORTATION  
-Parking Control**

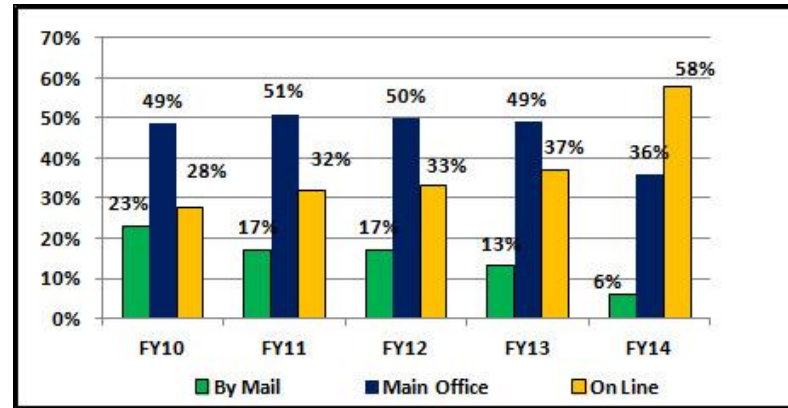
**PURPOSE & OVERVIEW:** The Parking Control Division is responsible for the residential and metered parking programs, the City's two parking garages and nine metered parking lots, and for the enforcement, processing and adjudication of the City's

**Figure 5: Parking Stickers Issued Each Year**



The general trend in annual resident permits issued has been flat. During this time period, the number of household units has increased.

**Figure 6: Methods of Applying for Resident Parking Permits During the Annual Permit Renewal Season (November - January)**



Starting this year, online renewal is available to everyone who already has a permit. As a result of this change, the percentage of residents who applied online increased dramatically to 58% and almost two-thirds were issued without residents having to come into 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	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Number of on-street, short term spaces managed by parking meters and pay stations	3,121	3,122	3,132	3,132

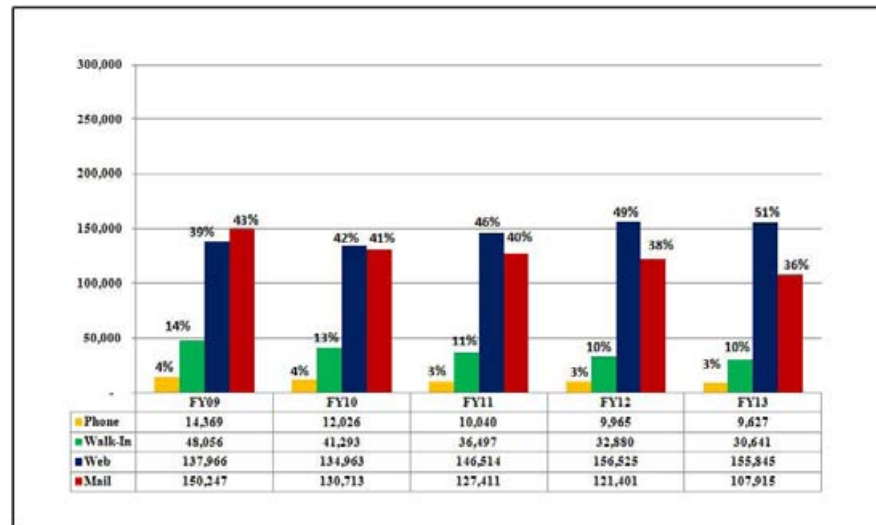
- **GOAL 3:** *Maintain effective collection of parking ticket fees with good customer service and a variety of payment options.*

PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Percentage of tickets paid within 21 days from issuance without a notice	62%	61%	61%	61%

■ GOAL 3: (continued)

PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 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%	4.5%	4.5%	4.5%

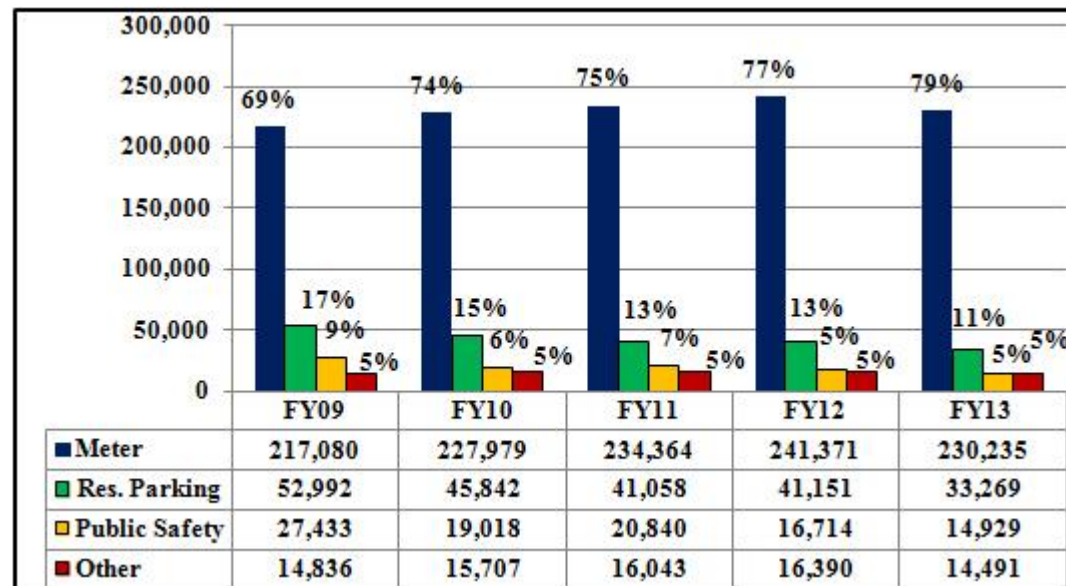
**Figure 7: Methods of Parking Ticket Payments**



The four options for paying parking tickets allow for timely and convenient payment. The increase in online payments corresponds with the reduction in mail-in and walk-in payments. This trend continued in the first half of FY14.



**Figure 8: 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.

ACTUAL FY13	PROJECTED FY14		BUDGET FY15
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**TRAFFIC PARKING &  
TRANSPORTATION  
-Support Services**

\$966,605  
\$966,605

\$1,063,575  
\$1,063,575

**ADMINISTRATION**

\$1,136,815  
\$1,136,815

**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.

**FY15 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	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Number of web forms submitted for signal inquiries	110	75	160	160
2. Number of web forms submitted for sign inquiries	53	50	65	75
3. Number of web forms submitted for parking consideration	4,101	3,600	3,600	3,600
4. Number of web forms submitted for parking ticket disputes	10,787	13,000	8,000	8,000

ACTUAL FY13	PROJECTED FY14		BUDGET FY15	POLICE REVIEW AND ADVISORY BOARD
<u>\$73,000</u> \$73,000	<u>\$74,450</u> \$74,450	<p><b>POLICE REVIEW AND ADVISORY BOARD</b></p> <p>procedures and investigates complaints brought by individuals or police officers against the Police Department or other police officers. The Board is composed of five civilian members who are representative of the City's racial, social and economic diversity. PRAB conducts and reviews prompt, impartial and fair investigations of complaints. PRAB also develops programs and strategies to promote positive police/community relations and to create opportunities for expanded discussions, improved understanding and innovative ways of resolving differences.</p> <p><b>FY14 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:</b></p> <ul style="list-style-type: none"> <li>Expanded outreach efforts to public and low-income housing developments and various neighborhood organizations and community groups across the city to improve citizens' understanding of PRAB role, its work and the process of filing complaints.</li> <li>Collaborated with City youth center staff to develop and implement a workshop to reduce potential conflict between youth and police officers, helping young people understand their rights and responsibilities, maintain their composure, keep situations from escalating, and understand the consequences of their actions.</li> <li>Participated in ongoing trainings of Police Department officers and staff as part of implementing the new Police Chaplaincy program.</li> <li>Trained PRAB board members and staff on Police Department policies and procedures, including appropriate use of force, building and maintaining legitimacy with members of the public and fair and impartial policing.</li> <li>Served as Vice President of the National Association for Civilian Oversight of Law Enforcement (NACOLE), leading that organization's work to develop its national training conference to improve civilian oversight and promote fair and professional law enforcement agencies that are responsive to community needs.</li> </ul>	<u>\$75,235</u> \$75,235	<p><b>PURPOSE &amp; OVERVIEW:</b> The Police Review and Advisory Board (PRAB) provides for citizen participation in reviewing Police Department policies, practices and</p>
				<p>procedures and investigates complaints brought by individuals or police officers against the Police Department or other police officers. The Board is composed of five civilian members who are representative of the City's racial, social and economic diversity. PRAB conducts and reviews prompt, impartial and fair investigations of complaints. PRAB also develops programs and strategies to promote positive police/community relations and to create opportunities for expanded discussions, improved understanding and innovative ways of resolving differences.</p>

## FY15 GOALS:

- *GOAL 1: Conduct education and outreach efforts to increase public awareness of the Board's mission, work and services, and to foster better understanding of police procedures, civil rights laws and what to do if stopped by police officers.*

PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Public outreach and information sessions held	12	12	12	12

- *GOAL 2: Provide effective case intake, interviews and investigations and issue investigative findings, in conjunction with the Professional Standards Unit of the Cambridge Police Department.*

**Table 1: Number of formal complaints received by PRAB and the Police Department during the last five calendar years.**

CALENDAR YEAR	2009		2010		2011		2012		2013	
Case Activity	Opened	Closed	Opened	Closed	Opened	Closed	Opened	Closed	Opened	Closed
PRAB Complaints	9	9	5	5	4	3	7	7	8	7
CPD Complaints	15	15	12	12	7	5	16	8	14	25
<b>TOTAL</b>	<b>24</b>	<b>24</b>	<b>17</b>	<b>17</b>	<b>11</b>	<b>8</b>	<b>23</b>	<b>15</b>	<b>22</b>	<b>32</b>

- *GOAL 3: Work with the Police Department and other City departments to train Board members and PRAB staff, to enhance the effectiveness of the work of PRAB.*

PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Training sessions for Board members	4	4	4	4
2. Police training sessions attended by PRAB staff	4	4	4	4

- **GOAL 4:** *Review policies, practices and procedures of the Police Department and make recommendations that promote positive police/community relations and reduce the number and frequency of incidents that lead to complaints.*
  
- **GOAL 5:** *Increase the visibility of PRAB through outreach to community groups, business associations and religious institutions, and by attending a variety of community events and activities across the city.*

<b>FINANCING PLAN</b>	<b>DETAIL</b>	<b>SUMMARY</b>
<b>TAXES</b>		<b>\$75,235</b>
Real Estate Taxes	\$75,235	
<b>TOTAL FY15 BUDGETED REVENUE</b>		<b>\$75,235</b>

<b>STATUTORY ANALYSIS</b>	<b>SUMMARY</b>
<b>SALARIES &amp; WAGES</b>	<b>\$71,535</b>
<b>OTHER ORDINARY MAINTENANCE</b>	<b>\$700</b>
<b>TRAVEL &amp; TRAINING</b>	<b>\$3,000</b>
<b>EXTRAORDINARY EXPENDITURES</b>	<b>\$0</b>
<b>TOTAL FY15 BUDGETED EXPENDITURES</b>	<b>\$75,235</b>

<b>FULL TIME BUDGETED EMPLOYEES</b>	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>
	<b>1</b>	<b>1</b>	<b>1</b>

ACTUAL FY13	PROJECTED FY14		BUDGET FY15
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## INSPECTIONAL SERVICES

\$2,809,725  
\$232,830  
\$4,700  
\$3,047,255

\$2,917,525  
\$248,610  
\$5,000  
\$3,171,135

### INSPECTION/ENFORCEMENT ZONING APPEAL BOARD BOARD & RAZING

\$2,997,820  
\$252,515  
\$20,000  
\$3,270,335

**PURPOSE & OVERVIEW:** The Inspectional Services Department (ISD) is responsible for the enforcement of all laws and related City Ordinances which pertain to the Massachusetts State Building Code and certain articles of the State Sanitary Code.

More specifically, these responsibilities encompass the administration of the State Building, Plumbing and Gas, Electrical, and Mechanical Codes, the Massachusetts Access Board Regulations (521 CMR) and the provisions of the State Sanitary Code that address the inspection of food handling establishments, housing, lead paint and asbestos testing and removal, day care, and swimming pools. Also, ISD is responsible for the administrative support for the Board of Zoning Appeal (BZA) and overseeing the emergency demolition and boarding up of dangerous buildings.

### FY14 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

#### Administration

- Completed the first year of the EnerGov online permitting program. This system allows the public to apply and pay online for permits. The online permitting program has reduced the number of applicants having to visit multiple City departments for pre-approvals.
- Provided online, in person and telephone support to the public to facilitate the use of the online permitting system.

#### Housing/Sanitary

- Coordinated with Department of Public Works and Cambridge Public Health staff to combat and address rodent activity throughout the City. Joint efforts included investigating the origin of reported problems and educating property owners on pest control and eliminating contributing factors.
- Assisted food service establishments in obtaining required certifications by hosting Anti-Choking training courses.
- Inspected all food establishments throughout the City to enforce the State Sanitary Code and verify compliance with all required certifications.

#### Building/Electric/Plumbing

- Utilized tablet computers in the field, enabling "real time" scheduling and completing of reports by the inspectors.
- Participated in the International Code Council (ICC) hearing pertaining to the new Energy Code.

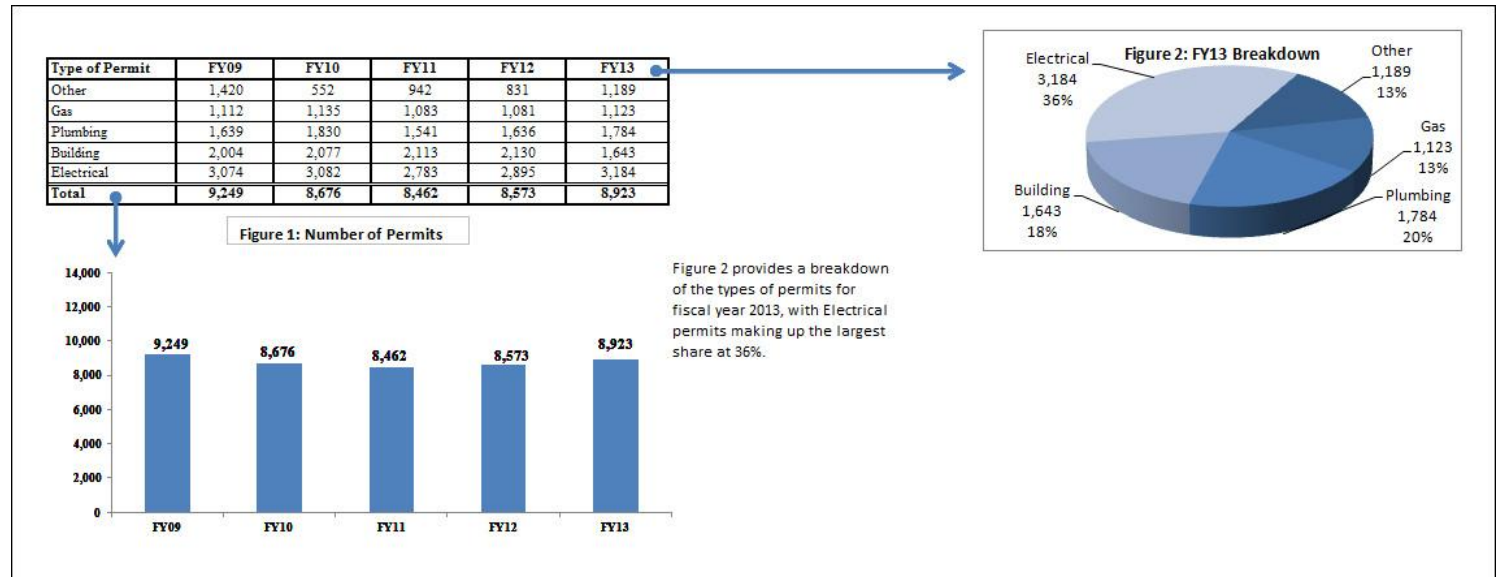
#### Zoning

- Added Curb Cut Applications, in addition to Variances and Special Permits, to the Online Permitting Program.

The program allows for the tracking of the process and retains digital copies of required paper work and plans for future viewing.

**Table 1: Permits Issued by Category**

This table represents the number of permits issued, by category, in a given fiscal year.



## FY15 GOALS:

- **GOAL 1:** *Process building permit applications, improve community access to permit information online, and conduct required inspections in a timely and efficient manner.*

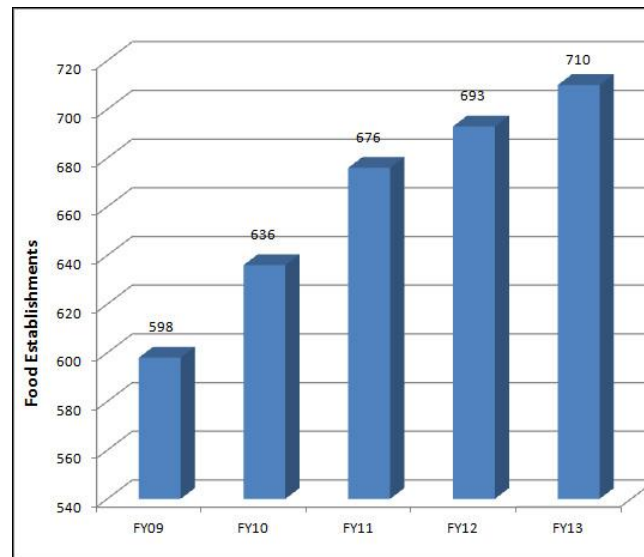
PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Number of multi-family inspections	1,124	1,475	1,250	1,000
2. Number of compliance inspections	5,325	5,100	5,000	5,000

- **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	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Number of compliance inspections and re-inspections	1,971	2,300	1,780	1,800

**Figure 3: Food Establishments**

Number of Alcohol and Non-Alcohol Restaurants in Cambridge





- **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.*

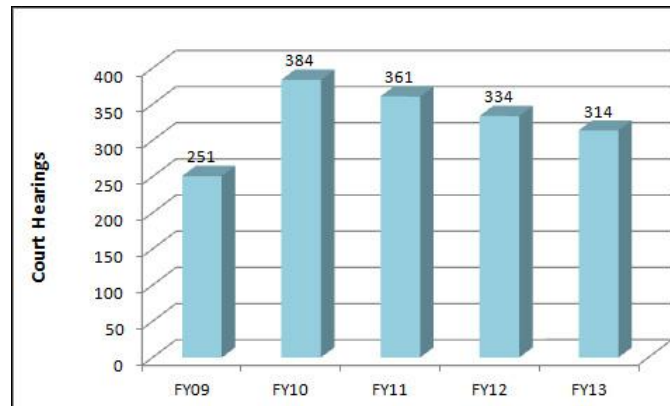
PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. BZA requests for relief heard within time frame stipulated by law	100%	100%	100%	100%
2. Number of BZA applications	167	160	160	150

- **GOAL 4:** *Process and respond to citizen housing conditions and related complaints in a timely and professional manner.*

PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Respond to citizen complaints within 2 business days of receipt	100%	100%	100%	100%
2. Number of inspections	4,942	4,200	4,000	4,200
3. Number of licensed dumpster inspections completed	624	775	850	800

**Figure 4: Court Hearings**

Number of violations not corrected in a timely manner that placed in court



<b>FINANCING PLAN</b>	<b>SUMMARY</b>
<b>TAXES</b>	<b>(\$5,153,165)</b>
<b>CHARGES FOR SERVICES</b>	<b>\$108,500</b>
<b>LICENSES AND PERMITS</b>	<b>\$8,231,500</b>
<b>MISCELLANEOUS REVENUE</b>	<b>\$83,500</b>
<b>TOTAL FY15 BUDGETED REVENUE</b>	<b>\$3,270,335</b>

<b>STATUTORY ANALYSIS</b>	<b>SUMMARY</b>
<b>SALARIES &amp; WAGES</b>	<b>\$3,109,230</b>
<b>OTHER ORDINARY MAINTENANCE</b>	<b>\$140,680</b>
<b>TRAVEL &amp; TRAINING</b>	<b>\$10,425</b>
<b>EXTRAORDINARY EXPENDITURES</b>	<b>\$10,000</b>
<b>TOTAL FY15 BUDGETED EXPENDITURES</b>	<b>\$3,270,335</b>

<b>FULL TIME BUDGETED EMPLOYEES</b>	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>
	<b>27</b>	<b>27</b>	<b>27</b>

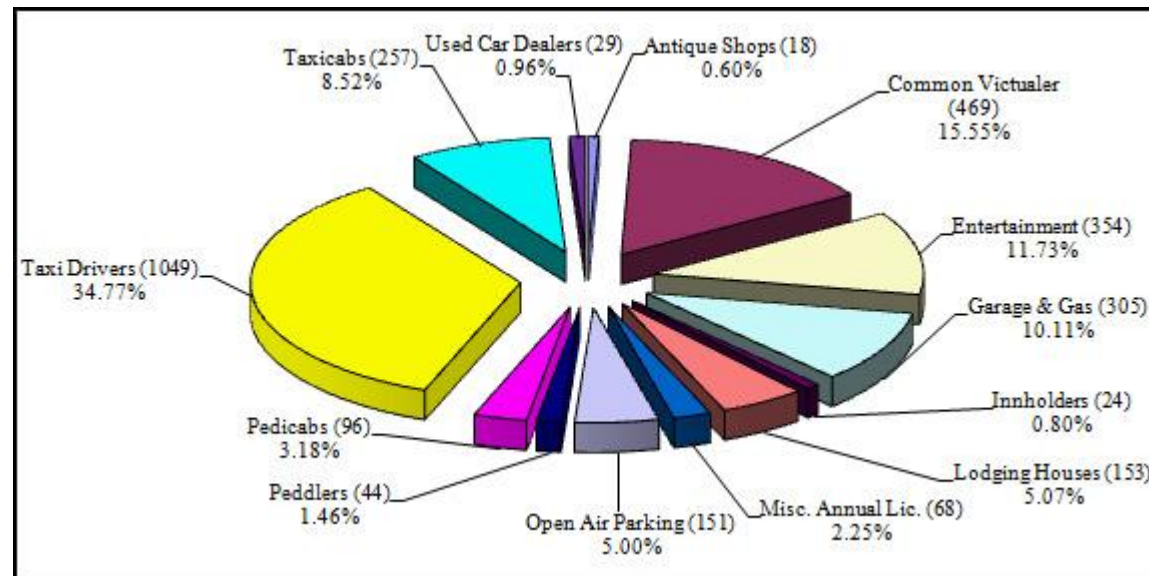
ACTUAL FY13	PROJECTED FY14		BUDGET FY15	LICENSE COMMISSION
\$712,285 <u>\$168,775</u> \$881,060	\$814,800 <u>\$145,650</u> \$960,450	LICENSE CONSUMER	\$888,970 <u>\$174,775</u> \$1,063,745	<div data-bbox="1398 214 1978 246" data-label="Section-Header"> <b>PURPOSE &amp; OVERVIEW:</b> </div> <div data-bbox="1398 246 1978 493" data-label="Text"> <p>The Commission consists of a three-person public safety board charged with 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, pedicabs, food trucks, flammables and garages. The Commission educates both licensees and the general public in an effort to reduce societal problems caused by underage drinking and other alcohol related issues.</p> </div> <div data-bbox="579 532 1373 565" data-label="Section-Header"> <b>FY14 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:</b> </div> <div data-bbox="625 604 1978 1370" data-label="List-Group"> <ul style="list-style-type: none"> <li>• The License Commission voted to continue the Pedicab Program for another year with modifications. In its second year, one company will operate 10 pedicabs full time from March to December, weather permitting. The success of the first year led the Board to permit the Pilot Program operator who is committed to operating in Cambridge 7 days a week.</li> <li>• Worked with Harvard University to license food trucks for the area above the Broadway underpass and bring a variety of cuisines to an area otherwise devoid of food choices.</li> <li>• Worked with the Organizers of South of Washington (SOWA) Open Market to bring the Cambridge Open Market to life in Harvard Square during Fridays in September and October. Each week, up to 50 different licensed vendors displayed and sold their wares to the public.</li> <li>• In keeping with the City's GreenSense campaign promoting energy conservation and sustainability, condensed and up-loaded semi-annual taxicab inspection information and forms onto the website. This allows taxi owners to retrieve it from any computer, saving them gas needed to visit our office and reducing the paper required to print the many read-only informational pages by 66%.</li> <li>• The Consumers' Council continued to work with the License Commission 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, as well as stickers that will indicate what type of payment each taxicab will accept.</li> <li>• 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.</li> </ul> </div>

## 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 3,017 non-alcohol licenses, reflected below by category, were issued during Fiscal Year 2014.



The Pole and Conduit Commission, hears applications from local utility companies regarding poles, conduits and fiber optics.

All pouring licensees must pass inspection each year by the Fire Department and Inspectional Services Department before being issued their Certificate of Inspection which is required by State Law for the renewal of their pouring license. These inspectors visit all establishments under its purview to ascertain compliance with City rules and regulations, as well as building and fire codes. In concert with the Inspectional Services Commission, we have formed a committee to make the process smoother for licensees in the upcoming renewal season.

## FY15 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 278 alcoholic beverage licenses, by category, that were issued by the License Commission during Fiscal Year 2014.

Type of License	Issued	Percentage
Restaurants (All Alcohol Beverage), 1:30am	1	0.36%
Breweries*	1	0.36%
Educational Institute (Wine & Malt Beverage)	5	1.80%
Educational Institute (All Alcoholic)	1	0.36%
Hotels (All Alcohol Beverage)	12	4.32%
Private Clubs (All Alcohol Beverage)	13	4.68%
Package Stores (Wine & Malt Beverage)	18	6.56%
Package Stores (All Alcohol Beverage)	21	7.55%
Restaurants (All Alcohol Beverage), 2am	59	21.22%
Restaurants (Wine & Malt Beverage) 2 am	2	0.72%
Restaurants (Wine & Malt Beverage) 1am	64	23.02%
Restaurants (All Alcohol Beverage), 1am	81	29.14%
<b>TOTAL</b>	<b>278</b>	<b>100.00%</b>
*Breweries are allowed to produce their own beer product and sell it, along with selling other alcoholic beverages, for on-premises consumption.		

### Figure 2b: FY13 Alcohol Disciplinary Hearings

Results of 8 Disciplinary Hearings held for alcoholic beverage establishments:

Form of Discipline	#
None. Voted to approve a 3 month extension to file an application to change location.	1
Matter placed on file	3
Matter placed on file to be reconsidered if there are more issues.	1
5 day license suspension with 3 days to be served and 2 days held in abeyance for 2 years.	1
Immediate revocation of license.	1
Warning	1
<b>Total</b>	<b>8</b>

- **GOAL 2:** *Investigate all violations of out of town taxicab pick-ups.*

PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Number of illegal out of town taxicabs found in violation within the City of Cambridge	26	25	25	25

**Table 1: Hackney Complaints**

The License Commission's Hackney Unit works to quickly resolve all written passenger and driver complaints. Not reflected below are the illegal out of town pick-ups by cabs licensed in other cities and towns.

Taxi Complaints	FY09	FY10	FY11	FY12	FY13	FY12-FY13 Change
Refusal (service animal)	1	0	2	0	0	0
Driver Assault & Battery	3	8	6	2	1	(1)
Items Left in Taxi for Reward	0	0	1	2	0	(2)
Failure to Use Meter	1	1	4	0	2	2
Stolen Jobs	2	1	1	0	1	1
No Change	2	3	1	4	3	(1)
Bad Driving	4	4	3	1	2	1
Threats	3	1	4	0	0	0
Refusal to Transport	13	17	8	21	10	(11)
Wrong location or route	2	3	6	9	8	(1)
Over-charging	11	8	8	14	17	3
Rude & Discourteous	13	19	16	17	14	(3)
Refusing discount coupon	4	1	1	1	0	(1)
Cab Stand Violation	4	4	4	1	5	4
Improper Operation of Taxicab	2	4	8	1	2	1
Smoking inside Cab	0	0	0	0	0	0
Short Fare Evasions/Failure to take Credit Card	5	8	5	3	13	10
Other	0	3	0	3	9	6
<b>TOTAL</b>	<b>70</b>	<b>85</b>	<b>78</b>	<b>79</b>	<b>87</b>	<b>8</b>

- *GOAL 3: Promote social and cultural diversity and foster community.*

PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Number of cultural events in the City involving staff participation through the Special Events Committee	51	40	50	50

- *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 and Energov to provide a faster and more efficient method of renewal.*
- *GOAL 5: Promote clean air vehicles by encouraging and adding "Clean Air Cabs" to the Cambridge Taxicab Industry and renewing the Pedicab Program for a second year.*
- *GOAL 6: Continue to work with CLAB and establish partnership with the Cambridge Police Department and the Cambridge Prevention Coalition to educate alcohol licensees on safe alcohol operations, underage drinking 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 and 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.

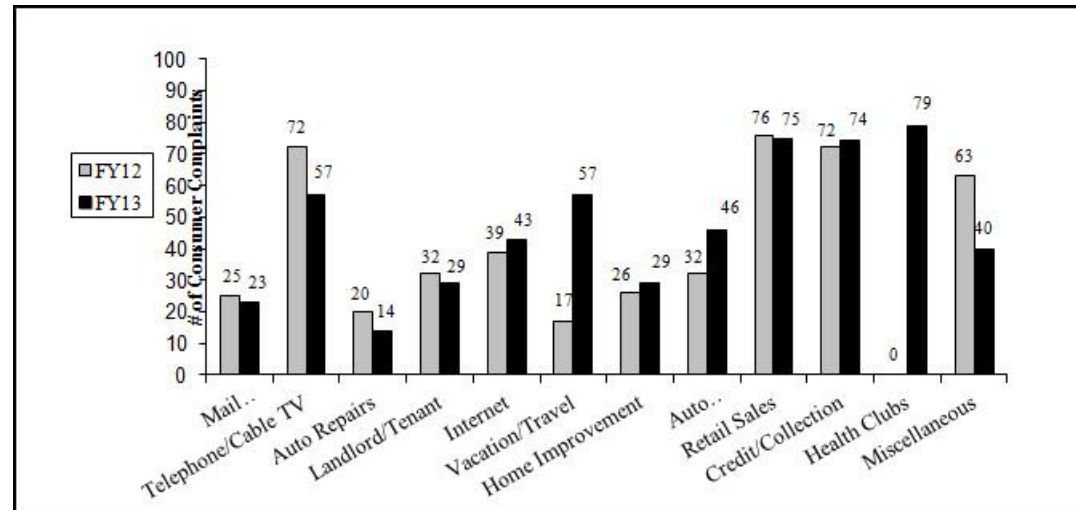
## FY15 GOALS:

- **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	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Educational workshops or public forums held in Cambridge	11	10	10	10
2. Written articles, brochures/newsletter publications, distribution efforts or significant website additions	6	6	6	6

**Figure 3: Consumer Complaints**

In FY13, the Consumers' Council saw an increase in complaints related to travel issues due to a travel agency which took consumers money, failed to provide the travel tours and refused to reimburse the consumers. We also saw a rise in health club complaints from the previous year due to a number of clubs closing and change of ownership acquisitions.





**Figure 4: Complaint Resolution Process**

The chart below shows the volume of complaints resolved and the method of resolution used.

Consumer Business Disputes Resolved In FY13 (7/1/12 - 6/30/13)		Consumer Business Disputes Resolved In FY14 (7/1/13 - 12/31/13)	
Disputes Resolved in Mediation	415	Disputes Resolved in Mediation	126
Disputes Resolved in Court	20	Disputes Resolved in Court	17
Disputes Resolved by Other Means	125	Disputes Resolved by Other Means	79
<b>TOTAL</b>	<b>560</b>	<b>TOTAL</b>	<b>222</b>

The Consumers' Council continues to serve as the Local Consumer Program for the City of Somerville and the City of Waltham.

- **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	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 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	7

<b>FINANCING PLAN</b>	<b>DETAIL</b>	<b>SUMMARY</b>
<b>TAXES</b>		<b>(\$1,179,955)</b>
Real Estate Taxes	(\$1,179,955)	
<b>CHARGES FOR SERVICES</b>		<b>\$24,550</b>
Photocopy/Reproduction	\$550	
Lic Hearing/Advertising Fee	\$24,000	
<b>LICENSES AND PERMITS</b>		<b>\$2,159,150</b>
Alcoholic Beverage	\$950,000	
Common Victualer	\$52,000	
Miscellaneous Licenses	\$20,000	
Lodging Houses	\$287,000	
Garage/Storage Of Inflammable	\$318,000	
Shops & Sales	\$2,650	
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	
<b>FINES &amp; FORFEITS</b>		<b>\$6,000</b>
Hackney Fines	\$6,000	
<b>INTERGOVERNMENTAL REVENUE</b>		<b>\$54,000</b>
Consumer Comm (Att Gen)	\$54,000	
<b>TOTAL FY15 BUDGETED REVENUE</b>		<b>\$1,063,745</b>

<b>STATUTORY ANALYSIS</b>	<b>SUMMARY</b>
<b>SALARIES &amp; WAGES</b>	<b>\$997,435</b>
<b>OTHER ORDINARY MAINTENANCE</b>	<b>\$58,955</b>
<b>TRAVEL &amp; TRAINING</b>	<b>\$7,355</b>
<b>EXTRAORDINARY EXPENDITURES</b>	<b>\$0</b>
<b>TOTAL FY15 BUDGETED EXPENDITURES</b>	<b>\$1,063,745</b>

<b>FULL TIME BUDGETED EMPLOYEES</b>	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>
	<b>9</b>	<b>9</b>	<b>9</b>

ACTUAL FY13	PROJECTED FY14		BUDGET FY15	WEIGHTS & MEASURES
<u>\$165,500</u> \$165,500	<u>\$139,905</u> \$139,905	<b>WEIGHTS AND MEASURES</b>	<u>\$142,935</u> \$142,935	<b>PURPOSE &amp; OVERVIEW:</b> The Department of Weights and Measures 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 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.  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. The Department provides advice to merchants on the packaging and labeling of good, investigates complaints on measuring devices or those not conforming to legal standards, checks transient vendors for possession of licenses, inspects weighing and measuring devices used by transient vendors and performs biannual inspections of all stores with three or more scanners.  <b>FY14 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:</b> <ul style="list-style-type: none"> <li>• Provided a Consumer Impact Statement to the Division of Standards of the Commonwealth of Massachusetts that details the savings passed on to consumers and businesses by conducting inspections in Cambridge.</li> <li>• Continued collaborating with <i>22-CityView</i> to air Weights and Measures Public Service Announcements (PSAs). Created and aired a new PSA titled: "Weights and Measures Dealing with New Technology in the Marketplace."</li> <li>• Continued membership in U.S National Work Group on Electric Vehicle Fueling and Submetering. This collaborative group has developed and passed a regulation for a single method to sell electricity for electric vehicles in accordance to the National Institute of Standards and Technology (NIST).</li> <li>• Continued work with in U.S National Work Group on Taximeters, Subcommittee on the Global Positioning System (GPS) and the U.S. National Work Group on Electric Vehicle Fueling and Submetering and mobile telephone "apps" in transportation-for-hire services. Collaborations include revamping the taxi meter code and changes to GPS telephone applications.</li> <li>• Worked with the Finance Department to allow credit card payments at the cashier's window in City Hall.</li> </ul>

**FY15 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	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Scales tested over 10,000 lbs.	8	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.	1	5	5	5
4. Scales tested 100 to 1,000 lbs.	74	130	130	130
5. Scales tested 0 to 100 lbs.	442	670	670	670
6. Avoirdupois weights	72	100	100	100
7. Metric weights	134	210	210	190
8. Apothecary and Troy weights	94	175	175	150
9. Gasoline pump meters	157	370	370	370
10. Vehicle oil tanks	10	18	18	15
11. Reverse vending machines	12	34	34	34

- **GOAL 2:** *Maintain inspection of prepackaged food items and inspection of food and retail store scanner systems.*

PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Prepackaged food inspections	842	1,150	1,150	1,150
2. Scanner system inspections	74	120	120	120

- **GOAL 3:** *Continue inspection of taxi meters; one inspection per meter per year is required.*

PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Required inspections performed	257	257	257	257
2. Additional inspections performed	70	147	150	150

- **GOAL 4:** *Ensure equity and fairness in the marketplace by conducting inspections and providing educational materials to the public on weights and measures' rules and regulations.*

<b>PERFORMANCE MEASURES</b>	<b>FY13 ACTUAL</b>	<b>FY14 BUDGET</b>	<b>FY14 PROJECTED</b>	<b>FY15 PROPOSED</b>
1. Number of spot inspections performed	68	125	125	125

<b>FINANCING PLAN</b>	<b>DETAIL</b>	<b>SUMMARY</b>
<b>TAXES</b>		<b>\$86,510</b>
Real Estate Taxes	\$86,510	
<b>CHARGES FOR SERVICES</b>		<b>\$38,000</b>
Sealing Fees	\$38,000	
<b>FINES &amp; FORFEITS</b>		<b>\$500</b>
W&M Civil Citations	\$500	
<b>INTERGOVERNMENTAL REVENUE</b>		<b>\$17,925</b>
State Cherry Sheet Revenue	\$17,925	
<b>TOTAL FY15 BUDGETED REVENUE</b>		<b>\$142,935</b>

<b>STATUTORY ANALYSIS</b>	<b>SUMMARY</b>
<b>SALARIES &amp; WAGES</b>	<b>\$132,910</b>
<b>OTHER ORDINARY MAINTENANCE</b>	<b>\$7,280</b>
<b>TRAVEL &amp; TRAINING</b>	<b>\$2,745</b>
<b>EXTRAORDINARY EXPENDITURES</b>	<b>\$0</b>
<b>TOTAL FY15 BUDGETED EXPENDITURES</b>	<b>\$142,935</b>

<b>FULL TIME BUDGETED EMPLOYEES</b>	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>
	<b>1</b>	<b>1</b>	<b>1</b>

ACTUAL FY13	PROJECTED FY14		BUDGET FY15
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## ELECTRICAL

\$497,595  
 \$48,340  
 \$1,085,890  
 \$1,126,690  
\$5,270  
 \$2,763,785

\$372,605  
 \$7,725  
 \$1,137,125  
 \$1,077,925  
\$9,665  
 \$2,605,045

ADMINISTRATION  
 SIGNAL MAINTENANCE  
 ELECTRICAL SERVICES  
 EXTERIOR LIGHTING  
 COMMUNICATIONS

\$454,090  
 \$7,725  
 \$1,137,110  
 \$1,156,955  
\$12,000  
 \$2,767,880

**PURPOSE & OVERVIEW:** The Electrical Department oversees street lighting and the City fire alarm system, which allows 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 aid of a city wide adaptive lighting control system will develop automated scheduling and maintenance reporting for all outdoor lighting currently owned and maintained by the City. With this unique system and the conversion to LED street lighting, the City will use energy for outdoor lighting more efficient. A reorganization of the department and the addition of an Electrical Engineer will continue to move the department in a direction emphasizing technology and building efficiency. 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 data transmission between buildings, and cabling for local area networks within city buildings. The Department also oversees the installation of cables, conduits and equipment by utilities and other contractors over and within the public ways.

### FY14 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Completed the first phase of the conversion to Light Emitting Diode (LED) street lighting, including two pilot installations, design of lighting levels for all streets, and procurement of the selected fixtures and adaptive control system for all neighborhoods.
- Upgraded cables for the municipal fire alarm system and continued to modify the height of fire box pedestals to comply with the Americans with Disability Act (ADA).
- Completed the renovation of Alberico Park, Old Morse Park and Fulmore Park including the installation of emergency call boxes and LED park lighting.
- Expanded the citywide fiber network to provide connectivity to various Cambridge Health Alliance locations and city facilities. Also expanded the public safety radio system to surrounding communities.
- Surveyed the entire city to identify utility double poles and their status in an effort to develop a tracking method to expedite the transfer of the attachments and removal.

**FY15 GOALS:**

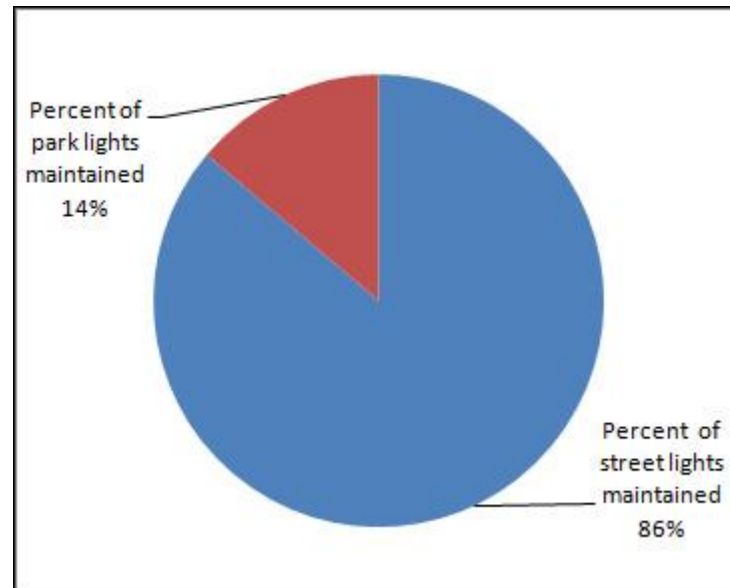
- *GOAL 1: Maintain the municipal fire alarm system.*

PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Number of fire alarm street boxes	624	624	624	615
2. Number of fire alarm systems in municipal buildings	37	37	37	37
3. Percent of fire alarm system tests performed in City buildings	80%	100%	100%	100%
4. Number of service calls for disconnection or reconnection of private buildings	10,688	12,000	12,000	12,000
5. Cost per test - street boxes	\$29.21	\$29.88	\$29.98	\$29.98
6. Cost per disconnect/reconnect - street boxes	\$29.21	\$29.88	\$29.98	\$29.98

- **GOAL 2:** *Maintain street lighting and provide optimum lighting in various neighborhoods and parks.*

PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Percent of defective street lights repaired within 72 hours	69%	80%	80%	80%
2. Number of lights repaired	1,300	1,100	1,200	1,200
3. Number of metal street light poles replaced with aluminum poles	54	35	35	35
4. Number of street lights converted to LED	n/a	n/a	483	4,900
5. Number of decorative street lights converted to LED	n/a	n/a	n/a	200

**Figure 1: Percent of the City's Lights Maintained in FY14**



Total number of City lights= 7,681



<b>FINANCING PLAN</b>	<b>DETAIL</b>	<b>SUMMARY</b>
<b>TAXES</b>		<b>\$2,037,080</b>
Real Estate Taxes	\$2,037,080	
<b>CHARGES FOR SERVICES</b>		<b>\$490,000</b>
Master Fire Alarm Box Fee	\$140,000	
Signal Maintenance Fee	\$330,000	
Cut-Out/Plug-Out Fee	\$20,000	
<b>LICENSES AND PERMITS</b>		<b>\$22,935</b>
Street Obstruction Permits	\$22,935	
<b>INTERGOVERNMENTAL REVENUE</b>		<b>\$207,865</b>
State Cherry Sheet Revenue	\$207,865	
<b>MISCELLANEOUS REVENUE</b>		<b>\$10,000</b>
Traffic Knockdowns	\$10,000	
<b>TOTAL FY15 BUDGETED REVENUE</b>		<b>\$2,767,880</b>

<b>STATUTORY ANALYSIS</b>	<b>SUMMARY</b>
<b>SALARIES &amp; WAGES</b>	<b>\$1,504,750</b>
<b>OTHER ORDINARY MAINTENANCE</b>	<b>\$1,236,460</b>
<b>TRAVEL &amp; TRAINING</b>	<b>\$1,670</b>
<b>EXTRAORDINARY EXPENDITURES</b>	<b>\$25,000</b>
<b>TOTAL FY15 BUDGETED EXPENDITURES</b>	<b>\$2,767,880</b>

<b>FULL TIME BUDGETED EMPLOYEES</b>	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>
	<b>13</b>	<b>13</b>	<b>12</b>

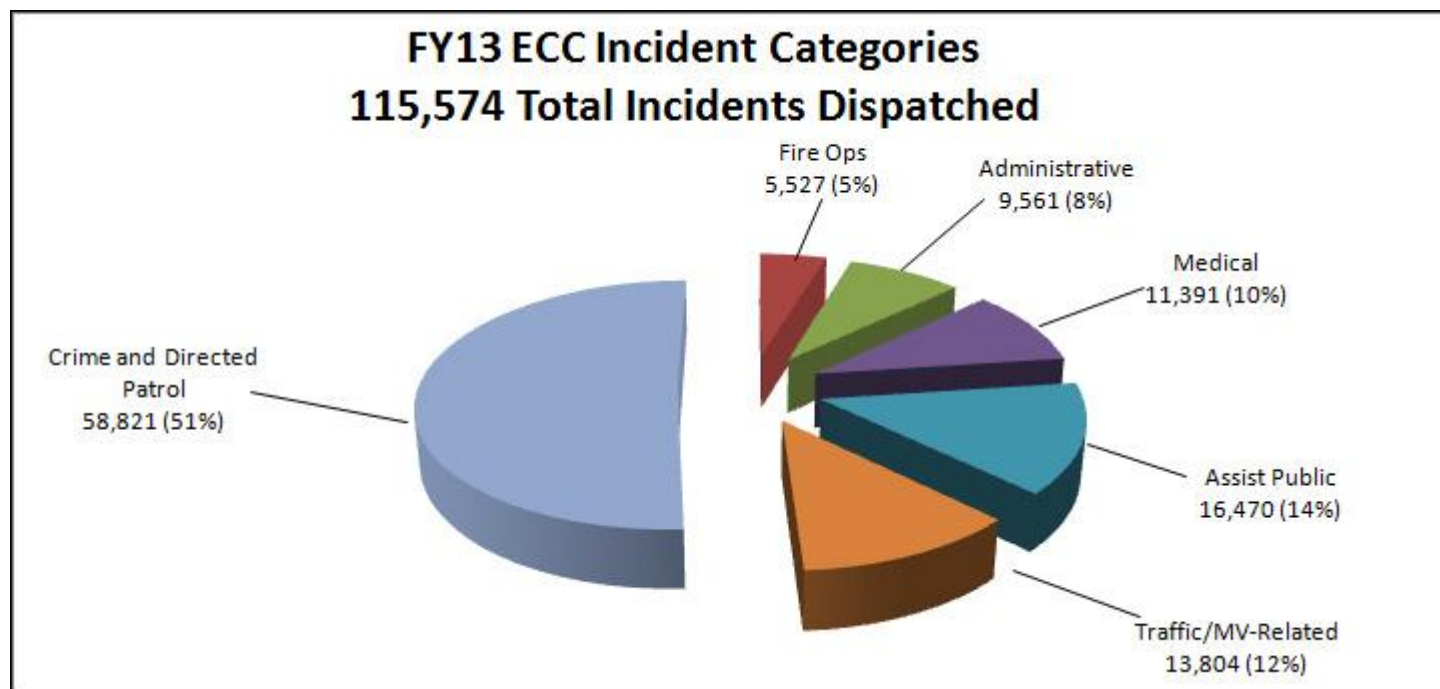
ACTUAL FY13	PROJECTED FY14		BUDGET FY15	EMERGENCY COMMUNICATIONS
<u>\$4,249,910</u> \$4,249,910	<u>\$4,369,785</u> \$4,369,785	<b>EMERGENCY COMMUNICATIONS</b>	<u>\$4,631,960</u> \$4,631,960	<b>PURPOSE &amp; OVERVIEW:</b> The Emergency Communications Department (ECC) operates the City's combined Emergency Communications and 911 Center 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>For FY15, three dispatcher positions will continue to be funded through a Public Safety Answering Point (PSAP) Support 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> <b>FY14 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:</b> <ul style="list-style-type: none"> <li>• Answered over 40,000 emergency calls and dispatched over 115,000 police, fire and EMS incidents in the city.</li> <li>• Continued to increase readiness for handling terrorist-sponsored attacks occurring in or near the city, by continuing to install a high-speed, dedicated Boston-area public safety fiber and wireless network (PSnet) to support police and fire operations during disasters.</li> <li>• Managed the Cambridge field dispatch operations for the Fourth of July, the Head-of-the-Charles Regatta and other major events.</li> <li>• Continued to assist in the upgrade of the citywide trunked 800 Mhz radio system from analog to digital.</li> <li>• Received grants totaling over \$376,000 from the State's 911 Department of Public Safety Answering Point (PSAP) Training and Support Grant programs and provided over 800 hours of additional training in fire, police and other 911 dispatch topics for 35 operational staff.</li> <li>• Supported over 30 computerized systems and the computing needs of the Fire and ECC Departments as well as the wireless phone needs of all City departments.</li> <li>• Conducted tours of the ECC for visitors from various cities and towns as well as various Cambridge school and community groups.</li> <li>• 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,</li> </ul>

emergency medical dispatch protocol implementation statewide, wireless direct call handling and the creation of regional 911 centers.

- Reengineered the Restraining Order and Trespass applications from legacy servers to new web-based servers.
- Maintained and tracked emergency business contacts from larger property management firms to assist police community outreach.
- Developed and assisted in the implementation of the False Alarm Billing System in use by the Police Department.

### Figure 1: FY13 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.



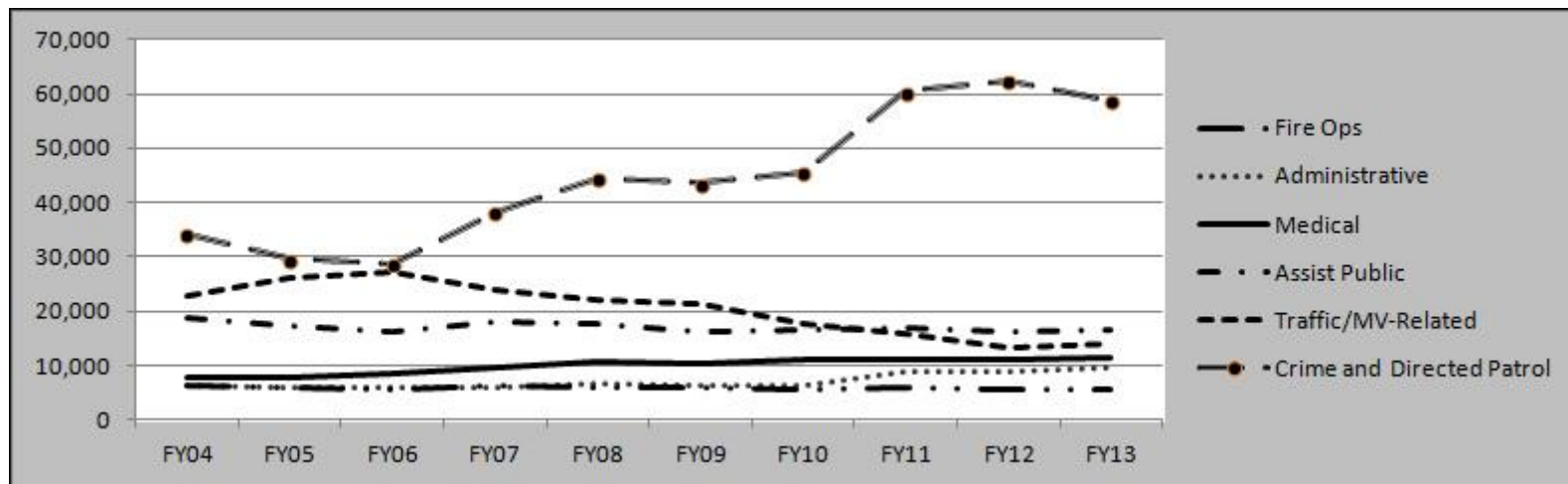
This figure shows that the largest fraction of service requests involves crime and directed police patrol assignments. Assists to the public in quality-of-life matters and Traffic/MV related calls together account for 26% of service requests handled by ECC dispatchers.

**Figure 2: 10 Year Historical Incidents Data (FY04 through FY13)**

Category	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	% Change ('04-'13)	% Change ('12-'13)
Fire Ops	6,282	5,778	5,698	6,092	5,986	6,044	5,682	5,875	5,432	5,527	-12.0%	1.7%
Administrative	6,402	5,892	5,960	6,048	6,718	6,244	6,240	8,748	9,023	9,561	49.3%	6.0%
Medical	7,670	7,908	8,373	9,531	10,723	10,326	10,978	11,104	10,931	11,391	48.5%	4.2%
Assist Public	18,614	17,296	16,329	18,090	17,725	16,026	16,479	16,732	16,155	16,470	-11.5%	1.9%
Traffic/MV-Related	22,898	26,181	27,219	23,772	22,066	21,443	17,754	15,726	13,330	13,804	-39.7%	3.6%
Crime and Directed Patrol	34,179	29,689	28,796	38,232	44,402	43,588	45,539	60,392	62,359	58,821	72.1%	-5.7%
<b>Total</b>	<b>96,045</b>	<b>92,744</b>	<b>92,375</b>	<b>101,765</b>	<b>107,620</b>	<b>103,671</b>	<b>102,672</b>	<b>118,577</b>	<b>117,230</b>	<b>115,574</b>	<b>20.3%</b>	<b>-1.4%</b>

**Figure 3: 10 Year Historical Incidents Graph (FY04 through FY13)**

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 FY08, 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 FY13 there was a decrease in the number of Crime and Directed Patrol incidents and an increase in the number of Administrative incidents. All other categories showed a small increase in FY13.



**FY15 GOALS:**

- *GOAL 1: Efficiently process emergency calls and manage dispatch of emergency units.*

PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Number of 911 call pickups (land lines)	21	22,000	20,000	20,000
2. Number of 911 call pickups (cell phones)	17,661	20,000	16,000	20,000
3. Percent of 911 calls answered within 20 seconds*	n/a	n/a	n/a	95%
*National standard is 95%				

- *GOAL 2: Improve the skills of dispatchers in the Emergency Communications Center.*

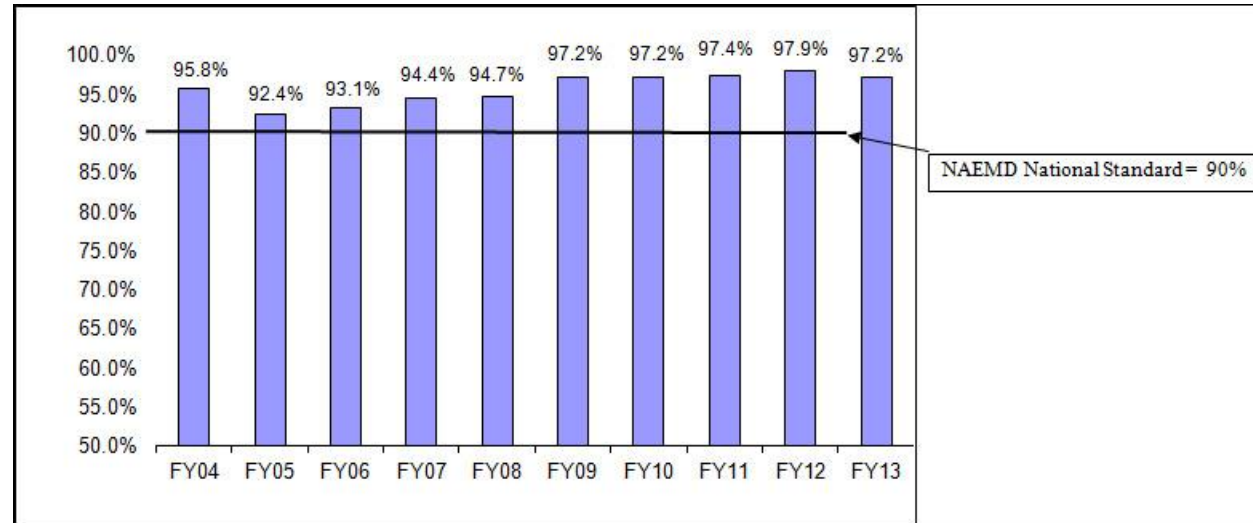
PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Number of training classes attended	215	130	130	130
2. Percent of dispatchers and supervisors fully cross-certified	19%	25%	27%	34%

- *GOAL 3: Improve handling of non-911 and non-emergency calls for assistance, including taking certain routine reports over the telephone (Teleserve).*

PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Number of non-emergency calls processed	165,794	200,000	160,000	160,000
2. Number of community meetings and events attended	10	14	14	14
3. Number of Teleserve reports processed by ECC staff	386	300	100	100

#### Figure 4: Dispatching Using Efficient Protocols

The ECC uses two special protocols for emergency medical and in-progress crime calls, respectively. A random 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 International Academy of Emergency Dispatch (IAED) international standard of 90% compliance.



The chart above shows that in the last 10-year period, the ECC has exceeded the 90% EMD compliance score and every year. This continuing high level of compliance means that callers with medical emergencies are assured that they are receiving the high quality call handling assistance and pre-arrival instructions from Cambridge dispatchers.

- *GOAL 4: Improve the use of ECC technology.*

PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Number of CAD Advanced Topics learning modules developed and distributed in year to dispatchers	3	12	20	20
2. Number of emergency notifications made to citizens through the CodeRed system	n/a	90,000	250,000	125,000
3. Number of Computer Aided Dispatch Tweets made to citizens about public safety incidents	n/a	1,450	1,400	1,400

- *GOAL 5: Improve handling of high priority EMS and In-Progress emergency calls.*

PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Percent of EMS and Police In-Progress calls handled by protocol	86%	90%	85%	90%
2. Percent of highest priority medical calls processed within 60 seconds	30%	35%	35%	35%

- *GOAL 6: Achieve accreditation of Cambridge's 911 Center according to national standards.*

- *GOAL 7: Implement Secure Regional Online System (PSnet) for managing major emergencies.*



<b>FINANCING PLAN</b>	<b>DETAIL</b>	<b>SUMMARY</b>
<b>TAXES</b>		<b>\$4,631,960</b>
Real Estate Taxes	\$4,631,960	
<b>TOTAL FY15 BUDGETED REVENUE</b>		<b>\$4,631,960</b>

<b>STATUTORY ANALYSIS</b>	<b>SUMMARY</b>
<b>SALARIES &amp; WAGES</b>	<b>\$4,463,900</b>
<b>OTHER ORDINARY MAINTENANCE</b>	<b>\$148,210</b>
<b>TRAVEL &amp; TRAINING</b>	<b>\$15,850</b>
<b>EXTRAORDINARY EXPENDITURES</b>	<b>\$4,000</b>
<b>TOTAL FY15 BUDGETED EXPENDITURES</b>	<b>\$4,631,960</b>

<b>FULL TIME BUDGETED EMPLOYEES</b>	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>
	<b>38</b>	<b>38</b>	<b>38</b>

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# SUMMARY: COMMUNITY MAINTENANCE AND DEVELOPMENT

FY13 ACTUAL	FY14 PROJECTED	PROGRAM EXPENDITURES	FY15 BUDGET
\$33,134,115	\$35,347,485	Public Works	\$33,634,490
\$13,825,205	\$13,594,425	Water	\$13,964,275
\$5,456,830	\$5,689,665	Community Development	\$6,335,440
\$596,370	\$623,100	Historical Commission	\$687,860
\$101,705	\$124,665	Conservation Commission	\$127,770
\$136,525	\$141,455	Peace Commission	\$148,445
\$1,385,220	\$1,416,320	Cable Television	\$1,452,495
<u>\$46,328,520</u>	<u>\$49,650,665</u>	Debt Service	<u>\$50,446,035</u>
\$100,964,490	\$106,587,780		\$106,796,810

FINANCING PLAN	FY15 BUDGET
Taxes	\$62,400,290
Charges For Services	\$37,244,285
Licenses and Permits	\$612,500
Fines & Forfeits	\$1,198,195
Intergovernmental Revenue	\$4,250,760
Miscellaneous Revenue	<u>\$1,090,780</u>
	\$106,796,810

ACTUAL FY13	PROJECTED FY14		BUDGET FY15
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**PUBLIC WORKS  
-Summary**

\$4,441,705  
\$19,978,315  
\$8,714,095  
\$33,134,115

\$4,537,715  
\$21,273,110  
\$9,536,660  
\$35,347,485

**ADMINISTRATION  
SERVICE PROGRAMS  
SUPPORTING SERVICES**

\$4,525,015  
\$19,683,035  
\$9,426,440  
\$33,634,490

**PURPOSE & OVERVIEW:** The Department of Public Works' 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.

**The Cambridge Department of Public Works' mission is to:**

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

**FY14 ACCOMPLISHMENTS:**

*Provided dependable, high quality services*



Public Works crews collect curbside residential trash five day per week.

- Managed and maintained:
  - 130 parks, playgrounds and plazas and the 66 acre Cambridge Cemetery;
  - 19,100 trees in the City's urban forest;
  - Over 200 miles of sidewalks, more than 5,000 curb ramps and 125 miles of streets;
  - 244 miles of sewer and stormwater pipe lines, more than 4,500 catch basins and 70 sewer and stormwater pumps;
  - Over 300 vehicles and pieces of equipment; and
  - 35 public buildings.
- Provided 24-hour rapid response to emergencies in the public right-of-way. This season included 35 snow clearing operations in response to a total of 59 inches of snow.
- Managed nearly 2,000 permits related to construction and business uses impacting the public way.
- Enforced ordinances related to rubbish and recycling, sewer use, sidewalk use, public construction and sidewalk snow and ice.
- Managed a \$172 million Five Year Public Investment Plan.
- Served the public through 24-hour phone coverage, as well as through e-mail, the web, Facebook, Twitter, Cambridge iReport, and door-to-door distribution of notices and public meetings.
- Collected nearly 30,000 tons of trash and recycling through weekly curbside collections.
- Conducted citywide street sweeping (April-December), and year-round cleaning of public squares.

*Developed Safe, Healthy, Livable Environments*

Alewife Wetland Opening



Left to right: Federal District Court Judge Richard Sterns, City Manager Richard C. Rossi, DPW Commissioner Owen O'Riordan, Former Mayor Henrietta Davis, MWRA Executive Director Fredrick Laskey, Secretary of Energy and Environmental Affairs Rick Sullivan, MWRA Board Member Joel Barrera and DCR Commissioner Jack Murray.

- Completed construction on the 3.4 acre Alewife Stormwater Wetland, which provides significant environmental benefits by eliminating the existing combined sewer outfall and reducing the discharge of pollutants to the Little River and Alewife Brook. The wetland includes a series of marsh systems, allowing sediment to settle, and removing nutrients and pollutants from the stormwater before it reaches the Little River.
  - Several types of habitats, ranging from emergent marsh to riparian woodland have been created to enrich and enhance the biodiversity that already exists in the Alewife Reservation.
  - The wetland also provides recreational amenities, including a boardwalk and scenic overlooks, environmental education opportunities, an amphitheater designed with seating for a class of students, interpretive signage, and links to the Alewife Greenway Extension's bike and pedestrian paths.
  - The wetland enables the sewer separation and infrastructure renewal of the Concord/Huron Avenue, which will reduce combined sewer overflows to the Alewife Brook by 43.6 million gallons annually.

- Completed last phase of a 14 year effort to remove 370 common manholes from the City's sewer/stormwater system, which has resulted in significant reductions of stormwater being sent to Deer Island for treatment, and has reduced sewer backups and sewer overflows to the Charles River and Alewife Brook.
- Completed major sewer separation and infrastructure projects on Land Boulevard and on Forest, Frost and Oxford streets.
- Continued major sewer separation and infrastructure projects in the Huron/Concord neighborhood, on Fawcett Street, along Western Avenue, along Binney Street and on Irving and Scott Streets.
- Continued investment in a Complete Streets program, through which streets are designed for all users - pedestrians, cyclists, bus riders, drivers and residents. Fully reconstructed 8 miles of sidewalks and 250 ramps and repaved 15 lane miles of roadway.
- Participated in planning for and started construction on the Harvard to Porter (HARPO) Master Plan on the Massachusetts Avenue demonstration block, which includes enhanced tree plantings, improved pedestrian environment and public art components in order to improve pedestrian safety, support the diversity of businesses, promote neighborhood street character and enhance the sense of place and identity of the corridor.

#### **Community Engagement and Customer Service**



125 residents and business owners attended this open house, one of many community meetings related to the Alewife Sewer Separation in the Huron Avenue / Concord Avenue area.

### ***Involving residents:***

- Supported over 200 special events ranging from large festivals to neighborhood block parties and youth events, by coordinating an interdepartmental special events committee and providing basic services.
- Hosted over 45 community meetings, including formal design discussions, night and weekend open houses and community barbeques and ice cream socials for neighbors directly impacted by the Alewife Sewer Separation and Western Avenue construction projects.
- Expanded Household Hazardous Waste program from three annual collection events to four, two each on either side of the city.
- Appointed new members to the standing Recycling Advisory Committee and the Committee on Public Planting.
- Collaborated with Cambridge Housing Authority to expand recycling at 11 properties, in a program reaching 700 households.
- Sponsored the 7th year of Team GreenSense, part of the Mayor's Summer Youth Employment Program, which introduces Cambridge high school students to environmental sustainability issues.

### ***Expanding online services and social media:***

- Expanded the categories included in Cambridge iReport, the City's online and mobile service request application, in coordination with the IT Division. New Public Works categories include tree, park, sidewalk maintenance and snow plowing requests; original categories include missed rubbish and recycling pick up, sidewalk snow and ice, potholes, graffiti and rodents.
- Implemented live maps of open iReport complaints in the categories of snow plowing requests, sidewalk snow and ice, and potholes.
- Developed and promoted two Google maps to help residents find locations to donate clothing and household goods, and locate retailers that take back products and packaging for reuse, recycling and composting.
- Added over 500 new followers on Twitter and over 100 new likes on the Department's Facebook page.
- Produced video content on topics such as recycling and composting, tree tips, stormwater management measures and snow resources.
- Continued to provide online scheduling and payment options for large appliance/ TV disposal online; currently, nearly half of these pick ups are now scheduled and paid for online.



### *Planning for a Sustainable Future*



On April 7, 2014, city officials and area residents were on hand to celebrate the start of the curbside composting pilot program in North Cambridge. The pilot program will run from April 7, 2014 through March 31, 2015.

- Initiated a one-year curbside organics pilot program in April 2014 with support from Massachusetts Department of Environmental Protection (MassDEP). The program includes over 500 North Cambridge households, who dispose of food scraps in City supplied biobags and bins, which are picked up each Monday by a dedicated Public Works truck. If successful, the City will look to expand the program in future years.
- Implemented Emerald Ash Borer Management and Public Outreach Plan, in response to threat from pest expected to target ash trees in City in coming years. Plan for nearly 900 City-maintained ash trees includes proactive treatment of healthy trees and removing potentially hazardous standing dead ash.
- Implemented five year capital improvement program that addresses building envelope, HVAC, energy efficiency, accessibility and occupant comfort issues in City buildings in an integrated fashion. This program builds on the Green Communities Act energy-efficiency improvements already realized by the City over the past five years.
- Continued to work with the Community Development and Public Health Departments in executing a Climate Change Vulnerability Assessment for the City, including flood assessment in collaboration with MassDOT and the Boston Water and Sewer Commission.
- Collaborating with the City Council, the City Manager's Office and other City departments in establishing a Plastic Bag Ban in accordance with the proposed Plastic Bag Reduction Ordinance. Public

Works will support the establishment of regulations, development of guidance documents, and the implementation of a community outreach and engagement program.

- Began a pilot program at the Cambridge Cemetery to fuel diesel vehicles with "B20" biodiesel fuel made from waste vegetable oil sourced from restaurants in New England. This fuel is beneficial for a number of reasons: it does not compete with food production, is transported shorter distances and has a lower overall carbon footprint than biodiesel sourced from raw materials.

<b>FINANCING PLAN</b>	<b>DETAIL</b>	<b>SUMMARY</b>
<b>TAXES</b>		<b>\$24,227,950</b>
Real Estate Taxes	\$24,227,950	
<b>CHARGES FOR SERVICES</b>		<b>\$6,185,320</b>
Water Usage Charge	\$400,000	
Parking Fund Parking Usage	\$2,238,740	
Sewer Service Charge	\$3,150,080	
Sewer Connection Fee	\$125,000	
Cemetery Fees	\$240,000	
Document Sales	\$1,500	
White Goods	\$30,000	
<b>LICENSES AND PERMITS</b>		<b>\$557,500</b>
Public Works Street Permit	\$550,000	
Newspaper Boxes	\$7,500	
<b>FINES &amp; FORFEITS</b>		<b>\$1,058,195</b>
Parking Fines	\$1,058,195	
<b>INTERGOVERNMENTAL REVENUE</b>		<b>\$1,316,060</b>
State Cherry Sheet Revenue	\$1,316,060	
<b>MISCELLANEOUS REVENUE</b>		<b>\$289,465</b>
Rent Of City Property	\$78,300	
Interest on Perpetual Care	\$40,000	
Sale of Lots and Graves	\$80,000	
Recycling Revenue	\$15,000	
Overtime Reimbursement	\$30,000	
Misc Reimbursement	\$46,165	
<b>TOTAL FY15 BUDGETED REVENUE</b>		<b>\$33,634,490</b>

<b>STATUTORY ANALYSIS</b>	<b>SUMMARY</b>
<b>SALARIES &amp; WAGES</b>	<b>\$21,412,760</b>
<b>OTHER ORDINARY MAINTENANCE</b>	<b>\$11,517,700</b>
<b>TRAVEL &amp; TRAINING</b>	<b>\$104,030</b>
<b>EXTRAORDINARY EXPENDITURES</b>	<b>\$600,000</b>
<b>TOTAL FY15 BUDGETED EXPENDITURES</b>	<b>\$33,634,490</b>

<b>FULL TIME BUDGETED EMPLOYEES</b>	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>
	<b>213</b>	<b>213</b>	<b>213</b>

ACTUAL FY13	PROJECTED FY14		BUDGET FY15
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**PUBLIC WORKS  
-Administration**

\$1,377,260  
\$829,960  
\$2,234,485  
\$4,441,705

\$1,486,745  
\$863,150  
\$2,187,820  
\$4,537,715

**ADMINISTRATION  
BUSINESS SERVICES  
ENGINEERING**

\$1,526,045  
\$628,735  
\$2,370,235  
\$4,525,015

**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, customer service 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.

**FY15 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.*

**BUSINESS SERVICES**

**PURPOSE & OVERVIEW:** The Business Services Division oversees the financial operations of Public Works. The Division manages operating and capital budgets, pays invoices, prepares and manages contracts, expands the use of technology in administrative functions and supports the business needs of the Department's operating divisions.

## 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.



(L): Construction of a 160,000 gallon storm water holding tank on Hovey Street to reduce flooding in the Agassiz neighborhood. (R): Installation of 36" drain pipe, Western Avenue.

**Sewer and Stormwater Management:** In FY14, the sewer and stormwater management program included management of a \$142.3 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.



Newly completed Alewife wetland

**Alewife Sewer Separation Program:** The three contracts currently underway in the Huron Avenue / Concord Avenue area are part of the long-term Alewife Sewer Separation Program to enhance the water quality of the Alewife Brook and Boston Harbor. When the projects are completed, the neighborhood will be served by fully separated sewer and drain systems that do not contribute any combined sewer overflows to the Alewife Brook. In addition, there will be new streets and accessible sidewalks, enhanced pedestrian improvements and over 300 new street trees. The City is working with the Massachusetts Water Resources Authority (MWRA), who are under court order, as part of the Boston Harbor cleanup case, to complete sewer separation in this area by December 2015. The surface restoration will continue through 2016.

The 3 projects include over:

- 10 miles of new sewer and drain pipe
- 6.5 miles of new water mains
- 15 miles of new sidewalks
- 135 new pedestrian ramps
- 300 new street trees



**Figure 1: Alewife Sewer Map**



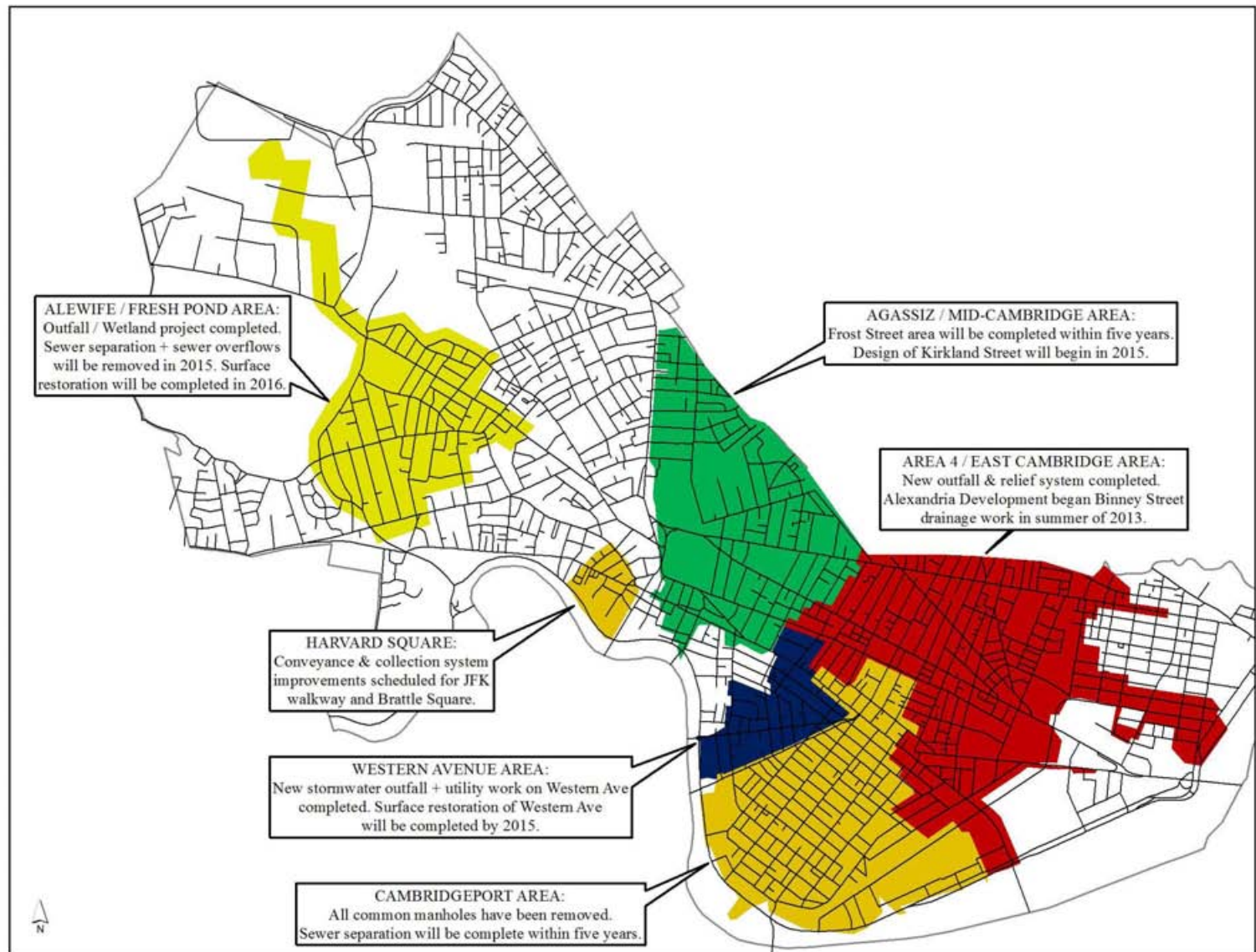
The three construction contracts currently underway in the Huron Avenue / Concord Avenue area will result in fully separated sewer and drain systems, new streets and accessible sidewalks, enhanced pedestrian improvements and new street trees.

**FY15 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.*

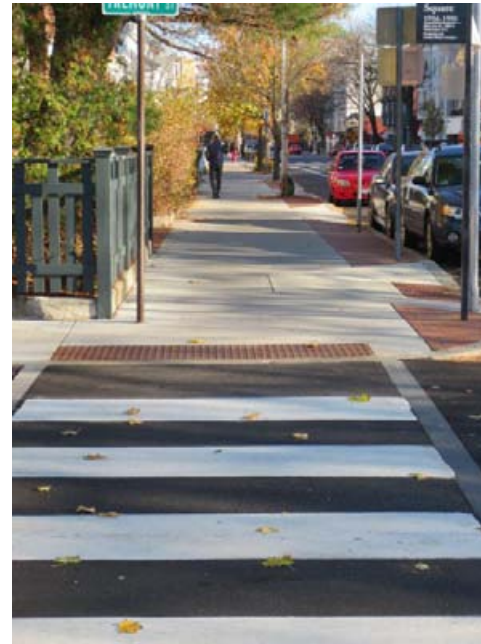


**Figure 2: Sewer & Stormwater Infrastructure Program**



Major investment in sewer and stormwater infrastructure and maintenance continues to help improve the water quality of discharges to the Alewife Brook and Charles River, as well as sewer and stormwater levels of service.

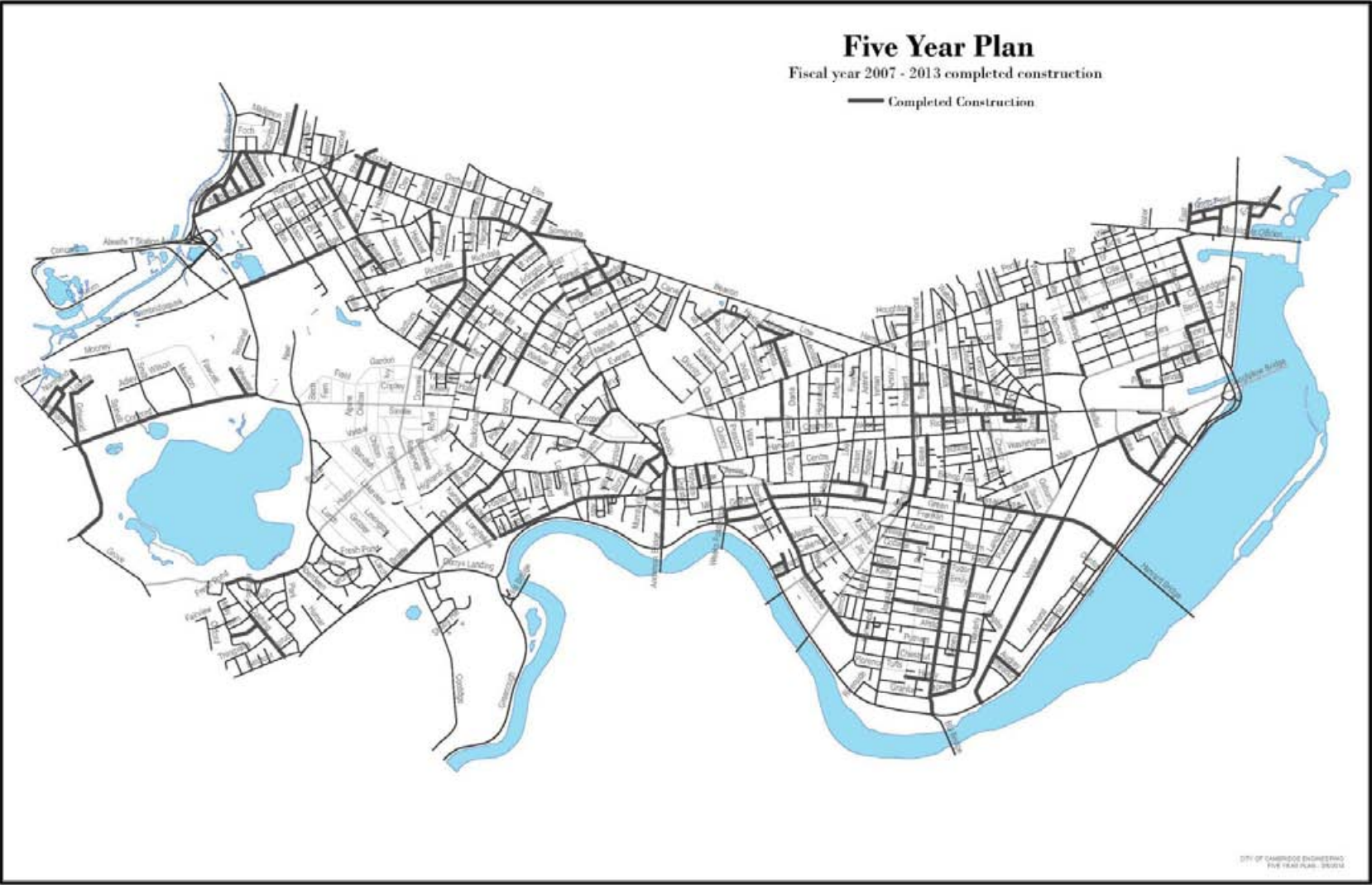
**Surface Improvements:** In FY14, the Engineering Division also managed \$20.5 million in street and sidewalk improvement contracts at locations identified in the *Five Year Sidewalk and Street Reconstruction Plan*. The *Five Year Plan* is updated annually in close coordination with the City's Commission for Persons with Disabilities, Pedestrian Committee and Bike Committee. The Division continues to emphasize the City's commitment to a "complete streets" program, through which streets are designed for all users. The plan continues to include more sidewalk locations as well as the reconstruction of missing ramps on major arterials. The Division utilizes a Pavement Management System and Sidewalk Condition Survey to analyze the condition of every street and sidewalk in the city to provide a basis for prioritizing future improvements.



Newly constructed sidewalk and raised crosswalk, Broadway at Tremont Street.

- **GOAL 4:** *Improve sidewalk and roadway infrastructure to advance vehicular safety, cyclist safety, pedestrian safety and accessibility for persons with disabilities.*

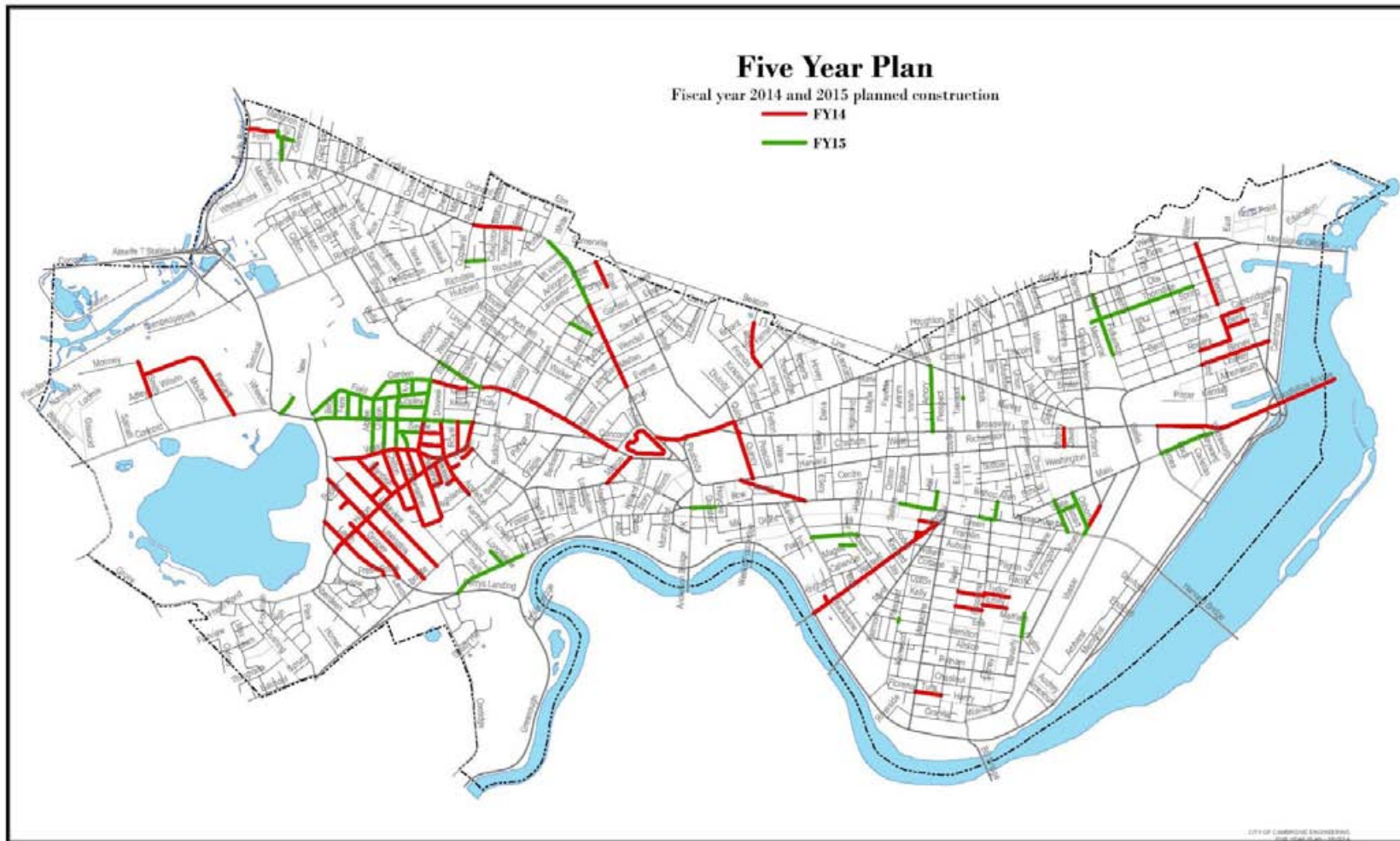
Figure 3: Five Year Plan Completed Construction (FY07 - FY13)



Public Works continues to emphasize the City’s commitment to a “complete streets” program, through which streets are designed for all users.

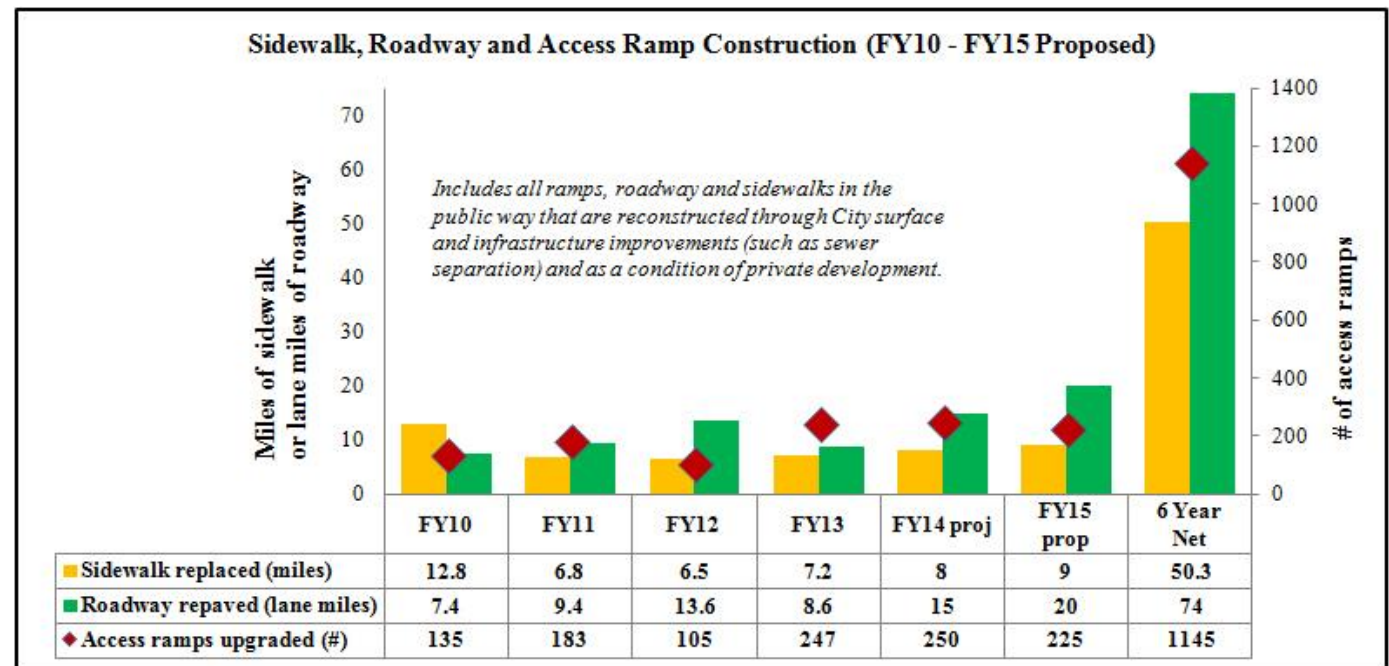


**Figure 4: Five Year Plan Planned Construction (FY14 and FY15)**



For more information about the City's Five Year Street and Sidewalk Reconstruction Plan, please visit [www.cambridgema.gov/theworks/fiveyearplan](http://www.cambridgema.gov/theworks/fiveyearplan).

**Figure 5: Sidewalk, Roadway and Access Ramp Construction (FY10 - FY15 Proposed)**



Public Works continues to include more sidewalk locations as well as the reconstruction of missing ramps on major arterials as part of maintenance and reconstruction projects.

**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	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Updates made to sewer/stormwater collection model and GIS	4,417	5,000	5,000	5,000

ACTUAL FY13	PROJECTED FY14		BUDGET FY15
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**PUBLIC WORKS**  
-Service Programs/Public Ways

\$3,428,620  
\$2,010,880  
\$5,439,500

\$3,828,445  
\$2,584,310  
\$6,412,755

**STREET AND SEWER MAINTENANCE  
SNOW AND ICE**

\$3,833,810  
\$324,755  
\$4,158,565

**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 pipe lines, more than 4,500 catch basins and 70 sewer and stormwater pumps.



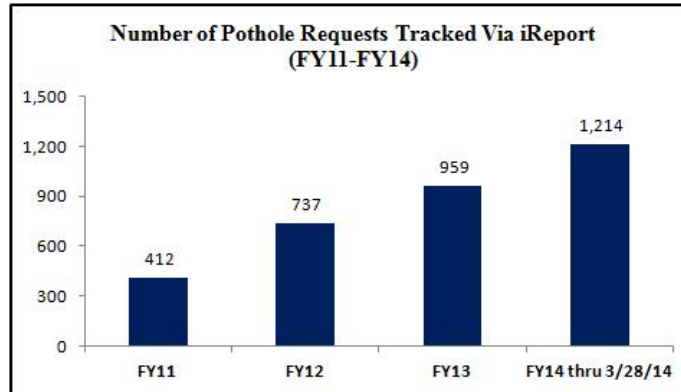
(L): The Street Maintenance Division repairs a pothole near Danehy Park. (R): Maintenance operations serve to reduce emergency back-ups and flooding.

The Division's preventive sewer maintenance program includes cleaning approximately 2,000 catch basins annually, 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.

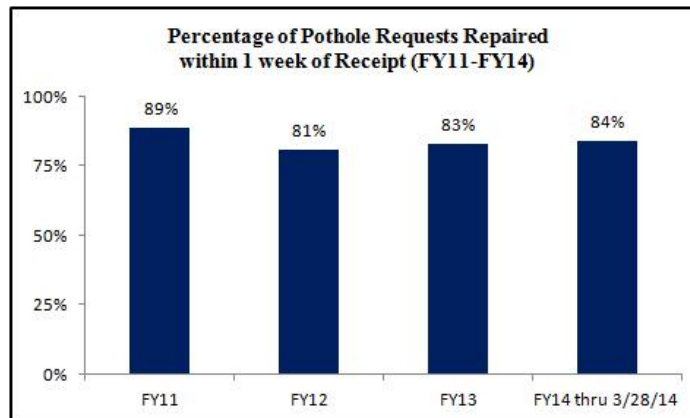
Street and Sewer Maintenance permits and inspects private and institutional construction in the public way (including sidewalks and ramps, streets, sewer connections, drainage structures and cranes); permits and inspects business sidewalk use (including newsracks, A-frame signs and outdoor dining); consults with contractors and utility companies; and provides technical assistance to homeowners.

**Figure 6a: Number of Pothole Requests Tracked Via iReport (FY11-FY14)**

This figure shows the increasing popularity of iReport as a service request tool for the public



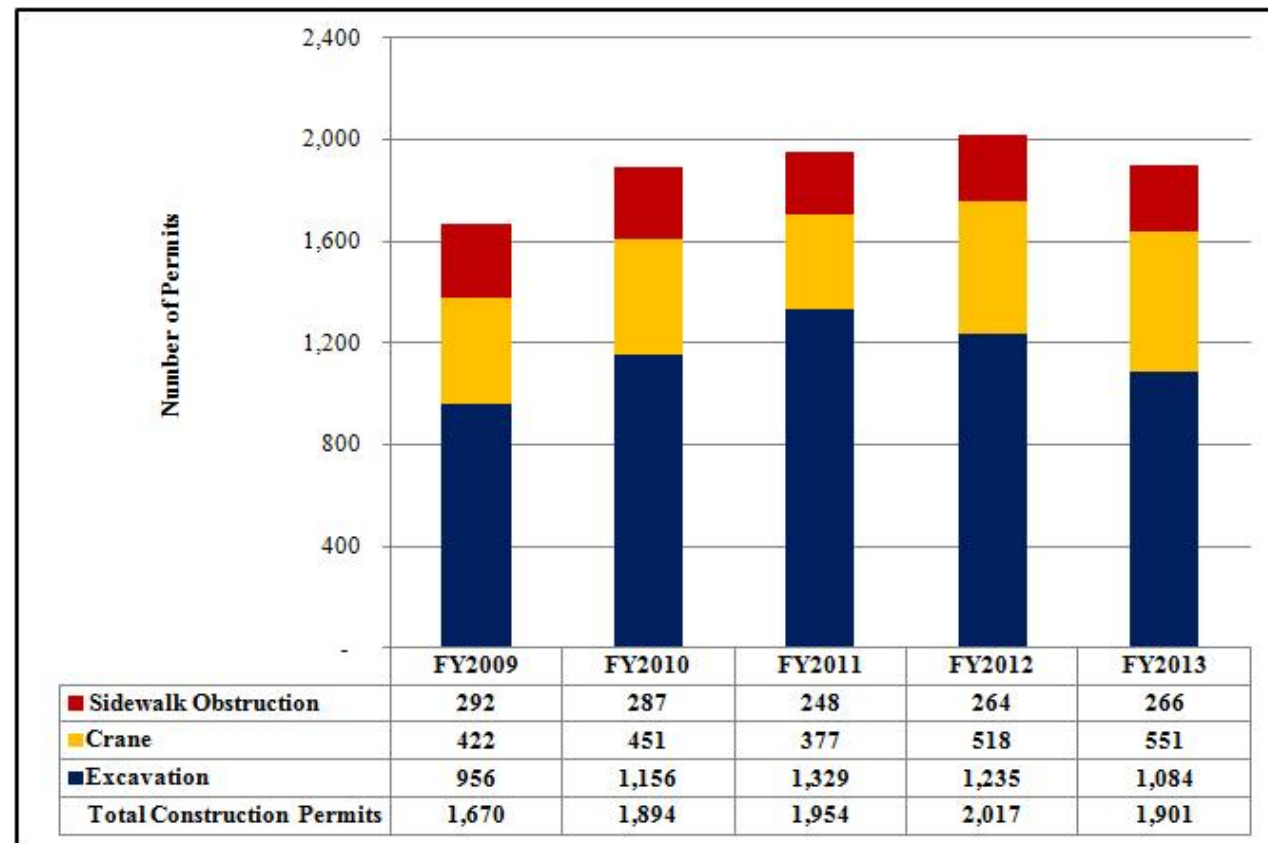
**Figure 6b: Percentage of Potholes Repaired Within One Week**



Service delivery goal = 90% of repairs within one week of receipt



**Figure 7: Public Works Construction Permit Volume (FY09 - FY13)**



**FY15 GOALS:**

- *GOAL 1: Continue to improve preventative maintenance and rapid response programs associated with sidewalks and streets and with sewer and stormwater systems.*
- *GOAL 2: Maintain permit program that supports community needs and provides excellent customer service.*



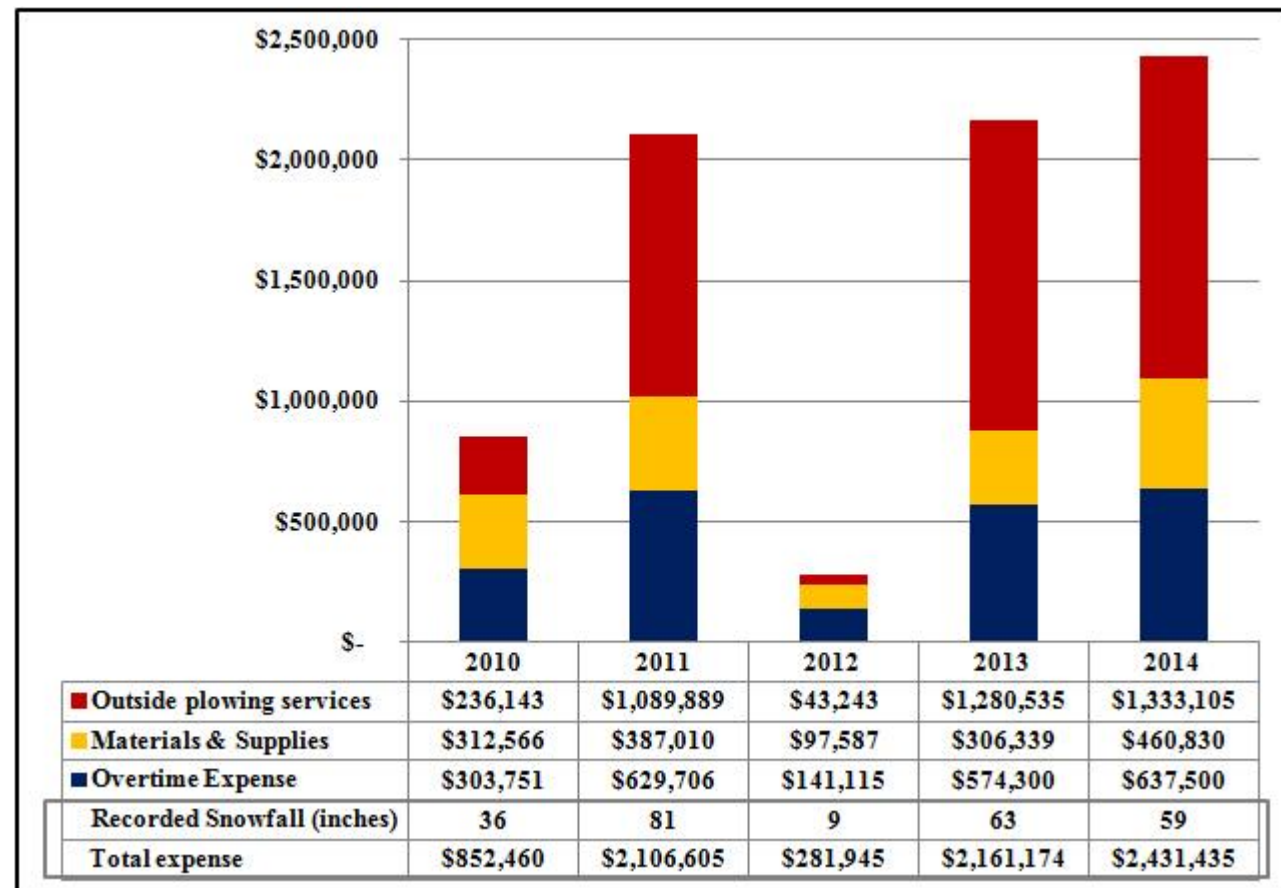
## SNOW AND ICE

**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 provides public information and assistance during snow events. Salting and plowing operations cover 125 miles of roadway and over 23 miles of sidewalk, including sidewalks and ramps abutting schools, public buildings, high volume bus stops, parks and other public areas. Public Works also promotes sidewalk snow and ice clearance by private property owners 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.



(L): Snow clearing of pedestrian areas in Harvard Square. (R): Plowing operations in Porter Square.

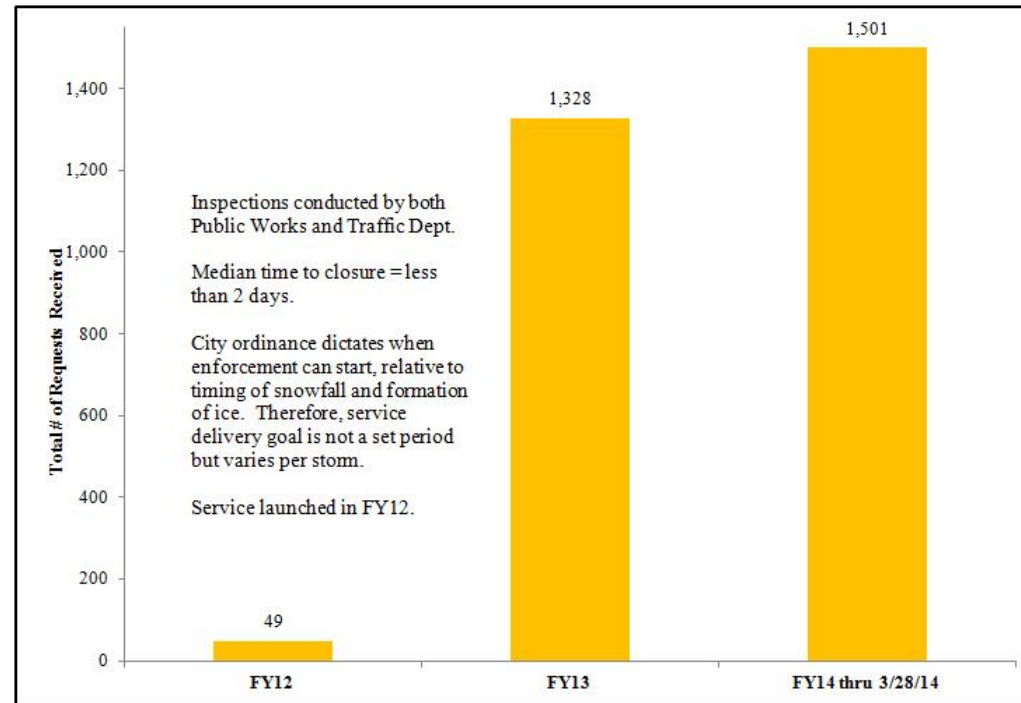
**Figure 8: Public Works' Snow Clearing Expenses and Total Snowfall Amounts (FY10– FY14)**



FY14 Snow Totals as of March 27, 2014

Public Works continues to increase the scope of its snow operations 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 work 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 9: Number of Report of Snowy/ Icy Sidewalks Managed Using iReport (FY12-FY14)**



#### **FY15 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.*

ACTUAL FY13	PROJECTED FY14		BUDGET FY15
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**PUBLIC WORKS**  
-Service Programs/Solid Waste

\$2,072,130  
\$4,162,325  
\$2,483,180  
\$8,717,635

\$2,087,255  
\$4,062,515  
\$2,612,990  
\$8,762,760

STREET CLEANING  
RUBBISH REMOVAL  
RECYCLING

\$2,173,590  
\$4,413,485  
\$2,668,030  
\$9,255,105

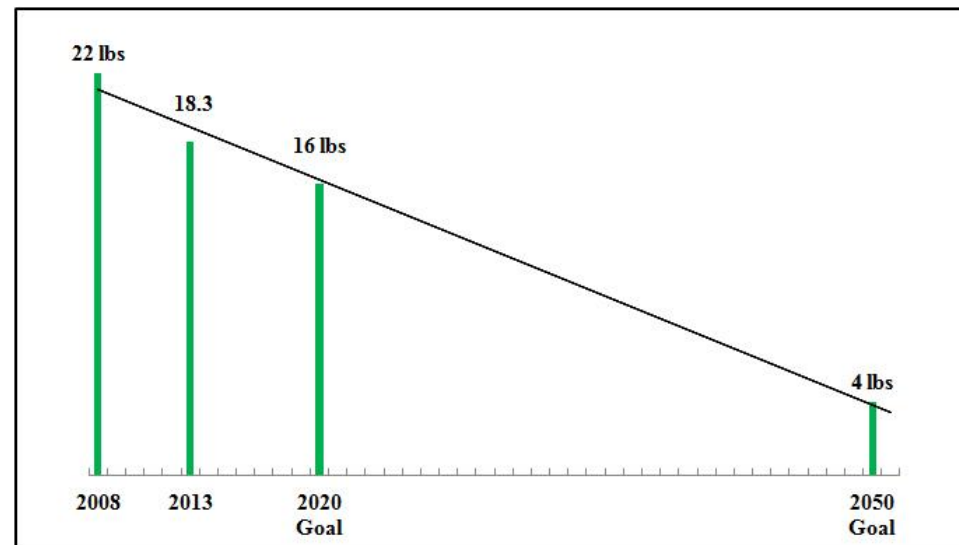
**SOLID WASTE**

**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 10: Longterm Curbside Trash Reduction Goals (pounds of trash per household per week)**

Working toward a 30% reduction in residential trash quantities by 2020 and an 80% reduction by 2050 (from baseline year 2008).

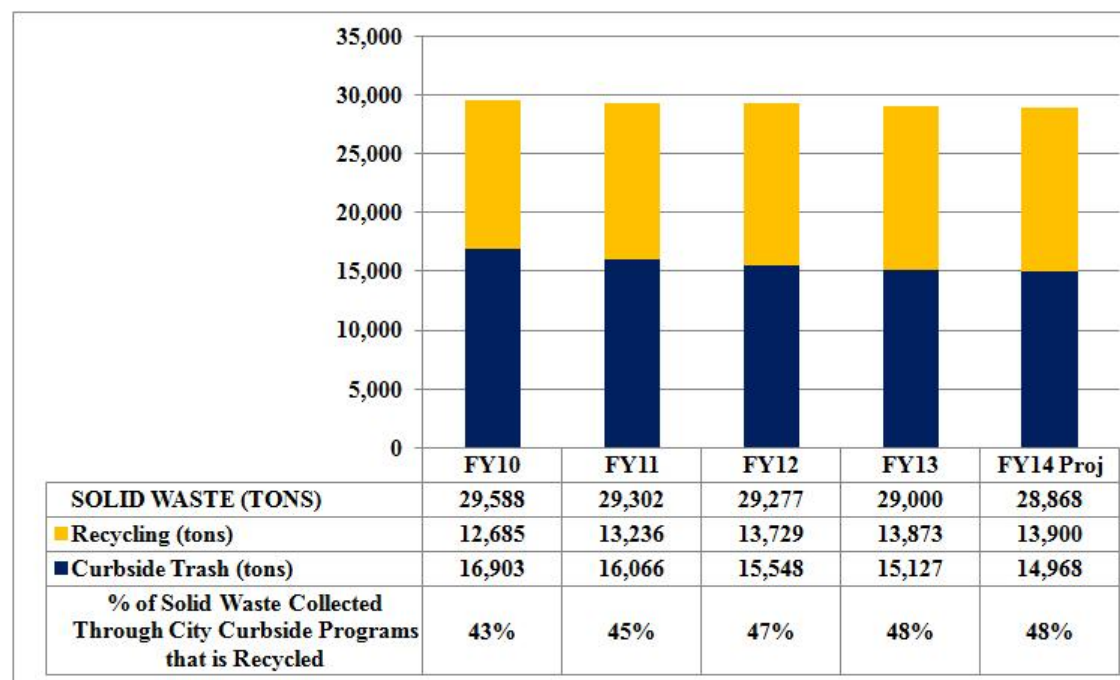


In 2013, rubbish served approximately 31,750 households.

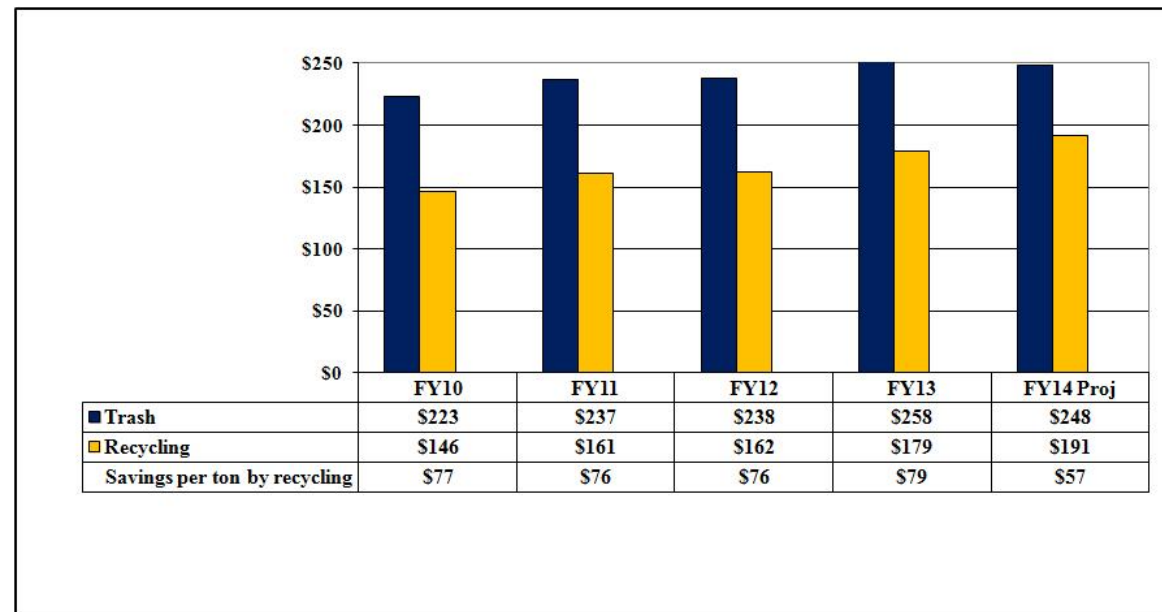
The Division manages weekly curbside pickup of single-stream recycling and trash from residential areas, public buildings and schools, weekly yard waste collection for nine months each year, seasonal Christmas tree collection, pre-scheduled collection of large appliances on a fee basis and household 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. Staff provide technical assistance to multi-family property managers, City buildings, and public schools to improve waste diversion.

As part of efforts to continue to reduce residential trash quantities, during April 2014, the City began a one year pilot program for curbside pickup of food scraps from residents at over 500 households in a specific section of North Cambridge. This program is supported in part with a grant from MassDEP.

**Figure 11: Curbside Trash and Recycling Tonnage (FY10 – FY14 Projected)**



**Figure 12: Cost Per Ton of Trash and Recycling: Savings Per Ton By Recycling (FY10 – FY14 Projected)**



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.





(L): Public Works continues to expand the number of recycling receptacles in public areas. (Center): Citywide street sweeping from April - December helps to keep streets clean and improve the quality of stormwater discharged to the Charles River and Alewife Brook. (R): Emissions-free pedal-trucks collect recycling from many public area bins.

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.

**FY15 GOALS:**

- *GOAL 1: Reduce residential trash quantities by 30% by 2020, and by 80% by 2050 (from 2008 baseline year).*

PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 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	75%	75%	77%	79%
2. Number of large apartment buildings (6+ units) monitored for recycling participation	419	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	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Implement weekly curbside compost collection pilot program for 500 plus residences (percent complete)	0%	n/a	24%	100%
2. Expand compost collection to all Cambridge Public Schools, in collaboration with the School Department (# of school buildings with food scrap collection for composting)	8	10	10	11

- *GOAL 3: Keep Cambridge a clean and environmentally responsive city and reduce the toxicity of trash, land-filled or incinerated.*



**Table 1: Toxics Diverted from the Waste Stream (FY09 - FY13)**

	<b>FY09</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>
<b>Bulky waste items (#, includes white goods)</b>	1,181	758	506	792	483
<b>CFCs extracted from appliances (lbs)</b>	281	315	211	368	192
<b>Computer monitors, TVs and other E-Waste (lbs)</b>	312,380	282,660	280,480	274,641	195,571
<b>Hazardous batteries (lbs)</b>	1,214	1,924	681	1,332	1,460
<b>Fluorescent bulbs (#)</b>	10,833	14,674	10,034	13,306	24,262
<b>Mercury-containing devices (lbs)</b>	25	256	309	304	79
<b>Motor oil (gallons)</b>	1,520	2,738	1,000	850	900
<b>Paint (gallons)</b>	6,525	4,313	3,148	2,889	1,885
<b>Cars at household hazardous waste events (#)</b>	752	940	927	871	855

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 FY13	PROJECTED FY14		BUDGET FY15
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**PUBLIC WORKS**  
-Service Programs/Public Grounds

\$4,793,450  
\$4,793,450

\$5,003,385  
\$5,003,385

**PARKS & URBAN FORESTRY**

\$5,239,315  
\$5,239,315

**PURPOSE & OVERVIEW:** The Parks and Urban Forestry Division is responsible for the maintenance of over 130 municipal and

school properties, including parks, playgrounds, squares, plazas, medians and public building grounds. Parks and Urban Forestry ensures that parks are safe, clean and attractive, and have been properly prepared for sports activities and other special events.

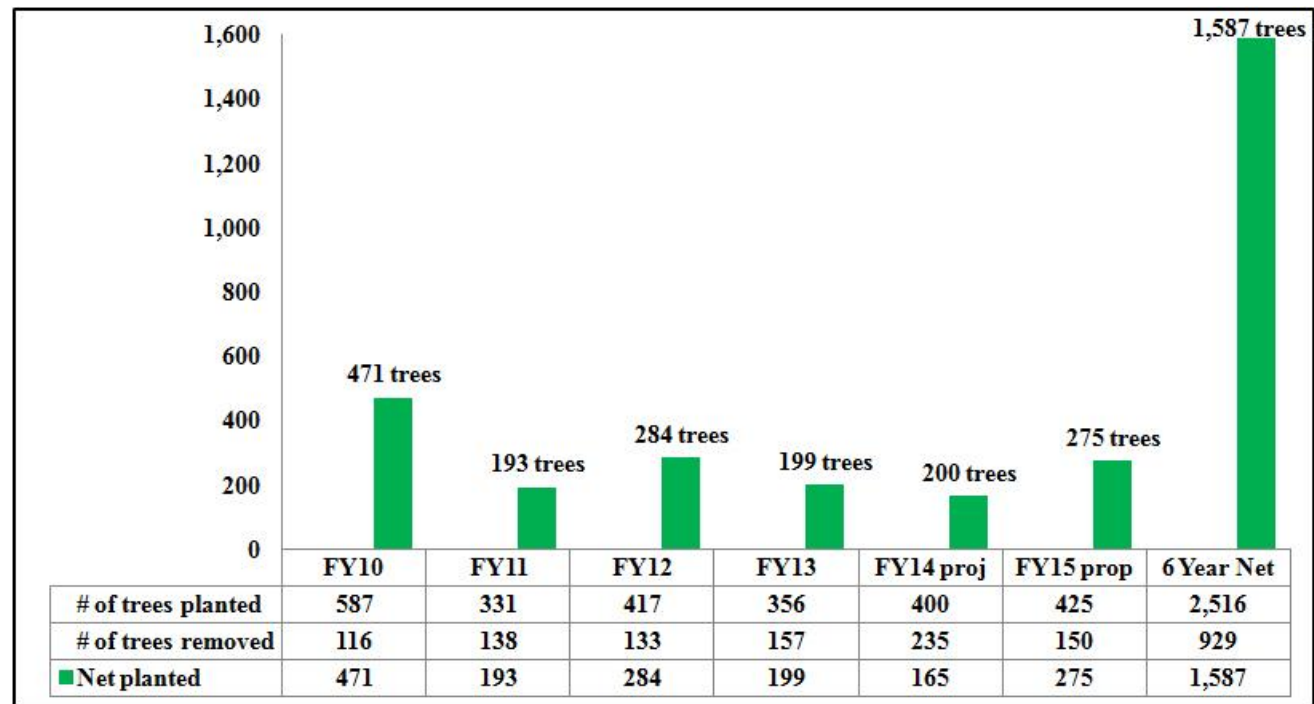


(L): Park Maintenance crews improve plantings and install new irrigation system at School and Windsor Streets.  
(R): City Arborist works with CRLS students to plant trees as part of Arbor Day celebrations during April 2013.

The Division oversees installation, renovation and maintenance of landscape beds, playing fields and playground structures throughout the city. Staff currently maintain over 85 sites which have varying forms of water play areas, irrigation and water fountains, support the City's community garden program in coordination with the Director of the Conservation Commission, and maintain an annual flower planting program including hanging flower baskets in many city squares.

Parks and Urban Forestry is also responsible for implementing a program of arboriculture for approximately 19,100 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 21st consecutive year, as well as the Foundation's more prestigious Growth Award for the 6th consecutive year.

**Figure 13 : Increase in City-Maintained Urban Forest (FY10 - FY15 proposed)**



**FY15 GOALS:**

- *GOAL 1: Continue to provide a quality park and landscaping maintenance program, with a commitment to community partnerships.*
- *GOAL 2: Maintain a commitment to proactive maintenance and excellent customer service in the Urban Forestry program.*

PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Number of trees pruned	2,300	3,200	3,200	3,200
2. Total number of Urban Forestry service requests received	910	800	800	800
3. Number of emergency response service requests for Urban Forestry	570	175	175	175
4. Complete planting requests within 1 year (percent of requests)	97%	90%	90%	90%
5. Urban Forestry maintenance requests completed within 180 days (percent of requests)	64%	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	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Number of community presentations on forestry topics and tree walks	17	15	16	15
2. Number of volunteer events (tree planting, tree pruning and tree well maintenance)	10	8	9	9

ACTUAL FY13	PROJECTED FY14		BUDGET FY15
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**PUBLIC WORKS**  
-Service Programs/Cemetery

\$1,027,730  
\$1,027,730

\$1,094,210  
\$1,094,210

**CEMETERY**

\$1,030,050  
\$1,030,050

**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.



Ongoing planting and beautification remains a priority at the Cambridge Cemetery.

Annual Community Preservation Act (CPA) funding since 2007 has enabled the Cemetery to restore 105 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.

#### **FY15 GOALS:**

- *GOAL 1: Provide high quality grave site preparation and continue to improve cemetery maintenance and service.*

PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Number of traditional interments	189	275	167	185
2. Number of cremation burials	63	70	65	65

- *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	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Number of new spaces for burial created	53	75	45	30

ACTUAL FY13	PROJECTED FY14		BUDGET FY15
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**PUBLIC WORKS**  
-Supporting Serv./Public Bldgs.

\$1,908,220  
\$2,043,015  
\$565,605  
\$4,516,840

\$2,034,245  
\$2,312,610  
\$544,825  
\$4,891,680

OPERATION \$2,168,890  
MAINTENANCE \$2,220,870  
ADMINISTRATION \$555,095  
\$4,944,855

**PUBLIC BUILDING ADMINISTRATION**

**PURPOSE & OVERVIEW:** Public

Buildings includes Building Operations, Building Maintenance and Public Building Administration. The Division is responsible for all aspects of construction, renovation and significant maintenance to City buildings, from the initial phases of designer selection, development of specifications and bid documents through construction project management.

The Public Buildings Division managed \$6.9 million in maintenance contracts during the previous fiscal year as outlined in the Five Year Public Investment Plan. During FY14, the Division implemented year one of the Five Year Capital Improvement program for heating, ventilation and air conditioning (HVAC), and will play a key role as the City develops and implements its integrated, multi-year Comprehensive Facilities Improvement Plan starting in FY15.

Staff also provides carpentry, painting, plumbing, lock installation and repair, sign fabrication, heating and ventilation services for 35 City buildings, and custodial services to 13 municipal buildings.

Energy efficiency and environmental sustainability are a priority in all maintenance and operations: When new appliances, windows and doors are purchased, they are all ENERGY STAR rated; renovated historic doors are installed to be as air-tight as possible; old carpet is recycled and new carpet is made from recycled materials; all wood flooring installed comes from a certified sustainable forest; and all paints are low or no volatile organic compounds (VOCs). Buildings are cleaned using only US GreenSeal approved, environmentally-preferred cleaning products and green cleaning practices are used (including HEPA filtered vacuum cleaners) in all buildings to maintain indoor air quality at a high standard. 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 supports approximately 75 public events annually by setting up staging and a public address system, and fabricates both temporary and permanent signage.

## FY15 GOALS:

- **GOAL 1:** *Conduct a comprehensive assessment of City buildings, and develop a capital improvement plan that addresses a range of needs, including those related to mechanical systems, structural components, space planning, electrical systems, technology systems, historic preservation, environmental sustainability and accessibility.*

PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Develop five year comprehensive facilities improvement plan (percent complete)	n/a	n/a	5%	40%

- **GOAL 2:** *Reduce energy consumption through the installation of energy saving technology and upgrades of equipment, with a focus on implementing the improvements identified in the Five Year Capital Improvement program for heating, ventilation and air conditioning (HVAC).*

- **GOAL 3:** *Maintain prompt response time for service requests, including moving, special events and cleaning services.*

PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Number of service requests	162	110	110	110
2. Average number of days to close requests	13.8	9.0	9.0	9.0

- **GOAL 4:** *Improve response time for service requests, such as plumbing, heating, carpentry, lock repair, moving and staging requests.*

PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Number of work requests (Operations & Maintenance)	753	1,000	800	1,000
2. Average number of days to close request	29.9	20.0	20.0	20.0



ACTUAL FY13	PROJECTED FY14		BUDGET FY15	PUBLIC WORKS -Supporting Services/Vehicle Maintenance																								
<u>\$1,719,205</u> \$1,719,205	<u>\$2,080,510</u> \$2,080,510	<div>VEHICLE &amp; EQUIPMENT MAINTENANCE</div> <div><p>PURPOSE &amp; OVERVIEW: The Vehicle Maintenance Division maintains and repairs over 300 City-owned vehicles and pieces of equipment. 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.</p><p>Public Works plays an important role in the implementation of the City's Green Fleets Policy, which was adopted as part of the Green Communities application process. Under this Policy, all departments must purchase only fuel efficient vehicles for municipal use whenever such vehicles are commercially available and practicable. The City has committed to operating and maintaining its vehicles in a manner that is energy efficient 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.</p><p>Vehicle Maintenance has 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.</p><p><b>FY15 GOALS:</b></p><div><div>GOAL 1: Maximize vehicle availability.</div><table><thead><tr><th>PERFORMANCE MEASURES</th><th>FY13 ACTUAL</th><th>FY14 BUDGET</th><th>FY14 PROJECTED</th><th>FY15 PROPOSED</th></tr></thead><tbody><tr><td>1. Number of emergency breakdowns</td><td>44</td><td>15</td><td>45</td><td>35</td></tr><tr><td>2. Number of preventive maintenance service orders</td><td>199</td><td>250</td><td>200</td><td>250</td></tr></tbody></table><div>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.</div><table><thead><tr><th>PERFORMANCE MEASURES</th><th>FY13 ACTUAL</th><th>FY14 BUDGET</th><th>FY14 PROJECTED</th><th>FY15 PROPOSED</th></tr></thead><tbody><tr><td>1. Number of staff members with a CDL</td><td>98</td><td>100</td><td>95</td><td>100</td></tr></tbody></table></div></div> <div><u>\$1,851,480</u> \$1,851,480</div>	PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED	1. Number of emergency breakdowns	44	15	45	35	2. Number of preventive maintenance service orders	199	250	200	250	PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED	1. Number of staff members with a CDL	98	100	95	100	
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1. Number of staff members with a CDL	98	100	95	100																								

ACTUAL FY13	PROJECTED FY14		BUDGET FY15
<u>\$985,575</u> \$985,575	<u>\$1,007,970</u> \$1,007,970	OFF-HOUR SERVICES	<u>\$877,445</u> \$877,445

**PUBLIC WORKS**  
-Supporting Services/Off-Hour Services

**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 FY13	PROJECTED FY14		BUDGET FY15
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**PUBLIC WORKS**  
**-Supporting Services/Energy**

\$1,492,475  
\$1,492,475

\$1,556,500  
\$1,556,500

**ENERGY**

\$1,752,660  
\$1,752,660

**PURPOSE & OVERVIEW:** Public Works is responsible for paying utility and fuel expenses for 22 City buildings, 50 parks and playing fields, 21 pump stations and 318 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.

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. Recent educational campaigns have focused on Waste Reduction and Sustainable Transportation programs.

Public Works continues to collaborate with other City departments to meet additional energy and greenhouse gas reduction goals. As such, Public Works strives to operate new LEED-certified buildings efficiently and to increase energy efficiency in older facilities. The Department also continues to be responsive to requests for increased use of City facilities for community activities.

**FY15 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.*

	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
<b>PERFORMANCE MEASURES</b>				
1. Number of buildings which have been (re/retro) commissioned or retuned to ensure buildings are operating at maximum efficiency (cumulative)	11	14	12	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.*

ACTUAL FY13	PROJECTED FY14		BUDGET FY15
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## WATER -Summary

**\$5,550,370**  
**\$5,607,260**  
**\$2,667,575**  
**\$13,825,205**

**\$5,460,400**  
**\$5,254,385**  
**\$2,879,640**  
**\$13,594,425**

**ADMINISTRATION**  
**SOURCE OF SUPPLY**  
**TRANSMISSION & DISTRIBUTION**

**\$5,160,300**  
**\$5,635,560**  
**\$3,168,415**  
**\$13,964,275**

**PURPOSE & OVERVIEW:** The Cambridge Water Department (CWD) is a municipally owned and operated water utility servicing approximately 105,000 residents.

The mission of the Department is to provide a safe, uninterrupted water supply of the highest quality to the citizens of Cambridge. 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 CWD continues to implement its long-term capital strategic plan to maintain the integrity and functionality of the Cambridge water system. The Cambridge water system is comprised of: 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.

### FY14 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Continued the implementation of lighting improvements at the treatment plant, treatment process energy saving measures as well as the installation of variable frequency drives (VFDs) on the raw water pumps and solar panels of the treatment plant roof. These measures are in concert with the City's continuing effort to meet greenhouse gas emissions, renewable energy and energy reduction goals.
- Continued the peak electrical demand management plan to conserve electricity and reduce demand charges for the City.
- Produced over 3.7 billion gallons of high quality potable water to serve Cambridge's needs.
- Provided 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, staff presented information about the Water Department to local colleges, universities and international groups. Additionally, coordinated the 7th annual Fresh Pond Reservation Day in June.
- Completed/continued collaborative infrastructure projects on: Broadway, Boardman, Columbia, Fawcett and Fulkerson Streets, Land Boulevard, Cambridge Park Drive, Discovery Park, Contracts 13, 14, 15 and 17 Sewer Separation, CAM 004, Wheeler Street, Western Avenue, Huron A, Huron B, Concord Avenue

and the Martin Luther King School Project.

- Reduced unaccounted for water by conducting annual leak detection of the distribution system; found and repaired 4 leaks; responded to and repaired all water main or service leaks in the water distribution system.
- Continued to ensure the safety of Cambridge drinking water by completing backflow prevention device testing and re-testing for all inventoried devices and continued to survey facilities for cross connections throughout the city.
- Per Department of Environmental Protection (DEP) regulations, distributed the 2013 annual "Consumer Confidence Report" on drinking water quality via direct mail and the Department website.
- Rehabilitated over 12,000 feet of water mains; replaced lead water services and replaced or repaired 222 valves; eliminated over 12,000 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 62,750 tests. Maintained Laboratory Certifications for a variety of drinking water parameters.
- Provided real-time information to customers, created and maintained CWD Twitter and Facebook accounts.
- Through the Fresh Pond Reservation and Volunteer Stewardship Programs, coordinated over 900 hours of volunteer work.
- Completed the implementation of Winter Street Dam Embankment and Spillway Repairs.
- Completed implementation of the last phase of restoration plantings at Glacken Slope.
- Completed the construction of a new 24 inch water main from the treatment plant to the existing 20 inch main located on Fresh Pond Parkway to add redundancy to the transmission system.
- Completed upgrades to the 40 inch and 30 inch primary transmission mains on Huron Avenue replacing 250 feet of 125 year old steel and cast iron water main with 42 inch ductile iron pipe, installing two 42 inch, one 30 inch and one 24 inch butterfly valve, providing better control and regulation to the water distribution system.
- Completed improvements to allow testing of Fire Department apparatus.
- Completed the development of a Community Watershed Program for City owned watershed land in Lexington and Lincoln.
- Completed the Hobbs Brook Reservoir, Trapelo Road and Winter Street Gatehouse Restoration.

<b>FINANCING PLAN</b>	<b>DETAIL</b>	<b>SUMMARY</b>
<b>CHARGES FOR SERVICES</b>		<b>\$13,964,275</b>
Water Usage Charge	\$13,014,275	
Misc Water Charges	\$105,000	
Cross Connection Fee	\$495,000	
Retained Earnings/Water Fund	\$350,000	
<b>TOTAL FY15 BUDGETED REVENUE</b>		<b>\$13,964,275</b>

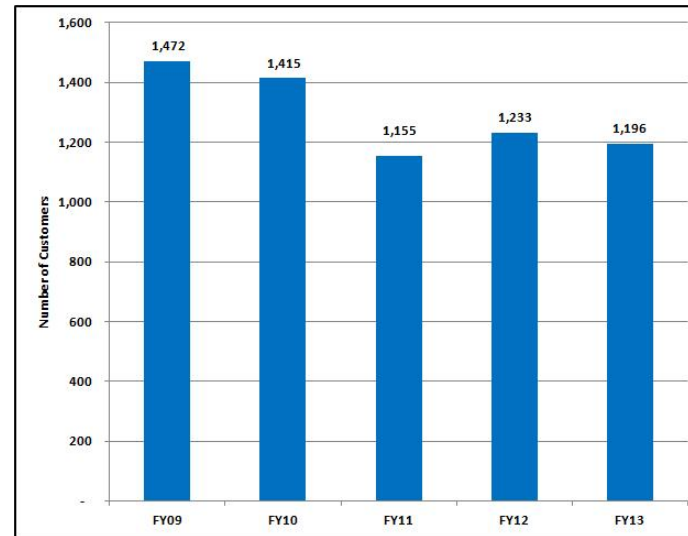
STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	\$6,607,590
OTHER ORDINARY MAINTENANCE	\$3,982,800
TRAVEL & TRAINING	\$86,580
EXTRAORDINARY EXPENDITURES	\$3,287,305
TOTAL FY15 BUDGETED EXPENDITURES	\$13,964,275

<b>FULL TIME BUDGETED EMPLOYEES</b>	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>
	<b>55</b>	<b>55</b>	<b>55</b>

ACTUAL FY13	PROJECTED FY14		BUDGET FY15	WATER -Administration										
\$1,473,225	\$1,509,220	ADMINISTRATIVE ENGINEERING & CROSS CONNECTION DEBT SERVICE	\$1,624,270	<b>PURPOSE &amp; OVERVIEW:</b> 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 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, conducting inspections for leaks, faulty registrations, damaged meters, non-compliant water connections and other customer services.										
\$394,345	\$403,180		\$423,725											
<u>\$3,682,800</u>	<u>\$3,548,000</u>		<u>\$3,112,305</u>											
\$5,550,370	\$5,460,400		<u>\$5,160,300</u>											
<b>FY15 GOALS:</b>														
<div>■ <i>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.</i></div>														
<div>■ <i>GOAL 2: Improve metering, meter reading efficiency and customer service. This includes replacing older meters in the system on a scheduled basis.</i></div>														
<table><tr><th>PERFORMANCE MEASURES</th><th>FY13 ACTUAL</th><th>FY14 BUDGET</th><th>FY14 PROJECTED</th><th>FY15 PROPOSED</th></tr><tr><td>1. Meters replaced</td><td>321</td><td>500</td><td>500</td><td>500</td></tr></table>					PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED	1. Meters replaced	321	500	500	500
PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED										
1. Meters replaced	321	500	500	500										



**Figure 1: Number of Notices to Customers Who Have High Water Use**  
These notices help customers conserve water and reduce bills.



- **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	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Percentage of staff receiving required Department of Environmental Protection training	100%	100%	100%	100%

- **GOAL 4:** *Maintain the cross connection program in order to protect public health by performing 100% of the Department of Environmental Protection (DEP) requirements.*
- **GOAL 5:** *Maintain long range capital plans.*

**Figure 2: Backflow and Cross Connections, FY09-FY14**

The following chart provides information on backflow tests and permits issued by the Water Department.

	FY09	FY10	FY11	FY12	FY13	FY14 Projected
Backflow prevention tests	6,183	6,372	6,164	6,282	6,297	6,275
Number of cross connection device permits issued	53	66	136	173	138	140

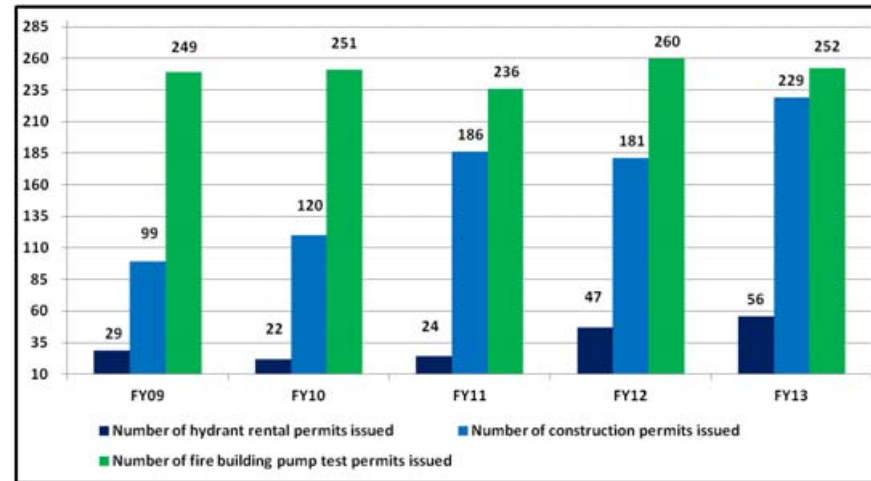
## ENGINEERING & PROGRAM DEVELOPMENT

**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.

### FY15 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 3: 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 FY13	PROJECTED FY14		BUDGET FY15
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# **WATER** **-Source of Supply**

**\$1,186,850**  
**\$4,379,185**  
**\$41,225**  
**\$5,607,260**

**\$1,182,580**  
**\$4,031,645**  
**\$40,160**  
**\$5,254,385**

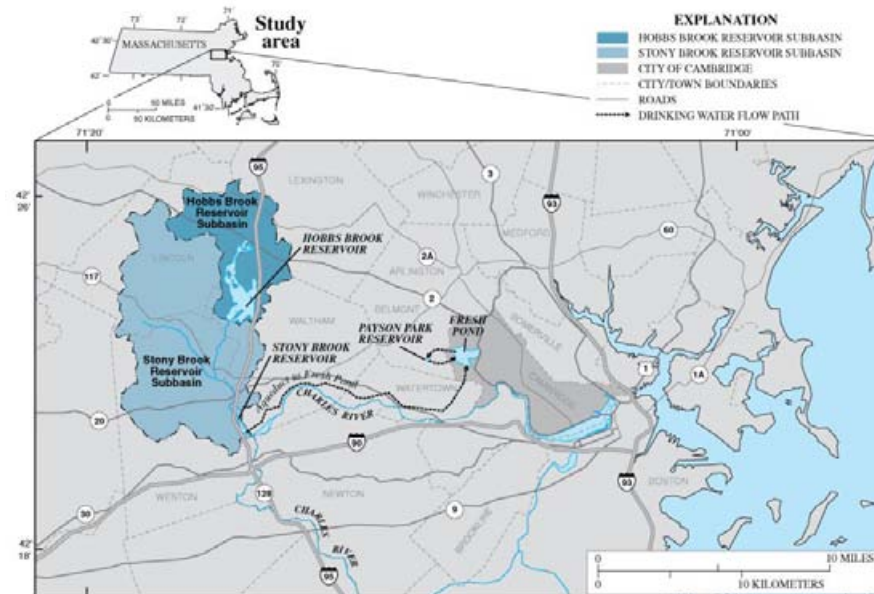
## **WATERSHED** **WATER TREATMENT OPERATION** **DEP ASSESSMENT**

**\$1,216,895**  
**\$4,372,565**  
**\$46,100**  
**\$5,635,560**

**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 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.

**Figure 4: Cambridge Source Watershed Map**



Location, extent, and components of the city of Cambridge drinking-water supply system, eastern Massachusetts.

**FY15 GOALS:**

- *GOAL 1: Continue to maintain Watershed Protection Plans to protect the City's source water supply.*
- *GOAL 2: Continue to develop and implement a de-icing management plan for watershed communities and businesses.*
- *GOAL 3: Manage watershed and reservoir improvements to ensure safe and continuous delivery of water to the treatment facility.*

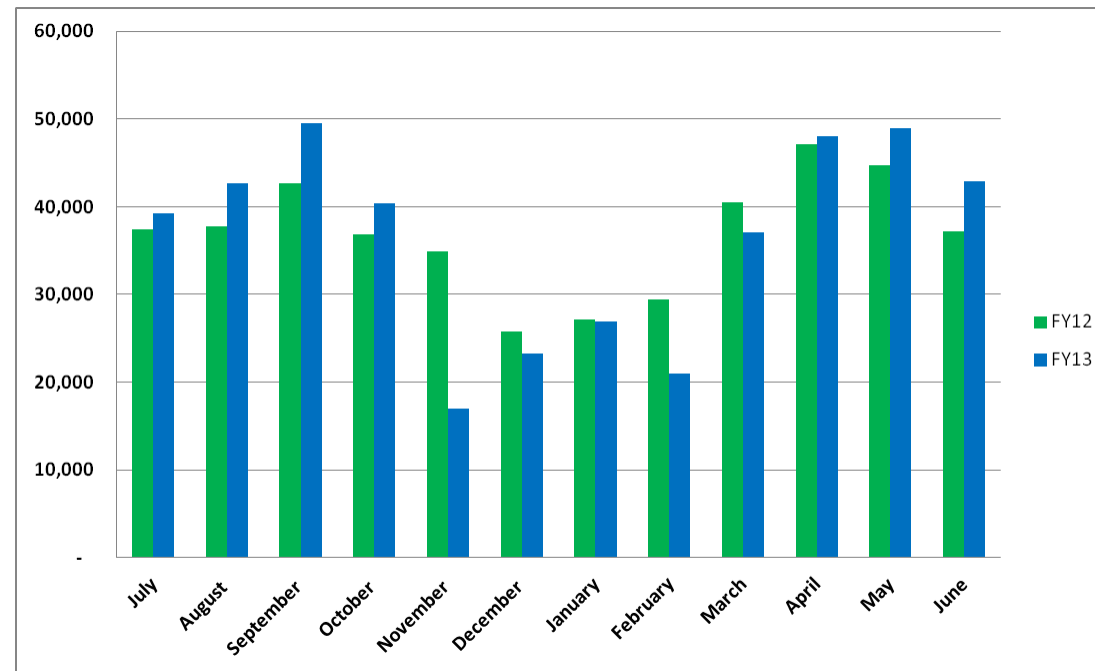
PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Maintain landscape maintenance Best Management Practices plan for Fresh Pond Reservation (percent complete)	75%	100%	80%	100%

- *GOAL 4: Maintain the source area - Water Quality Monitoring Program.*
- *GOAL 5: Manage the Kingsley Park Restoration Project.*

PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Complete the construction of Phase I Kingsley Park Restoration Project	n/a	n/a	50%	100%
2. Develop the design for Phase II Kingsley Park Restoration Project	n/a	n/a	n/a	50%

- *GOAL 6: Continue to monitor Fresh Pond visitors to further define reservation users.*

**Figure 5: Monthly Reservation Visitors**



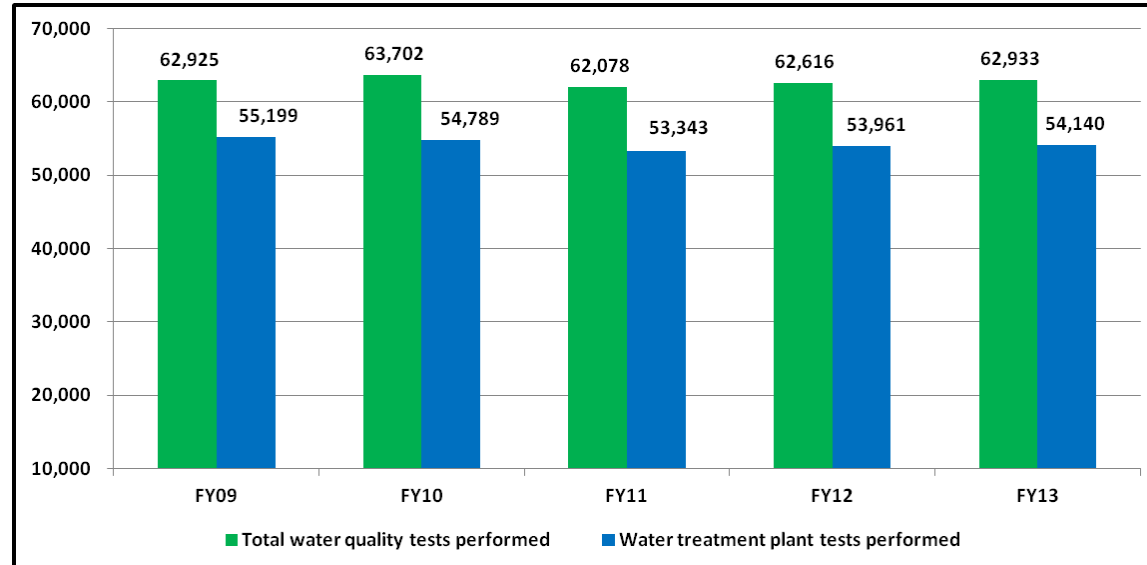
## **WATER TREATMENT OPERATIONS**

**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).

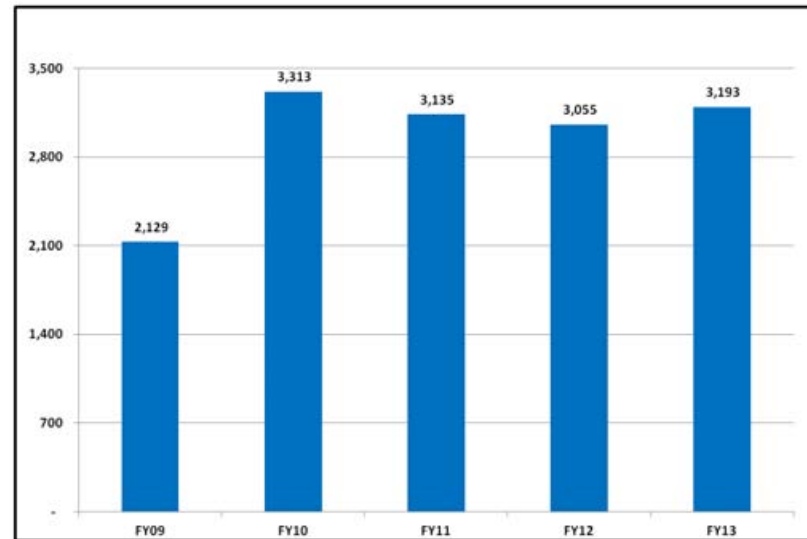
## FY15 GOALS:

- **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 6: Water Treatment Plant Tests and Water Quality Tests Performed at Lab**  
These tests are conducted to ensure the quality of finished Cambridge water for customers.



**Figure 7: Watershed Tests Performed Through Lab**  
These tests are conducted to measure the quality of raw water.

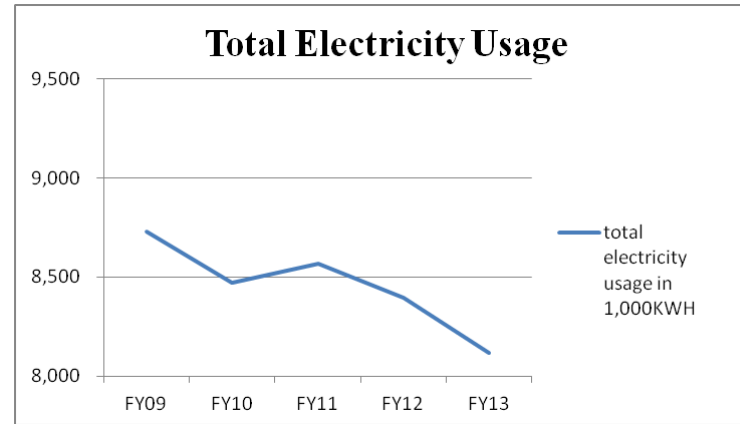


- *GOAL 2: Provide analytical services through the operation of a certified water quality laboratory.*
- *GOAL 3: Perform 100% of the required Department of Environmental Protection (DEP) analytical testing.*
- *GOAL 4: Update and maintain quality and process controls.*
- *GOAL 5: Perform 100% of the annual certification performance testing.*
- *GOAL 6: Continue to implement strategies to reduce energy consumption.*



### Figure 8: Treatment Plant Energy Usage

The following chart shows electricity usage at the Water Treatment Plant for the period FY09 - FY13.



### DEP ASSESSMENT

**PURPOSE & OVERVIEW:** The Massachusetts Department of Environmental Protection (DEP) assesses the City 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 FY14 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 is enhanced 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).

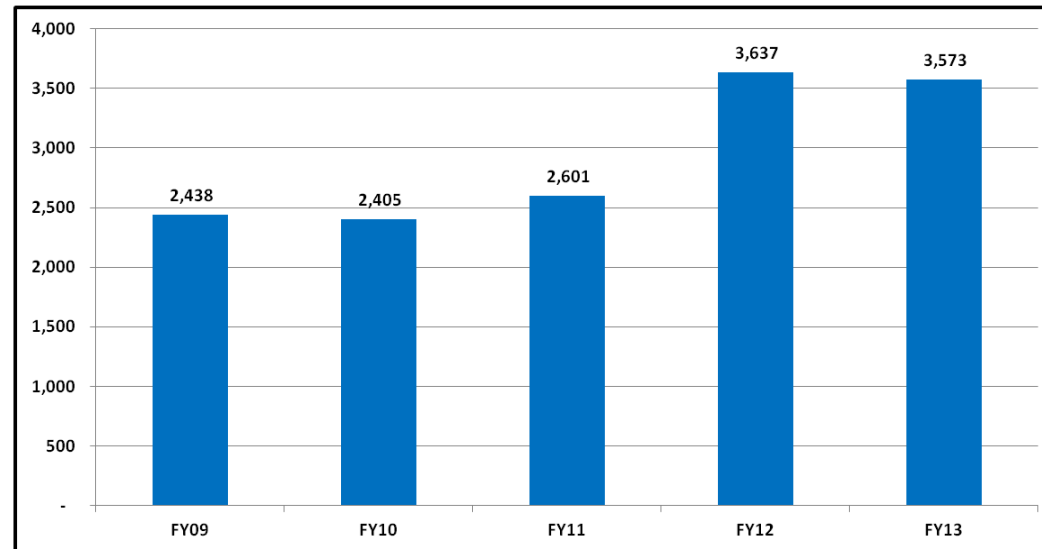
ACTUAL FY13	PROJECTED FY14		BUDGET FY15	WATER -Transmission & Distribution																																				
<u>\$2,667,575</u> \$2,667,575	<u>\$2,879,640</u> \$2,879,640	TRANSMISSION & DISTRIBUTION	<u>\$3,168,415</u> \$3,168,415	<b>PURPOSE &amp; OVERVIEW:</b> The Transmission and Distribution Division 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, approximately 1,700 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.  The increase in FY13 statistics as shown in the figures below is due to water main work performed as part of the Western Avenue sewer separation project.  <b>FY15 GOALS:</b>  ■ <i>GOAL 1: Rehabilitate the water distribution system.</i>  <b>Figure 9: Rehabilitation of Water Distribution System in Linear Feet</b> <table><tr><td></td><td><b>FY09</b></td><td><b>FY10</b></td><td><b>FY11</b></td><td><b>FY12</b></td><td><b>FY13</b></td><td><b>FY14 Projected</b></td></tr><tr><td><b>Linear feet of installed, cleaned and lined, and/or replaced water main</b></td><td>1,850</td><td>3,045</td><td>9,715</td><td>11,470</td><td>14,509</td><td>12,000</td></tr><tr><td><b>Number of lead services eliminated</b></td><td>122</td><td>64</td><td>76</td><td>63</td><td>116</td><td>50</td></tr></table>  ■ <i>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.</i> <table><tr><td></td><td><b>FY13 ACTUAL</b></td><td><b>FY14 BUDGET</b></td><td><b>FY14 PROJECTED</b></td><td><b>FY15 PROPOSED</b></td></tr><tr><td><b>PERFORMANCE MEASURES</b></td><td></td><td></td><td></td><td></td></tr><tr><td>1. Number of fire hydrants replaced</td><td>44</td><td>30</td><td>45</td><td>40</td></tr></table>		<b>FY09</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>	<b>FY14 Projected</b>	<b>Linear feet of installed, cleaned and lined, and/or replaced water main</b>	1,850	3,045	9,715	11,470	14,509	12,000	<b>Number of lead services eliminated</b>	122	64	76	63	116	50		<b>FY13 ACTUAL</b>	<b>FY14 BUDGET</b>	<b>FY14 PROJECTED</b>	<b>FY15 PROPOSED</b>	<b>PERFORMANCE MEASURES</b>					1. Number of fire hydrants replaced	44	30	45	40
	<b>FY09</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>	<b>FY14 Projected</b>																																		
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<b>PERFORMANCE MEASURES</b>																																								
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- *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.*

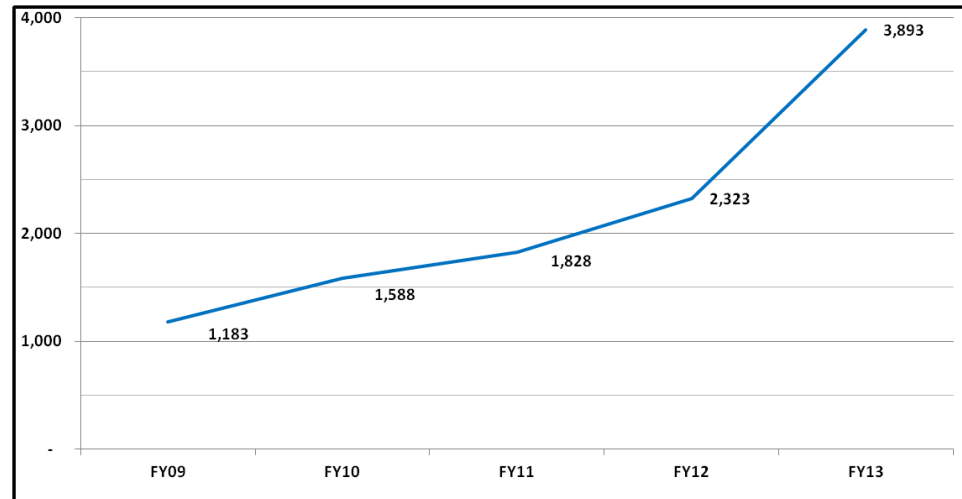
**Figure 10: Valves Replaced/Repaired**

	FY09	FY10	FY11	FY12	FY13	FY14 Projected
Valves replaced/repared	27	45	67	119	222	175

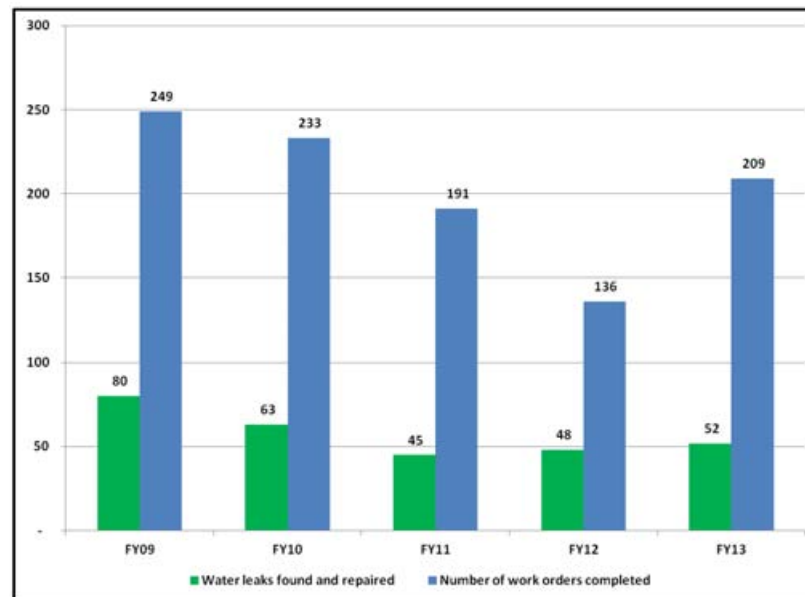
**Figure 11: Water Mark-Outs Performed**



**Figure 12: Inspections of Water System Work Performed**



**Figure 13: Water Leaks Repaired & Work Orders Completed**



ACTUAL FY13	PROJECTED FY14		BUDGET FY15
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**COMMUNITY DEVELOPMENT  
-Summary**

\$1,397,745  
\$4,059,085  
\$0  
\$5,456,830

\$1,522,095  
\$4,167,570  
\$0  
\$5,689,665

ADMINISTRATION  
COMMUNITY PLANNING  
CONTINGENCY

\$1,864,050  
\$4,471,390  
\$0  
\$6,335,440

**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 a collaborative and interdisciplinary approach to enhance the urban environment and quality of life in Cambridge. CDD focuses on initiatives to foster environmental sustainability, strengthen the character of the city's neighborhoods, create affordable housing, encourage non-auto modes of transportation, and support sustainable growth that contributes to the tax base, expands job opportunities for residents and enables a high level of services in the community.

The Department seeks to strengthen communication and build productive partnerships, advancing the City's goals by:

- Creating and preserving affordable rental and ownership housing;
- Developing and implementing initiatives to protect the environment, address issues of climate change and resilience, and institutionalize sustainable practices in the community;
- Conducting neighborhood-focused and comprehensive planning efforts, and multidisciplinary review of development and infrastructure projects;
- Strengthening the vitality of the city's commercial districts and promoting a diversified economy;
- 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; and
- Planning transportation infrastructure that enhances safety, encourages walking, cycling and public transportation, and supports the City's vehicle trip reduction goals.

**Figure 1: Long-Term Sustainability Model**



**Long-term sustainability encompasses economic, environmental and social components.**

CDD engages a broad array of interests and viewpoints including those of residents, community groups, non-profit organizations and institutions, private developers, the business community and other government agencies. The Department also provides direct technical and administrative support to a number of standing committees, boards and commissions such as the Planning Board, the Affordable Housing Trust, the Climate Protection Action Committee, the Harvard and Central Square Advisory Committees, and the transportation advisory committees (Pedestrian, Bicycle and Transit).

CDD advances a variety of initiatives with the assistance of ad hoc advisory committees that focus on specific issues and areas within the city. Examples include the Eastern Cambridge Kendall Open Space Planning Study Committee, the Lighting Ordinance Task Force and the Getting to Net Zero Task Force. The Department closely cooperates with many committees of the City Council. 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.

CDD's work is funded through a combination of grants, taxes and federal programs, including Community Development Block Grant (CDBG) and HOME, the largest federal block grant program for affordable housing. Given ongoing federal and state funding constraints, City resources are strategically deployed to maximize their impact and leverage new investments. Cambridge's policy and financial leadership has attracted significant private, institutional and foundation support for environmental, housing and other community initiatives.

Sustainability principles provide the overarching framework for managing growth, developing program initiatives and establishing a sound roadmap for the future. To ensure the city's long term well-being, CDD's focus remains on a progressive transportation policy, combined with enterprising initiatives to meet greenhouse gas reduction goals and planning for climate change mitigation. CDD strives to nurture the competitive edge provided by proximity to world

class institutions, an educated and creative workforce, and broad cultural, culinary and entertainment options, all easily accessible by bicycle, walking and public transportation. The City continues to draw major businesses in the technology and life sciences sectors as well as a wide variety of innovation start-up entrepreneurs. This confidence in Cambridge as a business location is both fueled by and helps to support, the city's high quality of life.

Given increasing pressure on real estate costs, housing affordability is key to maintaining Cambridge's diversity and livability. CDD works aggressively to preserve, maintain, and expand the City's stock of affordable housing for residents across a range of incomes. Policy leadership, community partnerships, and funding through the Affordable Housing Trust have yielded great success over time. Within the last five years, 864 affordable units were preserved or created and 335 inclusionary units (rental and homeownership) were approved in new developments.

CDD's flexible and integrated approach has enabled quick response to immediate priorities, careful attention to larger trends and issues, and continued progress toward the City's long term goals and commitment to sharing the benefits of a strong local economy and educational culture.

**Since its launch in FY12, Hubway Bikeshare has expanded with new stations and a first in the region pilot program for winter operation. Bike stations also provide a venue for CDD's social marketing to promote sustainability. In FY14, Hubway celebrated its million ride milestone.**





**Celebrating Local Economy Week with Cambridge Local First members and City Council (left); growth in the Kendall Square area has opened up new recreational opportunities and enhanced waterfront connections (right).**



**The city's parks, plazas and commercial corridors provide a venue for festivals, celebrations and cultural events throughout the year.**



**SIGNIFICANT BUDGET MODIFICATIONS:** The FY15 Community Development Budget includes \$35,605 in salary and wages for additional interns; \$50,000 for economic analysis related to (1) providing developer perspective on redevelopment of a City site or building, (2) evaluating appropriate public benefit levels related to rezoning proposals, (3) evaluating economic/development impacts of City policies under consideration; \$35,000 to update the Use Table section of the Zoning Ordinance and \$11,250 in travel and training for membership with the Massachusetts Biotechnology Organization and travel to the BIO International Life Sciences conference.



## **FY14 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.**

- Worked with the Planning Board, and continued to develop zoning based on Kendall Square Central Square Planning Study (K2C2) recommendations. These address appropriate mix of uses, development potential, urban design character, activation of the squares, long term sustainability and transportation/infrastructure improvements. Consistent with the recommendations, worked with property owners and the Cambridge Redevelopment Authority (CRA) to realize opportunities for growth of the Cambridge innovation economy and new housing within the study area.
- Advanced Kendall Square/East Cambridge Open Space Planning Study (ECKOS). Hired a competition coordinator to oversee selection of design teams to develop the vision of a comprehensive, integrated, open space network. Completed the design for the renovation of Hurley Park, Bishop Allen/Main Plaza and Elm/Hampshire Plaza and initiated the public process for renovation of the Haggerty School Playground with Community Preservation Act (CPA) funding.

**Different types of open spaces within the ECKOS area contribute to a larger network.**



- Conducted design review of development projects citywide, including the Millennium Pharmaceuticals building with ground floor retail at 300 Massachusetts Avenue, a 96-unit residential building at 240 Sidney Street, and a 45-unit residential project with ground floor retail at 10 Essex Street in Central Square. Major commercial projects totaling approximately 1.6 million square feet and significant new residential development comprising more than 2,500 units, are now under way.
- Hosted PARK(ing) Day festival in Cambridge, converting a city record 36 parking spaces into parks for the

day and encouraging widespread participation through multiple outreach tools. This annual international event focuses on transforming space traditionally given to cars as a way to start creative dialogue about transportation, the use of urban space, and related topics such as entrepreneurship, public health and affordable housing. With standing committees and neighborhood groups, organized public biking, walking and other transportation-related events to support healthy lifestyles and build community.

**PARK(ing) spots at the Democracy Center and at the City Hall Annex.**



- Launched the "Celebrate the Coast Initiative" as part of the Western Avenue reconstruction project to incorporate the rich history and stories of the neighborhood into a permanent commemorative installation.
- Enhanced information and tools on the CDD website and expanded social media presence to accompany outreach to new audiences within the community; increased department's social media following by 88%.

**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.**

- Obtained a grant from Barr Foundation on behalf of the newly established Kendall Square EcoDistrict stakeholders to staff, manage and expand the program and to initiate a study of district energy opportunities.
- Partnered with neighboring communities including Arlington and Somerville, and received a Metropolitan Area Planning Council (MAPC) District Local Technical Assistance grant to analyze regional changes in the housing market affecting middle-income households and to explore ways to create affordable housing for

middle income families in high cost areas.

- Worked with MAPC to establish a regional procurement contract for bicycle parking racks in order to reduce City costs and worked with businesses and property owners to obtain financial support for installation of new Hubway bike stations and expansion of the bikeshare network.
- Collaborated with the Council on Aging to obtain Mass in Motion grant for the Healthy Aging Project to assess existing and potential barriers to transit access for seniors as a part of the Cambridge Public Transportation Strategic Planning process.
- Worked with Harvard University and the Harvard Square Business Association on placemaking efforts, sharing resources to enhance public space in Harvard Square; leveraged mitigation funds from rezoning along Binney Street to launch ECKOS design competition.

**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 learning construction and building trades through housing rehab projects at the YouthBuild Just-A-Start Program. Also funded 9 Cambridge residents in Just-A-Start's Cambridge Biomedical Careers program, providing them with intensive, sector-specific training and placement in local health care and bio-medical jobs.

**The City supports skill development for local residents through nonprofit construction and biomedical training programs.**



- Hosted youth employment program students to conduct outreach and community engagement around sustainable transportation (CitySmart) and energy efficiency (Cambridge Energy Alliance), supporting development of career skills as well as broader youth engagement in environmental initiatives.

**Value and support the racial, socioeconomic, cultural and religious diversity of our city.**

- Educated more than 520 participants about homeownership at monthly workshops and provided one-on-one counseling to more than 120 individuals, increasing access to homeownership opportunities for Cambridge residents. Additional classes were offered on topics including post-purchase homeowner education, and

understanding and repairing credit to prepare for homeownership.

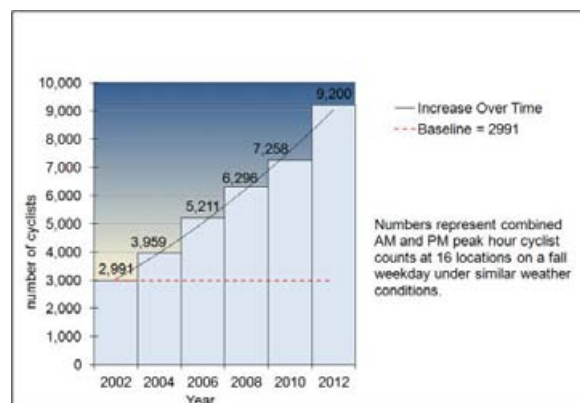
- Conducted citywide information sessions and participated in year-round community events to provide information about affordable housing programs and services.
- Assisted more than 35 households through the City's home improvement loan programs making home improvements affordable and helping to stabilize the housing of low and moderate-income residents.
- Launched Healthy Aging through Community Design project to engage seniors and address transit usability, mobility and accessibility issues.

**Promote public safety and address the challenges and opportunities for multiple modes of transportation to safely share roads and sidewalks.**

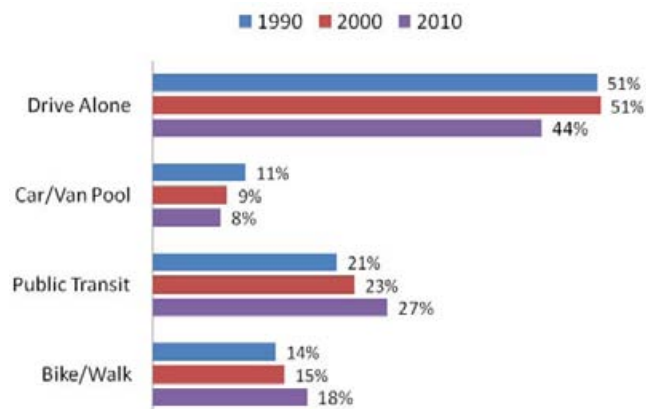
- Finalized design for the Cambridge Common Improvement Project and commenced construction. Completed traffic calming designs for Mead, Sherman and Amory Streets; began design process for Pearl Street and oversaw construction for Scott/Irving Streets, Longfellow Road, Mt. Auburn Street, Riverside Place, Tremont Street and Second Street.
- Began feasibility study for bicycle/pedestrian bridge between the Alewife Quadrangle and Triangle to strengthen transportation infrastructure in this high-growth area. Oversaw the design and installation of temporary markings for a separated bicycle facility on Ames Street to support the Kendall area network of sustainable transportation amenities.
- Installed eight bicycle parking stalls at various locations around the city, each replacing one car parking space and with the capacity to park 14 bicycles. Installed over 120 bicycle parking racks on public sidewalks and at public buildings throughout the city, including artist-designed racks in Kendall Square. Worked with the Planning Board and City Council to pass bicycle parking zoning.
- Launched winter 2013/14 pilot for eventual year-round operation of Hubway bike share system in Cambridge. In conjunction with system expansion, conducted outreach around safety and system operation and generated data and information to document and communicate the strong demand and use of the system.
- Worked with Transit Advisory Committee to develop a set of goals and specific desired outcomes as part of a public strategic planning process that will make recommendations to the City Manager and City Council on transit issues.
- Worked with Green Line Extension project stakeholders to finalize a concept for a reconstructed O'Brien Highway, with an emphasis on safe and convenient crossings of the roadway and adequate bicycle facilities. Launched second phase of Grand Junction feasibility study and implementation planning. Worked with MBTA on Key Bus Route Initiative and with MassDOT to influence design of Western Avenue/River Street bridges to include cycle tracks.
- Heightened awareness of roadway safety/rules of the road, hosting open outreach hours at City buildings. Directly engaged hundreds of residents and provided CitySmart information about getting around town without driving alone.

City data shows that as cycling in Cambridge has more than tripled in 10 years, the number of resident parking permits issued has gone down and local workers are changing their commuting choices. This indicates that our transportation policies are achieving the intended result of reducing reliance on automobiles.

**Figure 2: Cambridge AM/PM Bicycle Count 2002-2012**



**Figure 3: Cambridge Workers Means of Commute to Work**



**Promote a healthy community and environment to advance Cambridge as a leader in public health and environmental sustainability.**

- Advanced Cambridge Climate Change Vulnerability Assessment and conducted broad outreach to engage the community in this process. Participated in regional effort to model coastal storm surge risks using a more sophisticated model (ADCIRC) than has been previously used in the Boston area.
- With Mayor's Office, spearheaded organizational development and advancement of key initiatives of the Community Compact for a Sustainable Future. Led Compact's Building Energy Subcommittee activities and introduced energy use disclosure ordinance to City Council.
- Following on discussions of the Connolly Petition, initiated the Cambridge Getting to Net Zero Task Force to advise the City Manager on ways to advance the goal of putting Cambridge on a trajectory to becoming a net zero community, with focus on greenhouse gas emissions from building operations.
- Conducted public process to provide City Manager with recommendations for the creation of a new lighting ordinance and enforcement mechanisms that support environmental priorities and community interests.
- Through Cambridge Energy Alliance (CEA) activity, connected with over 1,500 residents about energy efficiency and solar energy assessments at over 70 community events, which led to energy efficiency upgrades and solar installations that will save over \$90,000 and avoid almost 400 metric tons of



greenhouse gas emissions in their first year. Supported community partner Home Energy Efficiency Team (HEET) in the Cambridge Solar Challenge that resulted in 26 new solar installations of approximately 104 kilowatt total. Engaged Cambridge renters in a sustainability survey to distribute over 1,000 Smart Powerstrips that can save up to \$100/year in energy costs by eliminating phantom power use of appliances.

- Working with MIT researchers, enhanced Parking and Transportation Demand (PTDM) program database system for more effective analysis and advancement of program goals. PTDM now regulates approximately 24 million square feet of development and over 16,500 parking spaces in Cambridge. Developed outreach presentation to target local business commutes and engaged over 750 City employees in conversations around sustainable mode choices.
- Worked with Food and Fitness Policy Council to broaden access to fresh, healthy food and fitness opportunities. Provided ongoing design services for schoolyard and community gardens, assisted with permitting and outreach for the city's farmers markets, began work on zoning standards to support urban agriculture, expanded seasonal food truck program and launched the Cambridge Healthy Markets program, which held an Apple Cutting Ceremony for its 2 pilot stores in November 2013.

**Year-round farmers markets contribute to neighborhood vibrancy and facilitate access to locally-grown produce and artisanal food products.**



**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 349 affordable units under development with Community Preservation Act (CPA) funds in FY14. Significant accomplishments include the preservation of 94 affordable rental units for elderly and disabled tenants in Harvard Square where rehab has begun; renovations which began on 50 units in Harvard Square and 32 units in Central Square after these expiring use rental units were preserved in prior years; construction began on 40 new affordable rental units in Central Square; and the advancement of revitalization plans for state-assisted public housing at Jefferson Park, which received significant funding commitments from the Affordable Housing Trust and other funders in FY14.

**CPA funds were used in August 2013 to preserve affordability of rental units which are home to elderly and disabled residents in Harvard Square. Renovations are underway at Chapman Arms, a mixed income rental building in Harvard Square where affordability was preserved in 2011 (left). Early state critical rehab work is underway while plans for more significant rehab are being developed and permanent financing assembled (right).**



- Completed the sale of over 20 affordable units to first-time homebuyers through the City's first-time homebuyer financial assistance and non-profit housing development programs, and inclusionary zoning. Through these programs, more than 130 families have become new homeowners in the past 5 years.
- In FY14, used inclusionary zoning to leverage the creation of over 50 new affordable rental and homeownership units now under development throughout the city.

**Promote doing business in Cambridge and work to strengthen our mutually beneficial partnerships with businesses and universities.**

- The Storefront Improvement Program provided matching grants for 12 commercial storefronts and architectural design services to 10 additional businesses. Added a Universal Design component to the program to remove architectural barriers and create universal access to retail establishments.

**The Storefront Improvement Program has revitalized businesses throughout the city: before (left) and after (right) views of 221-225 Concord Avenue (Observatory Hill Studio, Majestic Yoga and Local Root – The Kitchen Store)**



- Through the Retail Best Practices Program, assisted 40 Cambridge retailers with workshops and in-store consultations and provided 12 matching grants for interior and marketing improvements to businesses.
- Provided technical assistance to business associations and Cambridge Local First in a continuing effort to support the city's commercial districts. This included the introduction of a fall event for Inman Square that showcased 10 local restaurants and 14 retailers and service providers and attracted over 500 participants. Conducted the East Cambridge Customer Intercept Survey acquiring responses from 274 individuals and initiated online follow up surveys for the Kendall and Central Squares to update community input for key districts.
- Provided assistance to over 140 existing and potential Cambridge entrepreneurs through 21 educational workshops; worked with 88 businesses on issues ranging from start-up to performing site searches for a new location and interfaced with 16 new businesses, representing over 650 Cambridge jobs.
- Provided marketing and program support to the five new coworking spaces in Cambridge: IBM/UMASS Innovation Center for Accessibility, WorkBar, LabCentral, NGIN Workplace and the expansion of Cambridge Innovation Center. These spaces have added over 100,000 square feet of office and lab coworking spaces in Cambridge, and over 400 new members/workers to the local economy.
- Began public process and supported interdepartmental analysis in preparation for reuse of the Foundry Building in East Cambridge. Staff hosted building tours and an informational session with the City Manager, and collected input to inform ongoing public discussions.



**City support for commercial districts and local retailers helps to build community and street-level vibrancy throughout Cambridge.**



Consistent with City Council goals, additional CDD priorities for the coming year include:

- Complete climate vulnerability assessment process and begin development of climate change resilience and preparedness planning for Cambridge. Continue to support organizational development of Kendall Square Ecodistrict and Community Compact for a Sustainable Future.
- Attract new/retain existing businesses and encourage entrepreneurship within the city, with particular emphasis on diversification of the local economy (both jobs and businesses) and strengthening the regional economic ecosystem. Through grant programs, enhance physical access to commercial storefronts and provide financial support to retailers to make strategic business improvements.
- Complete evaluation of community housing needs to inform program development and address gaps, e.g. encouraging production of affordable housing for low-moderate and middle-income households as well as units targeting vulnerable populations. Continue aggressive pursuit and evaluation of potential affordable housing preservation or development opportunities, and consider the potential for housing on parcels such as the Cherry Street lot deeded to the City by MIT.
- Work with other City departments to develop community indicators to measure and evaluate the City's programs and policies and provide an empirical basis for future goal-setting. Couple this effort with creative civic engagement strategies/software to gain broad participation to determine the need and potential scope of a multi-disciplinary comprehensive master planning effort that would provide a roadmap for identifying and implementing the City's collective goals and aspirations.
- Continue cross-departmental work to streamline administrative procedures including permitting, update infrastructure, and refine City Ordinance and operating standards to reflect environmental priorities and new technology. Initiatives already underway include the work of the Lighting Ordinance Task Force and E-Gov committee.
- Complete work with Getting to Net Zero Task Force to develop strategies and recommendations that address reduction of greenhouse gas emissions from the built environment, encourage renewables and create best practices to engage, educate and influence building user behavior.

<b>FINANCING PLAN</b>	<b>DETAIL</b>	<b>SUMMARY</b>
<b>TAXES</b>		<b>\$4,587,970</b>
Real Estate Taxes	\$4,587,970	
<b>CHARGES FOR SERVICES</b>		<b>\$431,395</b>
Water Usage Charge	\$30,000	
Parking Fund Parking Usage	\$356,895	
Sewer Service Charge	\$44,500	
<b>LICENSES AND PERMITS</b>		<b>\$55,000</b>
Plan Review Permit (Com Dev)	\$55,000	
<b>FINES &amp; FORFEITS</b>		<b>\$140,000</b>
Parking Fines	\$140,000	
<b>INTERGOVERNMENTAL REVENUE</b>		<b>\$1,024,075</b>
C.D.B.G.	\$1,007,890	
State Cherry Sheet Revenue	\$16,185	
<b>MISCELLANEOUS REVENUE</b>		<b>\$97,000</b>
Interest Earnings	\$60,000	
Bus Shelter Advertising	\$37,000	
<b>TOTAL FY15 BUDGETED REVENUE</b>		<b>\$6,335,440</b>

<b>STATUTORY ANALYSIS</b>	<b>SUMMARY</b>
<b>SALARIES &amp; WAGES</b>	<b>\$5,455,870</b>
<b>OTHER ORDINARY MAINTENANCE</b>	<b>\$537,845</b>
<b>TRAVEL &amp; TRAINING</b>	<b>\$27,815</b>
<b>EXTRAORDINARY EXPENDITURES</b>	<b>\$313,910</b>
<b>TOTAL FY15 BUDGETED EXPENDITURES</b>	<b>\$6,335,440</b>

<b>FULL TIME BUDGETED EMPLOYEES</b>	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>
	<b>42</b>	<b>43</b>	<b>43</b>

ACTUAL FY13	PROJECTED FY14		BUDGET FY15
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**COMMUNITY DEVELOPMENT  
-Administration**

\$599,255  
\$130,700  
\$432,470  
\$235,320  
\$1,397,745

\$663,830  
\$143,365  
\$450,965  
\$263,935  
\$1,522,095

**GENERAL MANAGEMENT**  
**CDBG**  
**FISCAL**  
**CLERICAL**

**\$685,100**  
**\$447,090**  
**\$461,800**  
**\$270,060**  
**\$1,864,050**

**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

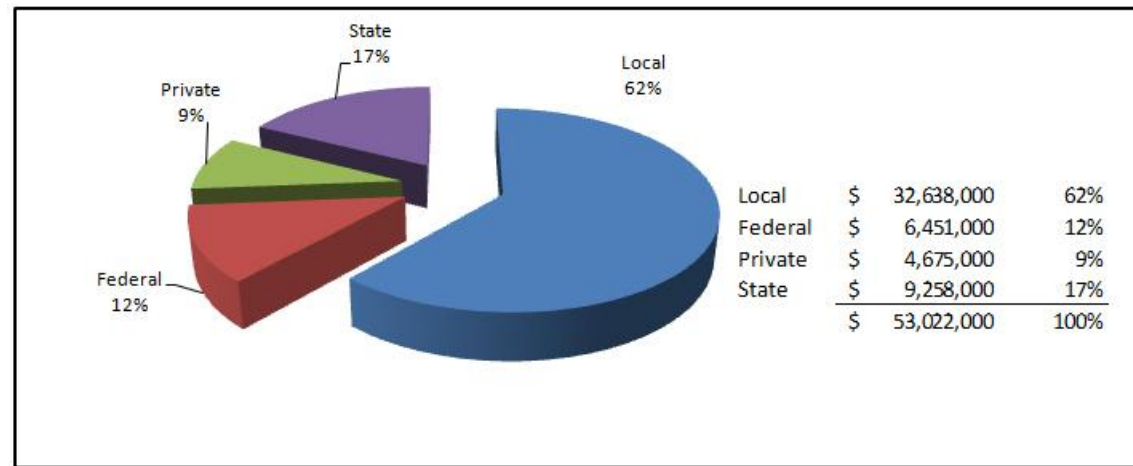
federal agencies. The Division consists of general management, fiscal and grant program management and clerical functions.

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; enhancement of public information and outreach to broaden civic engagement; and development of City specific metrics to gauge and respond to community needs.

The Administration Division manages programs and activities which total \$53,022,000 (as of January 1, 2014) 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.

**Figure 4: Sources of Funds (1/1/14):**



**FY15 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. 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 FY13	PROJECTED FY14		BUDGET FY15
\$1,461,160	\$1,495,105	PLANNING & DESIGN SERVICES	\$1,533,645
\$758,745	\$738,560	HOUSING PLAN & PROGRAM DEV	\$809,425
\$341,390	\$344,405	MULTI-FAMILY REHAB	\$359,130
\$285,515	\$395,620	ECONOMIC & EMPLOYMENT PLAN	\$467,760
<u>\$1,212,275</u>	<u>\$1,193,880</u>	ENVIRONMENTAL/TRANSPORTATION	<u>\$1,301,430</u>
\$4,059,085	\$4,167,570		\$4,471,390

**COMMUNITY DEVELOPMENT**  
**-Community Planning**

**PURPOSE & OVERVIEW:** The Community Planning Division guides growth and development in 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. 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 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.

Community Planning staff coordinate a variety of public processes and use strategies to ensure all participants, especially low- and moderate-income residents, are involved in the process and have opportunities to provide meaningful input. Through 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.

The Division has focused on the application of best planning, urban design and sustainability practices to citywide land use and zoning matters. Implementation of both zoning and non-zoning recommendations from the Kendall/Central Square Planning study and completion of the Eastern Cambridge Kendall Open Space process continue as Division priorities, as do continuing park renovation and open space design to reflect recommendations of the Healthy Parks and Playgrounds Committee, and work with Cambridge Food and Fitness Policy Council initiatives around healthy food access, urban agriculture and support of active lifestyles. These efforts directly support the City's community building, environmental and economic development goals as they enhance the overall livability and desirability of Cambridge.

**FY15 GOALS:**

- **GOAL 1:** *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	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Conduct neighborhood studies and regular updates (number of planning efforts underway)	2	2	1	2
2. Work to implement recommendations for improvements to Kendall/Central squares and transition area, including zoning and design guidelines (percent complete)	60%	100%	50%	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	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Provide urban design review for a variety of projects and development areas throughout the city (number of projects reviewed)	41	42	45	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	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Number of applications for Special Permits and Major Amendments to Special Permits processed and reviewed	10	13	12	12
2. Number of proposed amendments to the Zoning Ordinance processed and reviewed	13	9	10	9
3. Number of Planning Board meetings staffed. Review plans, provide research and materials, coordinate Planning Board agenda and provide public notice	31	24	24	24
4. Number of zoning modifications developed by City staff for submission as amendments to the Ordinance	5	4	6	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	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Provide sustainability review for developments throughout the city (number of studies and projects reviewed)	10	12	12	12

■ **GOAL 4:**    *(continued)*

<b>PERFORMANCE MEASURES</b>	<b>FY13 ACTUAL</b>	<b>FY14 BUDGET</b>	<b>FY14 PROJECTED</b>	<b>FY15 PROPOSED</b>
2. Work with other City departments on a variety of sustainability initiatives (number of initiatives)	3	2	2	2

- **GOAL 5:**    *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.*

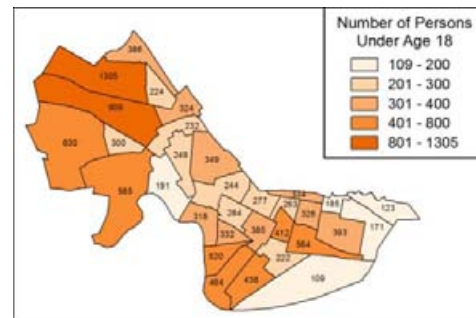
<b>PERFORMANCE MEASURES</b>	<b>FY13 ACTUAL</b>	<b>FY14 BUDGET</b>	<b>FY14 PROJECTED</b>	<b>FY15 PROPOSED</b>
1. Provide public with information on Zoning Ordinance or Planning Board cases (number of responses to inquiries)	1,629	2,000	1,700	1,700
2. Meet with developers, property owners and residents to discuss proposed projects or zoning amendments (number of consultations)	97	75	250	100
3. Act as City liaison to neighborhood/citywide committees (number of meetings)	127	100	120	100



- **GOAL 6:** *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 and visualization support to the Community Development Department and other City departments.*

PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Design and update GIS maps for Department analysis and public information (number of maps)	236	250	240	250
2. Number of visual presentations of information/data to support planning and outreach efforts	n/a	n/a	n/a	25
3. Provide research and analysis for major Department initiatives (number of projects)	5	7	6	7
4. Work with other City departments and community-based agencies on demographic research and analysis to support a high level of service delivery in Cambridge (number of projects)	16	4	5	4
5. Present demographic, land use and other information to City staff, elected officials and others (number of presentations)	6	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)	8	4	4	4

**Figure 5: Youth Census by Tract (2010)**



**Ongoing analysis and presentation of census, market and other planning-related information informs community priorities and program development.**

- **GOAL 7:** *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	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Value of construction contracts under supervision	\$1.2M	\$1.5M	\$1.7M	\$975K
2. Number of park renovations in design or construction phase	9	6	9	6
3. Number of projects on which staff provided technical assistance to other City departments regarding open space	11	12	12	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)	3	4	4	4

■ **GOAL 7:**    *(continued)*

<b>PERFORMANCE MEASURES</b>	<b>FY13 ACTUAL</b>	<b>FY14 BUDGET</b>	<b>FY14 PROJECTED</b>	<b>FY15 PROPOSED</b>
5. In conjunction with advisory committee, develop recommendations for open space/park network in the Kendall Square area (percent complete)	n/a	100%	60%	100%

**CDD works to plan and design a variety of open spaces to engage all ages and abilities.**



## **HOUSING**

**PURPOSE & OVERVIEW:** The Housing Division manages and implements the City's efforts to address 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. Working in an environment with continually escalating housing costs, and diminished federal and state funding, the Division assists thousands of residents each year by analyzing and responding to the community's housing needs, managing resources, identifying opportunities to create and preserve affordable housing, and administering the City's housing programs. The Division receives hundreds of applications for both rental and ownership housing through its programs and responds to several thousand requests for information and referral each year.

Preservation of rental housing with expiring affordability restrictions has been the Division's top priority for several years. Within the past three years, affordability of more than 420 at-risk units at seven properties has been preserved with City financial or technical assistance. Entering FY15, the need remains significant with 670 additional units where restrictions are set to expire before 2020. In addition, the Division has also worked to recapitalize and rehab or revitalize more than 340 affordable rental units, which had also been at risk due to a need for reinvestment and/or functional obsolescence.

**CPA funds assisted in the revitalization of 115 public housing units at Lincoln Way on Walden Street; residents returned to the last phase of this multi-year effort early in FY14 (right). New homeowners move into the Windsor Church Condominiums, mixed income affordable units for moderate- and middle-income homebuyers (left).**



FY15 priorities will include working with the Cambridge Housing Authority to revitalize state-assisted public housing at Jefferson Park, reinvesting in existing affordable units to upgrade livability and long-term viability, and creating new affordable rental and homeownership units for low-, moderate- and middle-income residents, completing the new nexus study for the Incentive Zoning Ordinance and managing the expansion of the inclusionary housing program.

With the private sector investment in Cambridge housing development, the Division has seen a dramatic increase in activity in the City's inclusionary housing program. The Housing Division manages both the City's inclusionary and incentive zoning programs and, through a single application, facilitates access to more than 350 rental units at more than 20 properties with rental units. With several new developments coming online, approximately 100 rental units are expected in FY15.

New affordable housing remains costly and challenging to create as the real estate market remains very competitive. The Division will continue to work with non-profit and private developers, assess the feasibility of opportunities housing preservation and creation throughout the city, make funding recommendations to the Affordable Housing Trust, and manage Community Preservation Act (CPA) funds allocated to the Trust. CPA funds committed by the Trust successfully leveraged \$50 million of other public and private investment in the last two years, and have leveraged more than \$322 million from other funding sources since the adoption of the CPA.

The Division will also continue to provide homebuyer education and counseling, with 14 homeownership workshops offered throughout the year and individual counseling available to class graduates. Housing Division staff work closely with buyers purchasing affordable homeownership units, and use CPA funds to provide financial assistance to help first-time homebuyers seeking condominium units on the market. The Division oversees the City's stock of more than 500 limited equity homeownership units, work with current owners and ensure that this important housing resource remains available to new buyers as affordable units are re-sold.

The Housing Division manages the Home Improvement Program (HIP) through partnerships with non-profits and offers low-interest loans and deferred financing to eligible small property owners to help make necessary home repairs and improvements, stabilize housing costs and keep rents affordable for lower income tenants.

Finally, the Division monitors compliance with affordability requirements of more than 4,000 affordable units assisted by the City and through regular community outreach and working with applicants, Housing Division staff will continue to help residents evaluate their housing options and access housing, programs and services that best meet their needs.

#### **FY15 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	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Number of affordable rental units under development or preserved as affordable housing	14	40	94	100
2. Number of new affordable homeownership units under development and older units undergoing rehab for sale to new homebuyers	14	12	18	15
3. Number of ownership and rental units assisted with rehabilitation and/or stabilization services for owner-occupants	43	40	40	40
4. Number of affordable units created through inclusionary zoning ordinance	178	50	50	50

- **GOAL 2:** *Provide first-time homebuyer services including first-time homebuyer classes and individual counseling. 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	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 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	595	525	525	525
3. Number of households receiving individual counseling	135	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.)	25	20	20	15

- **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	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Number of applications received for affordable rental and homeownership units	466	350	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.*

<b>PERFORMANCE MEASURES</b>	<b>FY13 ACTUAL</b>	<b>FY14 BUDGET</b>	<b>FY14 PROJECTED</b>	<b>FY15 PROPOSED</b>
1. Number of youths trained via YouthBuild Program	126	125	125	125
2. Number of tenants, landlords, condominium and cooperative owners assisted with mediation, counseling and other services through housing mediation program	234	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.*

<b>PERFORMANCE MEASURES</b>	<b>FY13 ACTUAL</b>	<b>FY14 BUDGET</b>	<b>FY14 PROJECTED</b>	<b>FY15 PROPOSED</b>
1. Perform asset management functions for Inclusionary Zoning, nonprofit-owned housing, and HOME, CDBG and Affordable Housing Trust-funded units (number of units monitored)	1,752	1,500	1,500	1,500
2. Number of affordable rental and homeownership units made available to new households through CDD applicant pools, including resale units and rental units turning over	77	70	100	100

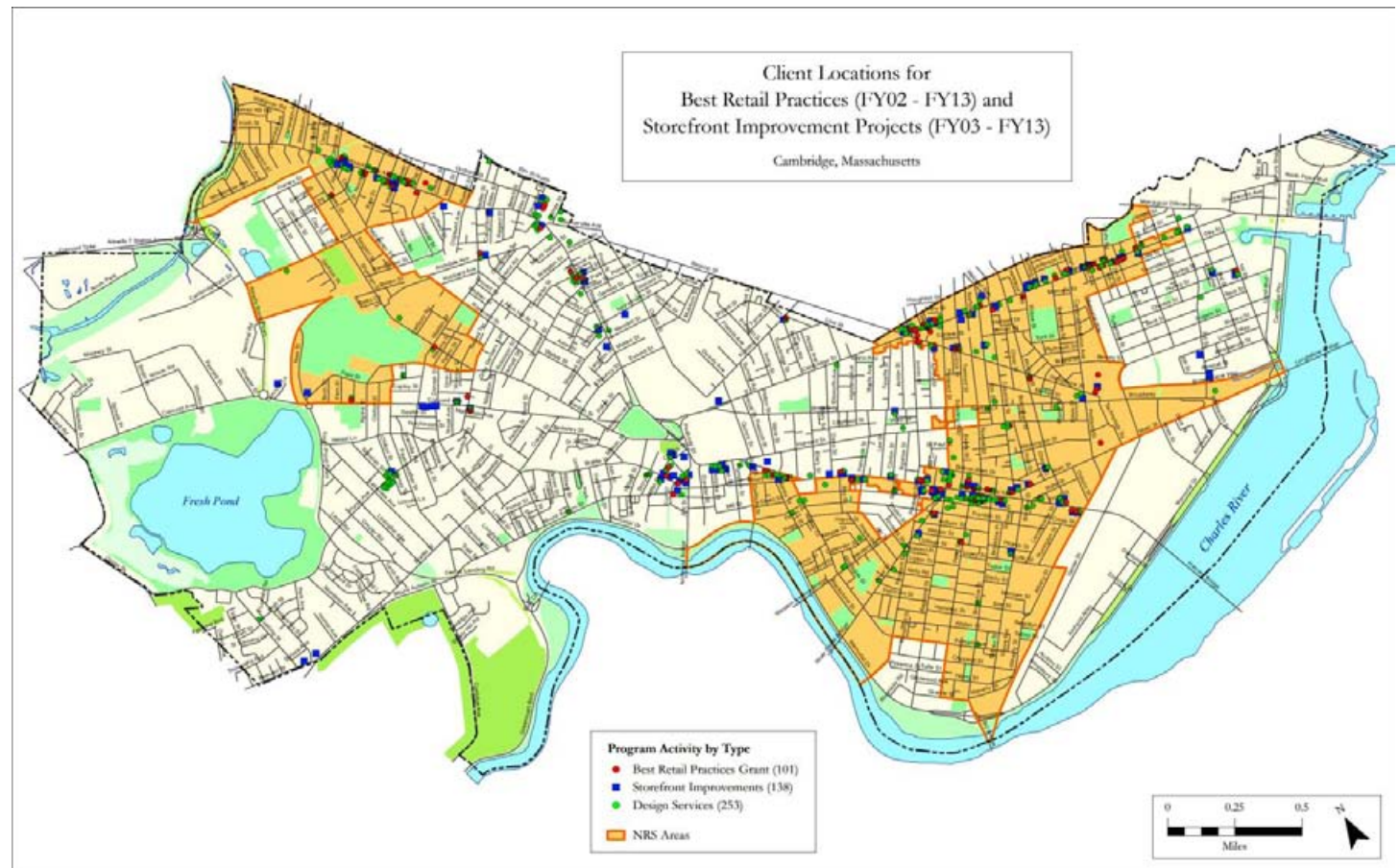
## **ECONOMIC DEVELOPMENT**

**PURPOSE & OVERVIEW:** The Economic Development Division's (EDD) role is to provide a robust, sustainable, entrepreneurial and diverse economy with a fully educated and employed workforce. EDD continually interacts with trade organizations, foreign delegations, community members, neighborhood organizations, companies and other related groups. EDD collaborates with all Cambridge municipal departments, administration and elected officials, as well as local, state and federal agencies to promote and develop supportive strategic policies and programs for business and community development. EDD targets City resources toward activities that will encourage the growth of new businesses, strengthen local independent businesses, and attract and retain large businesses such as those in Cambridge's life science and technology clusters. EDD takes a holistic approach 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, staff designs, evaluates and fine-tunes programs and services and encourages participation.

EDD supports commercial district revitalization by funding physical and operational enhancements and promoting special shopping events and outdoor activities to energize the districts. The City's commitment of façade improvement and accessibility 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 2002, this program has provided design services to over 178 business and property owners and helped finance 138 façade or signage and lighting improvement projects throughout Cambridge (See map that follows). In FY14, EDD added a Universal Design component to the Storefront Improvement program to remove street-level architectural barriers, stimulate economic development and build community.



**Figure 6: Best Retail Practices and Storefront Improvement Projects**



**FY15 GOALS:**

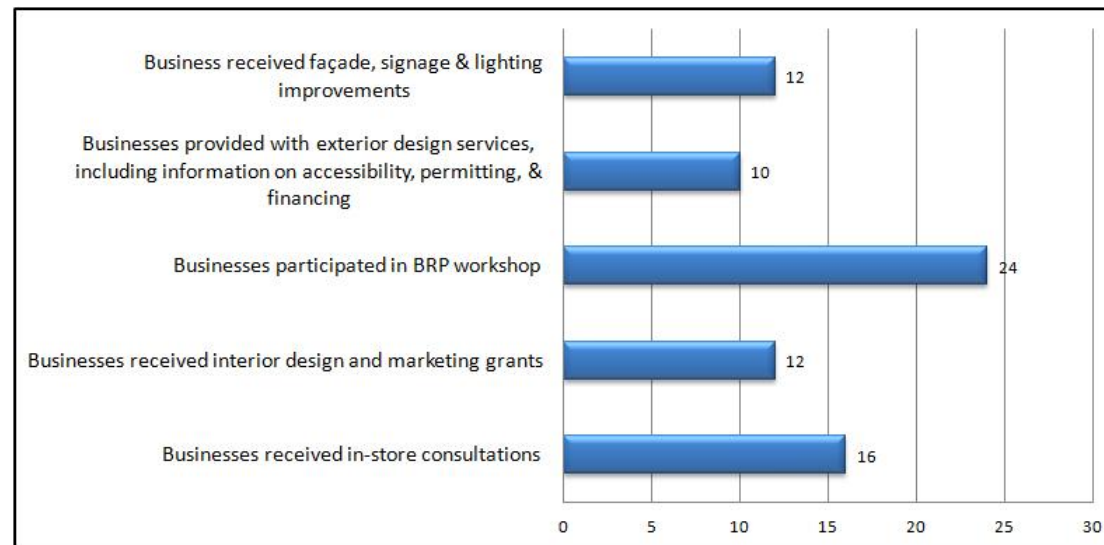
- **GOAL 1:** *Cultivate a supportive environment for business, with particular emphasis on small, women- and minority- owned businesses. Foster public/private/institutional partnerships and facilitate connections between small local businesses and the City, state, institutions and large businesses.*

The Economic Development Division works with the Center for Women & Enterprise, Commonwealth of Massachusetts, including the Small Business Development Center, Cambridge Local First, The Capital Network and other local organizations to provide business development programs and services to Cambridge residents, entrepreneurs and businesses. In 2014, these programs included:

- Cambridge Business Assistance Information Session
- Steps to Starting Your Own Business
- Accounting Fundamentals for Small Business
- Social Media Boot Camp
- In Pursuit of Capital
- Restaurant Start Up Assistance
- Choosing Your Legal Entity
- Health Care Reform Policies for Small Business
- Purchasing with the City of Cambridge and MIT

All EDD business development services are offered to Cambridge small businesses and entrepreneurs. In a recent survey of FY13 workshop participants, 28% added employees to their business and 100% of respondents felt that their net profits either increased or stayed the same. Recent (FY13) participants in the Best Retail Practices program reported a 25% increase in average sales after receiving in-store consultations and grants through the program. In addition to business development workshops, the staff assists businesses through one-on-one technical assistance, serving many business sectors, including minority-owned and women-owned businesses.

**Figure 7: FY14 Best Retail Practices & Storefront Improvement Program**



■ **GOAL 2:** *Promote thriving commercial districts.*

EDD assists business associations and neighborhood groups with long-term planning and project-specific support to advance the well-being of each commercial district. In FY14, EDD provided staff support for more than a dozen meetings, events and district-focused workshops, including Chamber of Commerce Economic Development Survey in the summer/fall, Taste of Cambridge in July, Local Economy Week in October, Inman Square Harvest Hoedown in November, Venture Café Office Hours throughout the year and the new Alewife Business Group in the winter. EDD also worked cross-departmentally on issues ranging from non-zoning recommendations in Central Square to enhancement of amenities in the Alewife area.

- *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.)*

Every year, EDD coordinates participation in the Just-A-Start Biomedical Careers Program, which works to prepare adults for higher quality jobs in the local economy through comprehensive training. This 9-month program provides residents with opportunities to enter the biotechnology sector and earn 19 college credits from Bunker Hill Community College. The average wage earned by program graduates is \$18/hour, 4 to 5 dollars above Cambridge's Living Wage; 55% of graduates from the FY13 program received jobs within 6 months of graduation. Graduates have been hired at local companies such as Biogen, Genzyme, MIT and Shire; others have chosen to pursue additional education and are working on degrees at area colleges.

In FY14, EDD and the Department of Human Service Programs (DHSP) Workforce Development staff partnered with the MassBioEd Foundation to promote conversations with human resource directors at local biotechnology and technology firms. These continuing conversations have been fruitful in exploring future collaboration.

EDD staff also worked with the Commission for Persons with Disabilities to host the City's first Disability Mentoring Day (DMD). DMD is designed to bring students and job seekers with disabilities into the workplace where they can learn about various career opportunities. Students or job seekers are paired with career professionals to experience what it means to work in that field or occupation to observe a typical workday; identify necessary skills; and learn about possible internships or employment prospects.

- *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.*

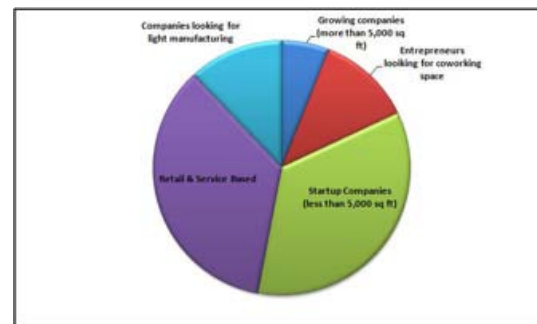
The pie chart that follows shows a breakdown by business type of site searches conducted by EDD staff. Businesses requesting site searches, besides the retail and service sector, are usually in the biotech, clean tech, high tech, food production and light manufacturing sectors.

- **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.*

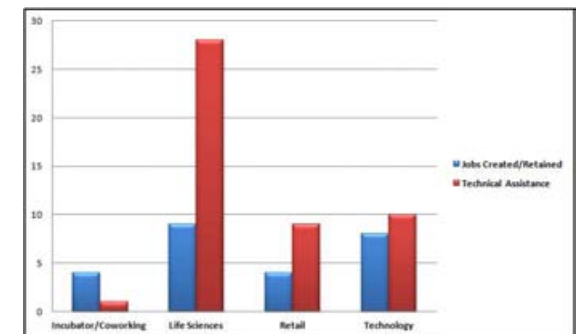
Following another successful outreach effort at the annual BIO conference, the largest biotechnology conference in the world, three new Cambridge companies have been tracked to BIO outreach, with another 21 in various stages of locating in Cambridge. EDD staff continue to engage domestic and international 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.

The new companies EDD helped recruit to the city, as well as those staff helped retain in Cambridge and those offered technical assistance, are detailed below.

**Figure 8: FY14 Site Services by Type**



**Figure 9: Number of Businesses Assisted**



**Key:**

**Jobs/businesses created:** Process by which a specified number of jobs in the Cambridge economy increases because a new business opened in Cambridge or current Cambridge business expanded. These jobs are counted because policies and programs were explicitly directed by EDD staff through specific efforts in business finance, marketing, neighborhood development, small business start-up and development, business retention and expansion, technology transfer, workforce training and real estate development.

**Jobs/businesses retained:** Process by which a specified number of jobs were prevented from leaving the Cambridge economy because a current Cambridge company was provided significant assistance to prevent it from leaving the area or closing. These jobs are counted because policies and programs were explicitly directed by EDD staff through specific efforts in business finance, marketing, neighborhood development, small business start-up and development, business retention and expansion, technology transfer, workforce training and real estate development.

**Technical assistance:** Process by which the number of jobs in the Cambridge economy remains unchanged even though policies and programs were explicitly directed by EDD staff through specific efforts in business finance, marketing, neighborhood development, small business start-up and development, business retention and expansion, technology transfer, workforce training and real estate development. Jobs remain unchanged because in these cases there was no risk of business closure, the business is not yet open and considered in the pipeline of potential future businesses, or there is no business entity (i.e., developer, resident, start-up).

## **ENVIRONMENTAL AND TRANSPORTATION PLANNING**

### **PURPOSE & OVERVIEW:**

The Environmental and Transportation Planning Division promotes 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. 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 Division reviews development proposals to manage the environmental impacts of economic growth, 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. The Division helps the City to provide municipal leadership through its own environmental policies and practices. The Division works 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, a program run by the Division, helps people make sensible energy efficiency and renewable energy choices in their everyday lives and in their homes.

In FY15, the Division will focus on climate change preparedness and multiple new initiatives including the Community Compact for a Sustainable Future, the Kendall Square EcoDistrict and planning efforts to set Cambridge on a trajectory to becoming a net zero community. Other priorities over the coming year include improvements to pedestrian, bicycle and transit infrastructure in key areas of the city, multiuse pathway improvements, and regional activities to represent Cambridge's interests in MBTA service and capital planning, the Accelerated Bridge Program and expansion of the bicycle sharing system.

Figure 10: The Kendall Square EcoDistrict Model



Source: The EcoDistricts™ Framework ([www.ecodistricts.org](http://www.ecodistricts.org))

## FY15 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	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Number of presentations to employers and property owners to assist with implementing TDM programs	n/a	n/a	n/a	12
2. Number of Parking and Transportation Demand Management (PTDM) plans and special permits reviewed and/or monitored for compliance	54	54	54	59
3. Number of City employee enrollments in MBTA pass subsidy program and other TDM incentives	869	850	850	900
4. Number of initiatives to reduce City employee vehicle trips	10	6	7	6
5. Number of traffic impact studies and site plans reviewed to ensure that they further the City's transportation goals	11	10	10	10

- **GOAL 2:** *Plan, advocate for and implement improvements to enhance safety and encourage walking, bicycling and public transportation use.*

PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Number of traffic calming projects designed	3	3	3	3
2. Number of recent infrastructure and transit service improvements evaluated, including traffic calming projects	2	3	3	3
3. Number of projects to support and enhance conditions for bicycling, walking and/or use of public transportation	10	8	8	10
4. Number of bicycle parking racks installed on City property	n/a	120	120	120

■ *GOAL 2: (continued)*

PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
5. Number of regional transportation planning efforts engaged in to advance the City's environmental goals	19	14	15	16

■ *GOAL 3: Implement climate change adaptation and mitigation policies, programs and other strategies that enhance municipal and community sustainability and environmental quality.*

PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Number of events or initiatives involving Cambridge Energy Alliance to engage residential and business communities	75	60	60	60
2. Number of energy efficiency audits generated by the Cambridge Energy Alliance	714	500	700	700
3. Number of community initiatives engaged in to support climate protection goals	8	4	5	6
4. Number of municipal initiatives engaged in to support sustainability goals	5	4	4	4
5. Number of environmental project or site reviews performed	5	3	3	3



- **GOAL 4:** *Work with representatives from the community, state agencies and other City departments to design and implement major infrastructure projects that promote vehicle trip reduction and expand mode choice.*

PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Number of infrastructure projects under design	5	3	7	4
2. Number of construction projects, including traffic calming, where CDD provides design services during construction	3	8	9	6

- **GOAL 5:** *Educate and involve community in design and implementation of environmental and transportation policies and projects.*

PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Number of environmental and/or transportation educational/promotional initiatives organized or participated in	24	20	22	20
2. Number of public meetings hosted/staffed with standing committees	63	58	58	54
3. Number of project-specific community meetings hosted/staffed or presentations to community groups	45	20	27	26

The Division works to ensure that current growth in Cambridge supports a healthier environment over time. The City prioritizes roadway improvements, amenities and connections to enhance the biking environment and promotes high quality design in new private infrastructure to support cycling, walking and public transit use. Seasonal public bicycle rides build community and encourage cycling for all ages.



ACTUAL FY13	PROJECTED FY14		BUDGET FY15	HISTORICAL COMMISSION
<u>\$596,370</u> \$596,370	<u>\$623,100</u> \$623,100	<b>HISTORICAL COMMISSION</b>	<u>\$687,860</u> \$687,860	<b>PURPOSE &amp; OVERVIEW:</b> The Cambridge Historical Commission (CHC) is the City's historic preservation agency and works 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. The CHC also administers preservation grants funded by the Community Preservation Act (CPA). The CHC fosters a sense of community and promotes 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.  <b>SIGNIFICANT BUDGET MODIFICATIONS:</b> The FY15 Historical Commission Budget includes \$67,000 to fund the graphic design, printing and binding services for their manuscript <i>Building Old Cambridge: Architecture and Development</i> .  <b>FY14 MAJOR DEPARTMENT ACCOMPLISHMENTS:</b> <ul style="list-style-type: none"><li>Conducted design review and compliance of large projects in protected districts throughout Cambridge, including Harvard Lampoon Building, 44 Bow Street (Harvard Square Conservation District) and Cambridge Common (Old Cambridge Historic District); 7 Humboldt Street and 85 Washington Avenue [Avon Hill Neighborhood Conservation District (NCD)]; 6-8 Emmons Place, 10 Ellery and 24 Clinton streets (Mid Cambridge NCD); and 22 Lowell and 32 Ash streets (Half Crown/Marsh NCD).</li></ul>

- Conducted 44 historic paint color consultations, including restoration of the original exterior colors at 28 Fayerweather Street (1882) and 159 Brattle Street (Cambridge Historical Society's Hooper-Lee-Nichols House), and period appropriate colors for 28 Garfield Street (1886) which was being restored to its original appearance after removing aluminum siding.
- Expanded online permitting, in collaboration with Inspectional Services Department, Information Technology and Geographic Information Systems, to include CHC review of building and demolition permits, curb cuts and sign permits.
- Began transition of website to new web platform.
- Supported historic preservation projects with grants from CPA funds, including exterior restoration of 8 affordable housing projects (\$250,500); and projects involving City-owned historic structures and landscapes, including restoration of windowsills (\$212,000) and interior storm windows (\$23,500) at City Hall; and ongoing restoration of the Magazine Beach Powderhouse (\$100,000, in collaboration with Mass. DCR). Institutional grants included repair and restoration of stained glass windows at St. Peter's Episcopal Church, 838 Massachusetts Avenue (\$13,123) and Pentecostal Tabernacle South Campus, 54 Magazine Street (\$100,000, including roof repairs).
- The former Grace Methodist Church (now Pentecostal Tabernacle South Campus) at 56 Magazine Street, was approved by the City Council as a City landmark. This exuberant Queen Anne building with decorative multi-story gables, features Gothic pointed arches and windows, and a soaring 117 foot corner tower and belfry. Initiated a study of the former Hathaway & Sons Bakery buildings at 33 Richdale Ave. The complex comprises two related brick structures built between 1910 and 1950 that are rare and distinctive examples of a specialized industrial structure.
- 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.
- Oral historian collaborated with True Story Theater, an Arts Council grantee, to present dramatizations of stories from Area 4 at three neighborhood sites. Also, assisted an intern from the Cambridge Historical Society who was completing his dissertation on Cambridge in the 1920s; the resulting DVD will feature excerpts from Central Square oral histories.
- Archivists processed collections and created and posted online finding aids to increase accessibility for researchers. The William L. Galvin Collection includes correspondence, notes, articles, photographs, plans and drawings. Galvin (1902-1983) was an architect and entrepreneur. He opened his own firm in Harvard Square, aggressively sought commissions and served on numerous community boards. The core of the collection are drawings for over 1,000 architectural commissions, of which about 530 Cambridge projects have been catalogued. The Clark Street Photo Collection comprises images taken by the Cambridge Engineering Department in 1901 during a street widening project. This section of Clark was razed for construction of Newtowne Court, and these rare views show houses, rear yards, out-buildings and neighborhood children. An archives intern from Simmon's School of Library & Information Science also processed papers and memorabilia from The Electronic Corporation (1953-

1986) donated by a former employee.

- Organized and participated in city-wide programs. **July:** *Cambridge Discovery Days "Revolutionary Cambridge,"* a weekend of free walking tours and events. Tours, led by volunteer guides and attended by residents and area visitors, explored fictional Cambridge settings; a quiet neighborhood home to creative and original 19th century thinkers; and the life of the bicycle-riding local street railway man, Harry Hanson, based on his own diaries. **May:** *Jane's Walk*, an annual world-wide event celebrating the ideas and legacy of the urbanist Jane Jacobs, explored the history and architecture of the Port (Area 4) on a walk led by staff and volunteers. **October:** *Cambridgeport History Day* highlighted working in Cambridgeport in 1913 with special walking tours and exhibits including "Women Working" by the Cambridge Women's Heritage Project and a history of the ancient powder magazine at Magazine Beach. A local printmaker demonstrated a small hand-press; Civil War re-enactors honored the 50th anniversary of the Battle of Gettysburg; and musicians offered period music. Staff assisted property owners with house research for "If this house could talk." **March:** Women's Heritage Project co-sponsored an *International Women's Day* program featuring True Story Theater.

#### **FY15 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	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Total number of applications reviewed by staff	412	450	450	450
2. Number resolved administratively	331	354	360	360
3. Number requiring public hearing	81	96	90	90

- **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	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Total number of applications reviewed by staff	39	39	37	37
2. Number resolved administratively	20	29	28	25
3. Number requiring public hearing	19	10	9	12

- **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	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Total number of properties protected as landmarks	37	39	37	38
2. Total number of properties protected by easements	42	43	42	42

- **GOAL 4:** *New districts: Foster community and support neighborhood preservation by working with area residents requesting the establishment of new historic and neighborhood conservation districts (NCD).*

- **GOAL 5:** *Technical assistance: Promote excellence in historic preservation practices, including sustainable redevelopment, through continuing technical assistance to homeowners, institutions, public agencies and commercial property owners. Assist homeowners in choosing historically appropriate exterior paint colors.*

PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. On-site consultations with homeowners, institutions, public agencies and businesses, including paint color consultations (some paint projects require numerous consultations)	346	375	375	360
2. Number of paint consultations	30	44	44	40

- **GOAL 6:** *Environmental reviews: Mitigate impacts on historic resources and promote sustainable building/maintenance practices by participating in state and federal review procedures. The volume of reviews is subject to economic conditions and activity in the real estate market.*

PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Number of environmental assessments performed under state and federal statutes	23	20	20	22

- **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	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Number of grants to City-owned buildings/landscapes	10	10	8	8
2. Number of grants to properties owned by nonprofit agencies	9	6	6	7

- **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	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Number of grants to affordable housing agencies and individual homeowners	4	6	6	7

- **GOAL 9:** *Complete manuscript revisions and photo selections for "Building Old Cambridge: Architecture and Development," a new volume in the Commission's neighborhood series; submit to The MIT Press for publication in 2016.*
- **GOAL 10:** *Complete manuscript and photo selections for WE ARE THE PORT, an illustrated collection of oral histories from Area 4, and submit to publisher for design and printing.*

PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Work with printer/publisher on design and layout of book	n/a	100%	60%	100%
2. Professional editor and staff review galleys; correction by printer; book published	n/a	100%	42%	100%

- *GOAL 11: 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	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Number of programs	47	32	32	32
2. Estimated audience; includes est. attendance at collaborative events	1,689	1,400	1,400	1,345

- *GOAL 12: 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 13: 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	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Number of major additions or changes, including content, technical upgrades and organizational improvements.	19	12	10	10



<b>FINANCING PLAN</b>	<b>DETAIL</b>	<b>SUMMARY</b>
<b>TAXES</b>		<b>\$678,860</b>
Real Estate Taxes	\$678,860	
<b>INTERGOVERNMENTAL REVENUE</b>		<b>\$5,000</b>
C.D.B.G.	\$5,000	
<b>MISCELLANEOUS REVENUE</b>		<b>\$4,000</b>
Royalties	\$4,000	
<b>TOTAL FY15 BUDGETED REVENUE</b>		<b>\$687,860</b>

<b>STATUTORY ANALYSIS</b>	<b>SUMMARY</b>
<b>SALARIES &amp; WAGES</b>	<b>\$590,680</b>
<b>OTHER ORDINARY MAINTENANCE</b>	<b>\$96,380</b>
<b>TRAVEL &amp; TRAINING</b>	<b>\$800</b>
<b>EXTRAORDINARY EXPENDITURES</b>	<b>\$0</b>
<b>TOTAL FY15 BUDGETED EXPENDITURES</b>	<b>\$687,860</b>

<b>FULL TIME BUDGETED EMPLOYEES</b>	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>
	<b>5</b>	<b>5</b>	<b>5</b>

ACTUAL FY13	PROJECTED FY14		BUDGET FY15
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## CONSERVATION COMMISSION

\$101,705  
\$101,705

\$124,665  
\$124,665

### CONSERVATION COMMISSION

\$127,770  
\$127,770

**PURPOSE & OVERVIEW:** The Conservation Commission is responsible for administering the State's Wetlands Protection

Act, and protecting and enhancing the City's natural resources and open spaces through regulatory review, planning, environmental monitoring, education and outreach. The Wetlands Protection Act states that a seven member voluntary Commission (appointed by the City Manager to three-year terms) and a Director are responsible for reviewing, permitting and inspecting projects in and around Cambridge's wetlands, floodplains and water bodies. 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. Additionally, 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 Commission serves as a member of the Fresh Pond Advisory Board (FPAB), member of the Open Space Committee, member of the Arlington-Belmont-Cambridge (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 member of the Food and Fitness Policy Council.

### FY14 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Provided training to new and existing members of the Commission. As of January 2014, eleven Conservation Commission permits were issued and permit compliance was ensured through site visits. Membership to the Massachusetts Association of Conservation Commissions (MACC) allowed the Commission to stay current on all regulations.
- Created an Urban Agriculture webpage, as part of administering the Cambridge Community Garden program, to assist residents in creating their own gardens. additionally worked with Public Works and the Disability Commission to create and maintain accessible plots within the community gardens. Continued to work with the City Manager's Office, the City Council and City departments to create approximately 25 new garden plots and to promote all urban gardening opportunities.
- Served on the Food and Fitness Policy Committee, and collaborated with city staff to create an urban agriculture task force to review the current opportunities and zoning regulations.

**FY15 GOALS:**

- *GOAL 1: Fulfill statutory requirements under the Massachusetts Wetlands Protection Act.*

PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Number of public meetings/ hearings	33	40	40	40
2. Number of permits issued	25	20	20	20
3. Number of site inspections	114	100	100	100
4. Create and maintain an electronic archival system for all filings	75%	90%	90%	100%

- *GOAL 2: Administer and enhance the Community Garden Program.*

PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Number of gardens on public land	10	11	10	11
2. Number of gardens on private land	3	3	3	3
3. Estimated number of gardeners	510	530	510	535

- *GOAL 3: Assist with implementation of the Fresh Pond Master Plan through continued work with the Fresh Pond Master Plan Advisory Board in coordination with Water Department staff.*

PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Number of public meetings	12	10	10	10
2. Number of projects being administered	10	10	10	10
3. Number of site inspections	79	70	70	75

- **GOAL 4:** *Assist the City Manager's Office with the administration of Community Preservation Act Open Space resources.*

<b>PERFORMANCE MEASURES</b>	<b>FY13 ACTUAL</b>	<b>FY14 BUDGET</b>	<b>FY14 PROJECTED</b>	<b>FY15 PROPOSED</b>
1. Number of public meetings attended	5	5	5	5
2. Number of projects being administered within the Fresh Pond Reservation	6	6	6	6

<b>FINANCING PLAN</b>	<b>DETAIL</b>	<b>SUMMARY</b>
<b>TAXES</b>		<b>\$81,395</b>
Real Estate Taxes	\$81,395	
<b>CHARGES FOR SERVICES</b>		<b>\$46,375</b>
Water Usage Charge	\$44,875	
Conservation Comm	\$1,500	
<b>TOTAL FY15 BUDGETED REVENUE</b>		<b>\$127,770</b>

<b>STATUTORY ANALYSIS</b>	<b>SUMMARY</b>
<b>SALARIES &amp; WAGES</b>	<b>\$125,870</b>
<b>OTHER ORDINARY MAINTENANCE</b>	<b>\$1,000</b>
<b>TRAVEL &amp; TRAINING</b>	<b>\$900</b>
<b>EXTRAORDINARY EXPENDITURES</b>	<b>\$0</b>
<b>TOTAL FY15 BUDGETED EXPENDITURES</b>	<b>\$127,770</b>

<b>FULL TIME BUDGETED EMPLOYEES</b>	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>
	<b>1</b>	<b>1</b>	<b>1</b>

ACTUAL FY13	PROJECTED FY14		BUDGET FY15	PEACE COMMISSION
<u>\$136,525</u> \$136,525	<u>\$141,455</u> \$141,455	<p>PEACE COMMISSION</p> <p>PURPOSE &amp; OVERVIEW: The Cambridge Peace Commission promotes peace and social justice within Cambridge through building stronger connections and increased understanding throughout the community. The Commission collaborates with municipal agencies, communities of faith, nonprofit organizations, and the community as a whole to build and strengthen relationships, and to promote positive dialogue and foster understanding. The Commission works to ensure that differences and diversity are understood and celebrated, so that all residents can contribute to making Cambridge an equitable and peaceful community. Particular focus is given to traumatic events and violence affecting Cambridge and its residents, through coordinating and supporting compassionate community responses to support recovery and healing. The Commission celebrates Cambridge residents and local efforts with recognition programs and events, and raises awareness about local and global peace and social justice issues through educational forums, discussions and presentations. It supports Cambridge’s Sister City relationships, including those with: Les Cayes, Haiti; San José Las Flores, El Salvador; and Yerevan, Armenia.</p> <p>FY14 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:</p> <p>Addressing Violence and Promoting Peace in the Community</p> <ul style="list-style-type: none"><li>Served on the Steering Committee of the Cambridge Community Response Network, established collaboratively with the Cambridge Public Health Department, Police Department, Department of Human Service Programs (DHSP) and the Cambridge Public Schools, to support the community in the wake of traumatic events.</li><li>Facilitated the planning work of the Cambridge Police Department and local clergy to develop and establish the first Police Chaplaincy Program in Massachusetts, serving victims, members of the community and first responders who have been exposed to traumatic events.</li><li>Continued the Summer of Peace Initiative to promote a summer free of youth violence in Cambridge by bringing together City staff, schools, clergy, youth centers, police, 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.</li><li>Participated in community initiatives to prevent violence and promote peace including the Domestic Violence Free Zone, National Night Out, and the Reach for Peace youth basketball tournament.</li><li>Helped plan, coordinate and facilitate services and activities at Cambridge Rindge and Latin School as needed, in support of students, faculty and staff in the wake of any incidents of violence affecting Cambridge.</li></ul>	<u>\$148,445</u> \$148,445	

### **Supporting Diversity, Building Connections and Relationships and Recognizing Peacemakers**

- Collaborated with the Cambridge Black Pastors Alliance, DHSP and the Cambridge Police Department to bring more than 200 Cambridge residents together for a respectful, fair and safe conversation together, in support of peace and unity in the wake of the Trayvon Martin verdict.
- Organized the annual Martin Luther King Day Commemoration and Remembrance, connecting Dr. King's words and actions to how Cambridge can build community and support diversity.
- Organized the 25th annual Cambridge Citywide Holocaust Commemoration, working with students, musicians, communities of faith, and City departments to create an inclusive and moving ceremony with music, remembrances and reflections from Israel Arbeiter, a survivor of the Holocaust.

### **Connecting with the Community and Connecting Cambridge with the Wider World**

- Coordinated the City's efforts to establish a sister city in Haiti with the Cambridge-Haiti Sister City Committee, building on the work of its 2013 Cambridge delegation that created relationships and assessed how to leverage the resources of Cambridge to support and expand educational, environmental and public health work in and around the City of Les Cayes, Haiti.
- Organized an International Day of Peace, a live streaming event connecting CRLS students and teachers with a school in Toronto, Canada as part of Cambridge's role as a member of the International Association of Peace Messenger Cities.
- Worked with the Mayor's Office to hold a public remembrance of Nelson Mandela, working with the local nonprofit organization South Africa Partners to allow Cambridge residents share their memories and send their condolences to Mandela's family and the people of South Africa.
- Spoke and presented at a range of community groups and events including: an MIT forum on race, ethnicity, and community organizing; the Cambridge Rotary Club; the dedication of a peace garden at the Cambridgeport School; a Hiroshima Day Anniversary Commemoration cosponsored by the Harvard Square Business Association; and many community discussion panels at the Central Square Theater.

**FY15 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, social justice and community building, providing a bridge to city government and creating greater understanding and connections among them.*

PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Community-based meetings to collaborate and develop common strategies and mutual goals to address issues of violence and to promote community building	15	15	15	15
2. Cross-sector collaborations and events with City of Cambridge departments, community and nonprofit organizations, and faith communities	8	8	8	8

- **GOAL 2:** *Support efforts that mobilize communities and activate residents to promote a safe, healthy and positive community. Develop and support activities to help Cambridge residents work together across neighborhoods and across lines of racial and ethnic identity. Organize and support community-wide initiatives and projects for public safety and violence prevention. Respond to traumatic events affecting the community in ways that build relationships, support dialogue and enhance understanding. Support peace in the community through programs that help residents appreciate diversity and that promote alternatives to conflict, including community-building efforts and alternative dispute resolution.*

PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Partnerships, collaborations and events organized with City departments, schools and Cambridge organizations, for building community, information exchange, and skill and knowledge sharing	6	6	6	8
2. Individuals involved in peace building and/or violence prevention efforts through community forums, meetings, conflict resolution, and other activities	455	400	380	380

- **GOAL 3:** *Foster Cambridge's diversity and bridge community divisions by creating, supporting and recognizing efforts that strengthen community, encourage dialogue and understanding and build relationships. Organize and sponsor forums and recognition, educational and networking events that address issues of class, race, gender, national origin, sexual orientation and religious backgrounds that promote working together to create positive conditions and equity in the city.*

PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Meetings, events and activities designed to build relationships and community, or foster dialogue and understanding	40	25	25	25



■ **GOAL 3:** (continued)

PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
2. Individuals attending presentations, forums and workshops specifically addressing issues of class, race, gender, national origin, sexual orientation and religious background	300	300	400	350
3. Participants at community and recognition events and public commemorations	1,565	1,415	1,500	1,500

■ **GOAL 4:** *Establish and maintain Cambridge's Sister City relationships and connect them to related communities within the city; 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 impacts and effects of national and international issues relevant to the city's diverse communities through activities and events.*

PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Community events and activities connecting Cambridge residents to sister cities, including delegations and educational forums	11	14	14	16
2. Monthly e-mail updates and calendars of events, distributed to Cambridge residents, organizations and City departments	16	16	16	16
3. Public forums and educational events on issues of local and global concern	17	15	15	15
4. Collaborations with community, school, university, and local peace and justice organizations	13	15	15	15

<b>FINANCING PLAN</b>	<b>DETAIL</b>	<b>SUMMARY</b>
<b>TAXES</b>		<b>\$124,995</b>
Real Estate Taxes	\$124,995	
<b>INTERGOVERNMENTAL REVENUE</b>		<b>\$23,450</b>
State Cherry Sheet Revenue	\$23,450	
<b>TOTAL FY15 BUDGETED REVENUE</b>		<b>\$148,445</b>

<b>STATUTORY ANALYSIS</b>	<b>SUMMARY</b>
<b>SALARIES &amp; WAGES</b>	<b>\$136,270</b>
<b>OTHER ORDINARY MAINTENANCE</b>	<b>\$10,325</b>
<b>TRAVEL &amp; TRAINING</b>	<b>\$1,850</b>
<b>EXTRAORDINARY EXPENDITURES</b>	<b>\$0</b>
<b>TOTAL FY15 BUDGETED EXPENDITURES</b>	<b>\$148,445</b>

<b>FULL TIME BUDGETED EMPLOYEES</b>	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>
	<b>1</b>	<b>1</b>	<b>1</b>

ACTUAL FY13	PROJECTED FY14		BUDGET FY15
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## CABLE TELEVISION

\$846,320  
\$538,900  
\$1,385,220

\$855,185  
\$561,135  
\$1,416,320

### CABLE TELEVISION/CCTV 22-CITYVIEW

\$858,000  
\$594,495  
\$1,452,495

**PURPOSE & OVERVIEW:** The Office of Cable Television is responsible for the television production needs related to the programming on the City of Cambridge

Municipal Television Channel. Operating within the Cambridge broadcast footprint, *22-CityView* is a resource that provides both original and acquired programming drawn from and relating to the City of Cambridge. The Municipal Channel strives to provide its viewers with a sense of the overall vitality for which the City is known in areas including, but not limited to, education, culture, arts, health and human services and history.

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. *22-CityView* covers and broadcasts the following City and community events and celebrations: Memorial Day Parade; Veterans Day and Patriots' Day Observances; CRLS Graduation Ceremonies; CityRun; Mayor's Cup Youth Baseball Tournament; Annual Dance Party and Danehy Park Family Day. It also provides time sensitive public service announcements regarding snowstorms, school closures and other important notifications. One of the Office's primary responsibilities is to cover and broadcast the City Council and Ordinance meetings and hearings and improve the production value of its presentations.

The \$858,000 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.

#### **SIGNIFICANT BUDGET MODIFICATIONS:**

The FY15 Budget includes \$36,600 in other ordinary maintenance to provide real-time closed captions for cable TV broadcast and web streaming of all City Council meetings and recorded City Council committee meetings. This will allow meetings to be accessible to all persons, including persons with disabilities.

**FY14 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:**

- Completed the equipment upgrade of the Media Arts Studio Master Control Suite. The office of Cable TV now has the ability to more easily move media between producers to the broadcast tier of the system. New equipment and upgrades to the Master Control Suite will enable the delivery of a more polished broadcast product, incorporating new and emerging technologies. The upgraded system is also capable of receiving and delivering a High-Definition broadcast signal.
- Produced an extended PSA for the *Cambridge Community Compact for a Sustainable Future*.
- In conjunction with the Cambridge Public Library, 22 CityView developed a new series, *Arts Uncut*, which features interviews and readings with both local and national Novelists and Poets. The series premiered with a reading by Cambridge resident and Pulitzer Prize winning Novelist, Junot Diaz.
- Developed and re-launched the 22-CityView website, complete with a live video stream of the channel.
- Launched a YouTube channel, 22-CityView-Cambridge, which serves as a secondary archive of channel programming.

**FY15 GOALS:**

- *GOAL 1: Work with City departments utilizing 22-CityView production services.*

PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Number of times that 22-CityView has provided production services to City departments	43	40	40	45
2. Number of department related studio based programs	28	30	30	35
3. Number of bulletin and informational on-screen text messages generated	841	1,000	1,050	1,050

- *GOAL 2: Continue to provide a wide range of viewing options utilizing both acquired and 22-CityView produced programming.*

PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Hours per week of programming	105	105	105	105

■ **GOAL 2:**    *(continued)*

<b>PERFORMANCE MEASURES</b>	<b>FY13 ACTUAL</b>	<b>FY14 BUDGET</b>	<b>FY14 PROJECTED</b>	<b>FY15 PROPOSED</b>
2. Number of 22-CityView produced programs aired per day	5	7	7	7
3. Number of acquired satellite programming aired per day	14	14	14	14
4. Number of hours of live City Council and Ordinance meetings covered	183	125	120	120
5. Number of hours of City Council and Ordinance meetings rebroadcast	348	n/a	260	260

■ **GOAL 3:**    *22-CityView will introduce closed-captioning technology into the City Council and Ordinance Committee broadcasts.*

■ **GOAL 4:**    *Launch a new studio programming initiative, CityView Inside, which will provide a bimonthly broadcast platform for City of Cambridge departments to showcase their programs, events and initiatives.*

<b>FINANCING PLAN</b>	<b>DETAIL</b>	<b>SUMMARY</b>
<b>TAXES</b>		<b>\$97,495</b>
Real Estate Taxes	\$97,495	
<b>CHARGES FOR SERVICES</b>		<b>\$1,355,000</b>
Municipal Access Fee	\$1,355,000	
<b>TOTAL FY15 BUDGETED REVENUE</b>		<b>\$1,452,495</b>

<b>STATUTORY ANALYSIS</b>	<b>SUMMARY</b>
<b>SALARIES &amp; WAGES</b>	<b>\$513,245</b>
<b>OTHER ORDINARY MAINTENANCE</b>	<b>\$935,800</b>
<b>TRAVEL &amp; TRAINING</b>	<b>\$3,450</b>
<b>EXTRAORDINARY EXPENDITURES</b>	<b>\$0</b>
<b>TOTAL FY15 BUDGETED EXPENDITURES</b>	<b>\$1,452,495</b>

<b>FULL TIME BUDGETED EMPLOYEES</b>	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>
	<b>5</b>	<b>5</b>	<b>5</b>

ACTUAL FY13	PROJECTED FY14		BUDGET FY15
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## DEBT SERVICE

\$35,925,895  
 \$10,132,255  
 \$0  
 \$0  
\$270,370  
 \$46,328,520

\$38,429,825  
 \$11,069,225  
 \$600  
 \$600  
\$150,415  
 \$49,650,665

MATURING BONDED DEBT  
 INTEREST ON BONDS  
 SANDERS TEMPERANCE FUND  
 DOWSE INSTITUTE FUND  
 BOND SALE FEES

\$38,675,775  
 \$11,553,060  
 \$600  
 \$600  
\$216,000  
 \$50,446,035

**PURPOSE & OVERVIEW:** The 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 7.4% of the total FY15 debt service on MWPAT loans is covered by subsidies from the State, with the remainder financed through sewer service charges.

Funds 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 18, 2014 to finance renovations to the King Elementary school, sewer reconstruction, Kendall Square surface improvements, Harvard Square Tunnel improvements, street and sidewalk reconstruction and open space improvements at Cambridge Common.

In conjunction with the 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 33 cities nationally to receive the highest rating (AAA) from all three agencies.

**SIGNIFICANT BUDGET MODIFICATIONS:** The FY15 Debt Service Budget reflects a net increase of \$728,785 which is attributable to an increase in sewer debt and tax-supported debt. The FY15 Budget includes new debt service costs associated with the February 18, 2014 General Obligation bond sale.

**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.

**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. Bond market conditions have shown a moderate upward trend since the last bond sale in February 2013. The City received a True Interest Cost (TIC) of 2.56% for the bonds sold on February 18, 2014, which is a slightly higher rate than the 2.04% received in February 2013, by 52 basis points or 0.52%.

**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.

<b>FINANCING PLAN</b>	<b>DETAIL</b>	<b>SUMMARY</b>
<b>TAXES</b>		<b>\$32,601,625</b>
Real Estate Taxes	\$32,601,625	
<b>CHARGES FOR SERVICES</b>		<b>\$15,261,920</b>
Sewer Service Charge	\$15,261,920	
<b>INTERGOVERNMENTAL REVENUE</b>		<b>\$1,882,175</b>
MWPAT Loan Program	\$112,175	
Misc Receipts/TCHCN	\$1,770,000	
<b>MISCELLANEOUS REVENUE</b>		<b>\$700,315</b>
Rent Of City Property	\$526,005	
Section 108 Ln Repayment	\$174,310	
<b>TOTAL FY15 BUDGETED REVENUE</b>		<b>\$50,446,035</b>

<b>STATUTORY ANALYSIS</b>	<b>SUMMARY</b>
<b>SALARIES &amp; WAGES</b>	<b>\$0</b>
<b>OTHER ORDINARY MAINTENANCE</b>	<b>\$216,000</b>
<b>TRAVEL &amp; TRAINING</b>	<b>\$0</b>
<b>EXTRAORDINARY EXPENDITURES</b>	<b>\$50,230,035</b>
<b>TOTAL FY15 BUDGETED EXPENDITURES</b>	<b>\$50,446,035</b>



# SUMMARY: HUMAN RESOURCES AND DEVELOPMENT

FY13 ACTUAL	FY14 PROJECTED	PROGRAM EXPENDITURES	FY15 BUDGET
\$8,732,350	\$8,916,205	Library	\$9,249,325
\$22,704,630	\$23,469,455	Human Services	\$24,225,290
\$221,970	\$224,780	Commission on the Status of Women	\$241,295
\$182,580	\$273,395	Human Rights Commission	\$266,890
<u>\$957,350</u>	<u>\$1,131,630</u>	Veterans' Services/Benefits	<u>\$1,092,655</u>
\$32,798,880	\$34,015,465		\$35,075,455

FINANCING PLAN	FY15 BUDGET
Taxes	\$29,905,195
Charges For Services	\$3,518,090
Fines & Forfeits	\$75,000
Intergovernmental Revenue	<u>\$1,577,170</u>
	\$35,075,455

ACTUAL FY13	PROJECTED FY14		BUDGET FY15
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**LIBRARY  
-Summary**

\$6,634,245  
\$2,098,105  
\$8,732,350

\$6,803,740  
\$2,112,465  
\$8,916,205

**MAIN LIBRARY  
BRANCH LIBRARIES**

\$7,153,500  
\$2,095,825  
\$9,249,325

**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 customized services which are tailored to the unique needs of their neighborhoods. All libraries circulate books, e-readers 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 through the Internet. Library sponsored programs and events offer opportunities for residents to come together to share their experiences and knowledge. Programming includes book discussion groups, author readings and topical presentations, as well as adult literacy classes, English conversation groups, children's story times and sing-alongs, and computer instruction. Library services are offered a collective total of 275 hours each week and library online resources are available 24/7.

**FY14 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:**

- Circulation is projected to exceed 1.4 million for the third consecutive year.
- A new elevator was installed at the Central Square Branch.
- Public computer sessions increased 14%.
- Downloads of e-books and audio books increased 64%.
- Access to online databases increased 48%.
- Nooks (e-readers) were checked out over 800 times.
- Visitors to the Main Library increased 10%.
- The Louisa Solano Poetry Series was inaugurated with readings by former Poet Laureate Robert Pinsky, Gail Mazur, National Book Award winner David Ferry and Frank Bidart.
- The Teen Room hosted the Second Annual Boston Teen Author Festival.
- National Book Award winner Alice McDermott read from her newest book and *Hardball's* Chris Matthews' spoke about *Tip and the Gipper: When Politics Worked*, his book about Tip O'Neill and Ronald Reagan.
- The Main Library Children's Room introduced Science Saturdays in cooperation with the MIT Society of Women Engineers.

- The Main Library continues to attract notable children's authors. Third and fourth graders enjoyed hearing from children's author Tommy Greenwald who writes chapter books for boys who don't like to read. Graphic novelist George O'Connor enthralled students with tales of Greek mythology.
- Programs on topical issues such as teen homelessness, the impact of violence and trauma on young boys of color, fracking, hunger, genetically modified organisms (GMOs), the Affordable Care Act, the economy and the Federal Reserve Bank, were held at the Main Library.
- CambridgeREADS featured Edwidge Danticat's *Claire of the Sea Light* and the author read to capacity crowds at Sanders Theater and Cambridge Rindge and Latin School.
- Public relations outreach was launched via a coordinated social media campaign on Facebook, Twitter, YouTube and Pinterest which all link users back to the Library's website and the Minuteman catalog.

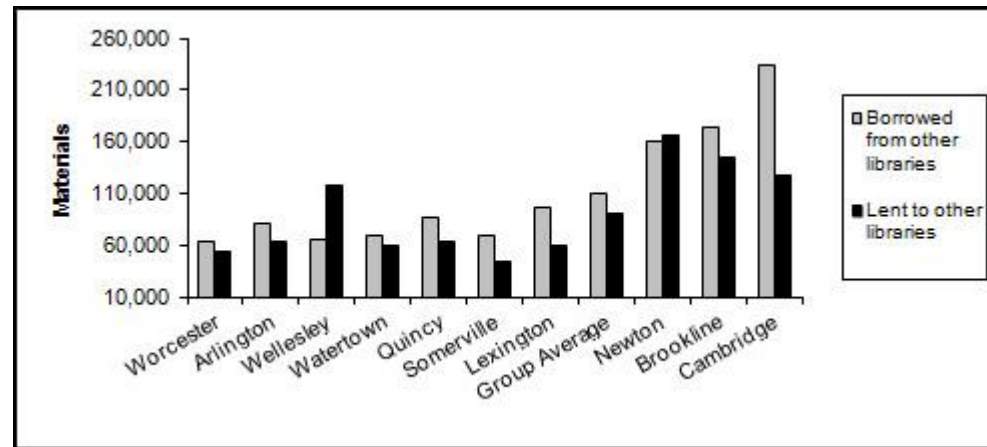
**Figure 1: FY13 Comparative Statistics on Regional Library Use**

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).

	<b>Total Hours Open Per Year (all locations)</b>	<b>Total Circulation</b>	<b>Circulation Per Capita</b>	<b>Number of Programs</b>	<b>Total Program Attendance</b>	<b>Reference Transactions Per Week</b>	<b>FY13 Cost Per Hour Open</b>
Somerville	7,621	372,021	5.5	579	15,483	1,091	\$262.68
Quincy	5,538	756,554	8.9	946	22,255	1048	\$475.36
<b>Cambridge</b>	<b>13,716</b>	<b>1,531,744</b>	<b>15.8</b>	<b>2,834</b>	<b>82,616</b>	<b>5,624</b>	<b>\$655.55</b>
Brookline	7,898	1,302,831	24.7	1,014	28,605	875	\$523.79
Lexington	3,247	833,427	28.4	497	18,083	809	\$753.33
Arlington	4,582	671,331	17.2	591	26,284	1,873	\$522.88
<b>Group Average</b>	<b>6,295</b>	<b>935,900</b>	<b>17.9</b>	<b>1,066</b>	<b>29,332</b>	<b>1,940</b>	<b>\$674.00</b>
Watertown	3,312	630,595	21.6	740	17,881	809	\$765.53
Wellesley	6,056	740,077	30.7	1,127	27,860	1,789	\$395.67
Worcester	7,660	844,197	5.0	717	12,271	2,342	\$688.39
Newton	3,319	1,676,221	21.6	1,619	41,984	3,140	\$1,696.82

**Figure 2: FY13 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.



#### **FY15 GOALS:**

##### **Programs and Services**

- *GOAL 1: Maintain quality of traditional services in an efficient and cost effective manner while expanding access to e-books and downloadable content.*

PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Check-outs	1,458,167	1,500,000	1,400,000	1,450,000
2. Renewals	301,757	360,000	280,000	290,000
3. Check-ins	1,318,220	1,335,000	1,260,000	1,305,000
4. Questions answered	292,468	260,000	235,000	230,000
5. Process network transfers	359,787	350,000	345,000	345,000
6. In-library computer sessions	184,045	200,000	210,000	210,000
7. Downloads of e-books and audio books	24,426	24,000	40,000	50,000
8. Total program attendance	82,616	80,000	85,000	82,000

■ **GOAL 1:**     *(continued)*

<b>PERFORMANCE MEASURES</b>	<b>FY13 ACTUAL</b>	<b>FY14 BUDGET</b>	<b>FY14 PROJECTED</b>	<b>FY15 PROPOSED</b>
9. Provide access to online research resources (# of searches)	n/a	n/a	n/a	430,000
10.Total transactions	4,072,565	4,114,000	3,855,000	4,392,000
11.Cost per transaction	\$2.14	\$ 2.18	\$2.32	\$ 2.10

■ **GOAL 2:**     *Provide library users with access to a broad collection of print, electronic and audiovisual resources within the library and remotely.*

<b>PERFORMANCE MEASURES</b>	<b>FY13 ACTUAL</b>	<b>FY14 BUDGET</b>	<b>FY14 PROJECTED</b>	<b>FY15 PROPOSED</b>
1. Select, purchase (from all sources) and catalog new acquisitions for library collection	46,566	40,000	40,000	40,000
2. Number of items in collection	386,041	358,000	390,000	395,000
3. E-books and downloadable audio books available (# of volumes)	19,585	20,000	20,000	20,500
4. Items used in the library but not checked out	176,891	180,000	180,000	180,000
5. Process books, CDs and DVDs requested by other communities for their patrons	126,891	120,000	125,000	125,000
6. Process books, CDs and DVDs borrowed from other communities for Cambridge patrons	232,896	230,000	220,000	210,000
7. Pack and ship materials within the CPL and to other Minuteman libraries (# of bins sorted)	12,711	12,500	14,000	14,000
8. Fulfill requests for books, CDs, DVDs, etc. from branches and other libraries by retrieving materials from shelves and shipping to requesting library	151,905	140,000	150,000	150,000

■ *GOAL 2: (continued)*

<b>PERFORMANCE MEASURES</b>	<b>FY13 ACTUAL</b>	<b>FY14 BUDGET</b>	<b>FY14 PROJECTED</b>	<b>FY15 PROPOSED</b>
9. Deliver library materials to home-bound residents, nursing homes and senior housing (# of books)	8,803	9,000	8,000	8,000
10. Deliver library materials to home-bound residents, nursing homes and senior housing (# of deliveries)	371	300	400	400

■ *GOAL 3: Promote literacy development and library use for all ages.*

<b>PERFORMANCE MEASURES</b>	<b>FY13 ACTUAL</b>	<b>FY14 BUDGET</b>	<b>FY14 PROJECTED</b>	<b>FY15 PROPOSED</b>
1. Register new cardholders	10,450	10,000	10,000	10,000
2. Number of active cardholders	68,175	67,000	68,000	68,000
3. Send out Welcome Baby packets to parents of newborns in Cambridge	627	800	900	800
4. Deliver story bags to home daycare providers (# of deliveries)	235	200	120	200
5. Offer programs for caregivers and pre-walking children to demonstrate how books and reading can be incorporated into daily routines	108	130	140	130
6. Provide story times for preschool children	611	575	460	575
7. Offer weekly toddler singing programs	426	375	420	400
8. Visit children at daycare centers and nursery schools and conduct on-site story times	98	75	80	75
9. Children's books checked out during the summer	72,712	72,000	71,950	72,000
10. Organize school age group visits both to the library and offsite	n/a	n/a	n/a	900

■ *GOAL 3: (continued)*

<b>PERFORMANCE MEASURES</b>	<b>FY13 ACTUAL</b>	<b>FY14 BUDGET</b>	<b>FY14 PROJECTED</b>	<b>FY15 PROPOSED</b>
11.Host book discussion groups for children and teens (# of sessions)	72	60	65	60
12.Offer programs to promote adult literacy and English proficiency	820	1,000	650	850
13.Offer individual tutorials for adult learners in reading and writing English	2,021	1,900	1,700	1,900
14.Offer book discussion groups for adults (# of sessions)	103	80	115	80
15.Offer outreach programs for seniors	33	50	60	52

■ *GOAL 4: Promote technological literacy.*

<b>PERFORMANCE MEASURES</b>	<b>FY13 ACTUAL</b>	<b>FY14 BUDGET</b>	<b>FY14 PROJECTED</b>	<b>FY15 PROPOSED</b>
1. Offer classes to residents on how to use technology to access library resources, search the Internet, find a job, use e-content and online databases and teach basic computer literacy (# of classes)	304	150	100	150
2. Participation in technology literacy classes	n/a	n/a	n/a	1,000

<b>FINANCING PLAN</b>	<b>DETAIL</b>	<b>SUMMARY</b>
<b>TAXES</b>		<b>\$8,757,675</b>
Real Estate Taxes	\$8,757,675	
<b>FINES &amp; FORFEITS</b>		<b>\$75,000</b>
Library Fines	\$75,000	
<b>INTERGOVERNMENTAL REVENUE</b>		<b>\$416,650</b>
State Cherry Sheet Revenue	\$309,400	
Cherry Sheet-Aid To Pub Libry	\$107,250	
<b>TOTAL FY15 BUDGETED REVENUE</b>		<b>\$9,249,325</b>

<b>STATUTORY ANALYSIS</b>	<b>SUMMARY</b>
<b>SALARIES &amp; WAGES</b>	<b>\$6,938,755</b>
<b>OTHER ORDINARY MAINTENANCE</b>	<b>\$2,253,920</b>
<b>TRAVEL &amp; TRAINING</b>	<b>\$56,650</b>
<b>EXTRAORDINARY EXPENDITURES</b>	<b>\$0</b>
<b>TOTAL FY15 BUDGETED EXPENDITURES</b>	<b>\$9,249,325</b>

<b>FULL TIME BUDGETED EMPLOYEES</b>	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>
	<b>66</b>	<b>66</b>	<b>68</b>



ACTUAL FY13	PROJECTED FY14		BUDGET FY15
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**LIBRARY  
-Main Library**

\$605,160  
 \$741,500  
 \$982,440  
 \$1,276,285  
 \$577,265  
 \$807,075  
 \$1,244,910  
 \$399,610  
 \$6,634,245

\$704,815  
 \$841,075  
 \$959,700  
 \$1,343,145  
 \$568,675  
 \$701,975  
 \$1,244,120  
 \$440,235  
 \$6,803,740

ADMINISTRATION \$650,910  
 PUBLIC SERVICES \$808,105  
 REFERENCE SERVICES \$1,017,155  
 CIRCULATION SERVICES \$1,444,945  
 TECHNICAL SERVICES \$671,595  
 CHILDREN'S SERVICES \$780,310  
 SUPPORTIVE SERVICES \$1,323,435  
 COMPUTER TECH. SUPPORT SVCS \$457,045  
 \$7,153,500

**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.

**FY15 GOALS:**

- *GOAL 1: Sustain active use of Main Library.*

PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Create exhibits to promote use of the Cambridge History Collection	8	8	10	8
2. Offer author readings, lectures, films, concerts and other cultural programming to promote library use and community	96	90	110	100
3. Provide small conference rooms to the public (# of uses)	1,763	1,750	1,800	1,800
4. Provide a welcoming environment for all visitors	574,273	575,000	630,000	630,000
5. Offer programs for teens	101	85	65	60

ACTUAL FY13	PROJECTED FY14		BUDGET FY15
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**LIBRARY  
-Branch Libraries**

\$319,625  
 \$296,565  
 \$224,185  
 \$254,260  
 \$198,340  
\$805,130  
 \$2,098,105

\$322,005  
 \$308,760  
 \$238,500  
 \$267,235  
 \$201,620  
\$774,345  
 \$2,112,465

O'NEILL (NORTH CAMBRIDGE) \$323,800  
 VALENTE (CAMBRIDGE FIELD) \$304,930  
 BOUDREAU (OBSERVATORY HILL) \$236,420  
 O'CONNELL (EAST CAMBRIDGE) \$256,335  
 COLLINS (MOUNT AUBURN) \$198,955  
 CENTRAL SQUARE \$775,385  
 \$2,095,825

**PURPOSE & OVERVIEW:** Branch libraries are designed to provide neighborhood-based services especially to children and their families. 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 efforts 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.

**FY15 GOALS:**

- *GOAL 1: Provide meeting and gallery space for community artists and organizations.*

	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
<b>PERFORMANCE MEASURES</b>				
1. O'Neill Branch (# of exhibits)	12	10	12	12
2. Provide space for community groups to meet at the Central Square Branch	76	50	20	50
3. Central Square (# of exhibits)	12	12	6	12

- *GOAL 2: Organize events that promote library use and support neighborhood vitality.*

	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
<b>PERFORMANCE MEASURES</b>				
1. Organize neighborhood potluck meals, picnics, etc.	n/a	10	10	10
2. Conduct storytimes/sing-alongs in international languages	n/a	90	90	90

ACTUAL FY13	PROJECTED FY14		BUDGET FY15
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## HUMAN SERVICES -Summary

\$4,262,750	\$4,766,425
\$2,661,025	\$2,705,460
\$2,012,870	\$1,860,620
\$3,036,845	\$3,156,145
\$1,858,750	\$1,970,330
\$1,258,985	\$1,309,770
\$3,584,930	\$3,656,125
\$619,480	\$649,975
\$984,330	\$900,065
<u>\$2,424,665</u>	<u>\$2,494,540</u>
\$22,704,630	\$23,469,455

ADMINISTRATION	\$4,990,380
OFFICE OF WORKFORCE DEV.	\$2,709,935
PLANNING AND DEVELOPMENT	\$1,933,785
COMMUNITY SCHOOLS	\$3,138,815
RECREATION	\$1,994,610
ELDERLY SERVICES & COA	\$1,386,465
CHILDCARE & FAMILY SUPPORT	
SERVICES	\$3,748,565
GOLF COURSE	\$684,860
COMMUNITY LEARNING CENTER	\$924,150
YOUTH PROGRAMS	<u>\$2,713,725</u>
	\$24,225,290

**PURPOSE & OVERVIEW:** In FY15, 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 FY14, the Department

provided staffing and leadership to the community collaboration for "Baby U," Cambridge's version of the Harlem Children's Zone Baby College. The Department also worked in FY14 with community partners to develop the model for an Office of College Success to enhance services to high school and adult learners to increase students' college readiness and persistence. 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 employs a diverse workforce and works with the Community Engagement Team and part time outreach workers to bring service information to the community and to inform the Department about services needs. While many of the Department's services and programs are available to any resident, a number of the programs are designed to help residents who need extra support in meeting their needs and reaching their goals. The Department works to respond appropriately to changing needs and opportunities with a combination of services provided directly by the City and through purchasing service with community agencies and through planning and technical assistance to local groups. 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, Workforce Development, 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 skill building and leisure time activities. Most of the Department's programs and services directly address the Council's goals of strengthening human services, education and out of school time learning, fostering community for residents of all ages and supporting the racial, socioeconomic, cultural and religious diversity of the city.

**SIGNIFICANT BUDGET MODIFICATIONS:** The FY15 Human Services Budget reflects the following increases: \$196,050 to implement the Office of College Success; \$121,000 in Community Schools for living wage increases and program costs offset by revenue; \$40,000 in summer camp scholarships for low income children; \$40,000 on food costs for programs serving children and youth to increase provision of healthy foods; \$21,000 for Mayor's Summer Youth Employment staff support; \$15,000 for a public arts project with the Cambridge Arts Center; \$12,500 for additional behavioral support for preschool and family childcare providers; \$12,350 in inclusion support; \$10,000 for Danehy Park operations; and \$10,000 to support staff trainings in social/emotional development, family engagement and first aid and concussions.

**FY14 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:**

- Provided parent support and fostered community through parent/child playgroups, family fun days and dances, family literacy events, and support groups to 700 families.
- Completed sixth cycle of core Baby U program and strengthened alumni programming to support families' positive changes made during the core 16 week program.
- Provided preschool students with opportunities for community service through food drives, park clean ups and garden development, and visiting seniors residing in senior housing.
- Served 50,437 meals in 25 sites throughout the city during the 2013 Summer Food Service Program. Meals were served at five park sites and at 20 enrolled summer programs. First Lady Michelle Obama's Let's Move initiative was incorporated at the park sites.
- Through a collaboration of City and community programs, Community Schools sponsored the 21st annual summer resource and camp event attended by 300 families and 50 summer programs.
- Across all the Department's programs serving children and youth, enhanced 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.
- Served a record number of 954 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.
- Developed the work-readiness and life skills of teens by offering a variety of youth employment

opportunities through Cambridge Youth Programs and the Office of Workforce Development.

- 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.
- Successfully implemented the 11th and 12th 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 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.
- 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.
- In collaboration with the Cambridge Police Department, conducted door-to-door outreach campaigns in many housing developments, reaching over 2,000 households with information and resources for families.
- 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.
- 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.

## **FY15 GOALS:**

- 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. Deepen partnerships with City and community agencies to provide Baby U families with accessible and integrated family-centered services.
- Continue to support and engage middle and high school youth across the city in safe, productive and meaningful activities in collaboration with the Police Department's Family Service Unit.
- Explore ways to create greater equity and access to the Department's high quality programs for children, youth and families.
- Strengthen relationships with families whose children and youth participate in out of school time programs in partnership with the Agenda for Children through enhanced staff training in engaging families and through involving parents in assessment and action planning for programs.
- In collaboration with the School Department and the Middle School Network, 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.
- Enhance summer food service program through expansion of Let's Move fitness activities and through partnership with the Agenda for Children, adding bookmobile and storytelling activities to park sites.
- Establish an Office of College Success to: enhance the network of services to increase the college readiness and persistence of Cambridge youth and adult learners; develop models to involve more parents in the college search, application and transition process; and expand partnerships with post-secondary institutions to better support students who have matriculated into college.
- 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.
- Assist Adult residents in achieving their educational and employment goals by offering a range of ESOL and Adult Basic Education classes, including a Bridge to College Program and a distance learning program as well as career counseling and job search assistance.
- 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.
- To ensure appropriate taxi service is available for Cambridge senior and disabled residents, continue to collaborate with the License Commission to increase taxi accessibility.
- 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

and collaborate with the Cambridge Housing Authority and the Community Development Department to enhance housing opportunities for homeless residents.

- 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 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, the summer "Screen on the Green"/Family Concert series and school year family movie events at youth centers and community schools.

<b>FINANCING PLAN</b>	<b>DETAIL</b>	<b>SUMMARY</b>
<b>TAXES</b>		<b>\$20,045,845</b>
Real Estate Taxes	\$20,045,845	
<b>CHARGES FOR SERVICES</b>		<b>\$3,518,090</b>
Recreation Activity	\$270,000	
League Fees	\$15,000	
Golf Course Fees	\$684,860	
Childcare Tuition	\$1,195,230	
Special Needs Revenues	\$8,000	
Youth Center Activities	\$70,000	
Senior Center - Central Sq	\$35,000	
Community School Revenue	\$1,000,000	
Extended Day Revenue	\$130,000	
Field Permit/Non City Leagues	\$110,000	
<b>INTERGOVERNMENTAL REVENUE</b>		<b>\$661,355</b>
C.D.B.G.	\$395,090	
State Cherry Sheet Revenue	\$266,265	
<b>TOTAL FY15 BUDGETED REVENUE</b>		<b>\$24,225,290</b>

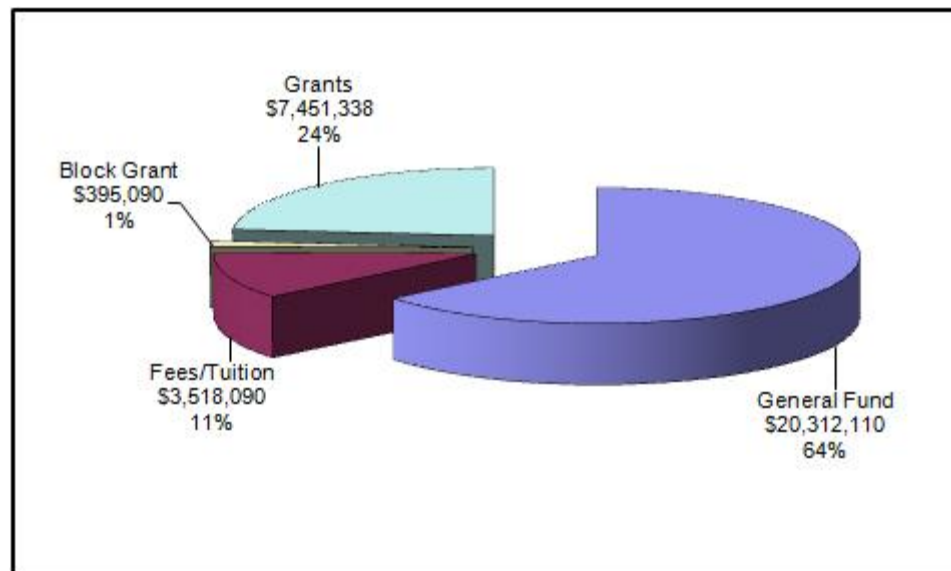
<b>STATUTORY ANALYSIS</b>	<b>SUMMARY</b>
<b>SALARIES &amp; WAGES</b>	<b>\$21,054,105</b>
<b>OTHER ORDINARY MAINTENANCE</b>	<b>\$3,068,085</b>
<b>TRAVEL &amp; TRAINING</b>	<b>\$78,100</b>
<b>EXTRAORDINARY EXPENDITURES</b>	<b>\$25,000</b>
<b>TOTAL FY15 BUDGETED EXPENDITURES</b>	<b>\$24,225,290</b>

<b>FULL TIME BUDGETED EMPLOYEES</b>	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>
	<b>139</b>	<b>140</b>	<b>141</b>

ACTUAL FY13	PROJECTED FY14		BUDGET FY15
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**HUMAN SERVICES  
-Grants and Contracts**

**Figure 1: Total DHSP FY15 Funding \$31,676,628**



**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 FY14 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 (\$1,089,900).** The City of Cambridge is the only municipality currently operating a fuel assistance program in the Commonwealth. The program will serve over 1,850 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 (\$137,847).** Federal reimbursement ensures that children and youth under the age of 19 can receive nutritious meals during summer vacation. DHSP operated 25 meal sites in the summer of 2013, serving 50,437 meals.

**CAMBRIDGE HOUSING AUTHORITY (\$68,900).** 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 (\$80,000).** These grants fund the Cambridge Prevention Coalition, which provides substance abuse prevention services to youth, parents and other groups within the city by planning and implementing community strategies to reduce underage access to alcohol and other drugs.

**U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT CONTINUUM OF CARE PROGRAM (CoC) (\$3,838,616).** This grant program is a consolidation of the Supportive Housing Program and the Shelter Plus Care Program grants. CoC funds 36 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 (\$144,000).** 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 (\$30,090).** 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 (\$911,534).** The Community Learning Center receives state and federal funds for Adult Basic Education, English for Speakers of Other Languages (ESOL), civic education, volunteer coordination, ESOL distance learning and family literacy. A grant of state funds through the Metro North Service Delivery Area supports a portion of these activities. Onsite classes are offered for Cambridge Housing Authority residents.

**FOUNDATIONS/FRIENDS OF THE CLC/FIRST LITERACY/CHA/MISC (\$155,909).** 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 high school diploma who are interested in attending college, for leadership training for students, for career awareness workshops, for additional ESOL classes and for ESOL distance learning workshops.

**COMMONWEALTH CORPORATION (\$63,687).** These funds are used for ESOL classes in the workplace for employees of the Cambridge Health Alliance and Spaulding Hospital, Cambridge.

**EXECUTIVE OFFICE OF PUBLIC SAFETY/SHANNON COMMUNITY SAFETY INITIATIVE (\$13,000).** Youth Programs will use these funds to provide internships to Cambridge teens who engage in City Peace, a violence prevention program.

ACTUAL FY13	PROJECTED FY14		BUDGET FY15
\$608,490	\$760,005	LEADERSHIP	\$1,021,965
\$963,470	\$1,195,625	OPERATIONS	\$1,126,480
\$174,105	\$180,930	IT	\$181,425
\$717,375	\$732,175	EXTENDED DAY	\$688,730
\$347,015	\$342,185	AGENDA FOR CHILDREN	\$347,030
\$378,580	\$429,300	EARLY CHILDHOOD INITIATIVE	\$449,025
\$546,815	\$620,730	INCLUSION INITIATIVE	\$657,085
\$163,830	\$149,700	KIDS' COUNCIL	\$156,875
		COMMISSIONS FOR PERSONS WITH	
\$166,805	\$176,840	DISABILITIES	\$183,870
\$196,265	\$178,935	BABY U	\$177,895
<u>\$4,262,750</u>	<u>\$4,766,425</u>		<u>\$4,990,380</u>

## HUMAN SERVICES -Administration

**PURPOSE & OVERVIEW:** The Administration Division provides leadership, financial, personnel, Information Technology (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 Information Technology Department (ITD), as well as outside vendors and

contractors. The Division manages a budget of about \$7.4 million in grant funding and \$24 million in the general fund, which includes \$3.5 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.

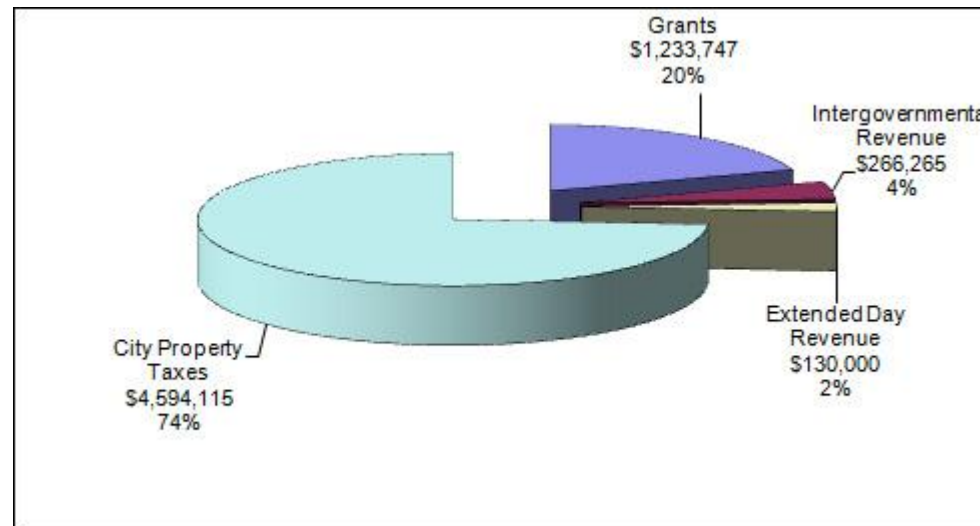
The Division's IT staff acts as a liaison with the City's IT Division and responds to the Department's IT needs. The Division is also responsible for the administration of the Fuel Assistance Program, serving approximately 1,800 low-income households. In addition, the Division administers the Federal Summer Nutrition Program, providing nutritious meals and snacks at 25 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 FY14, 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 FY14, 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 Manager, 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 30 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.

**Figure 2: Funding Sources/Administration**



This figure includes funds anticipated to be received in FY15, but not yet appropriated.

**FY15 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	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Number of parents/caregivers reached by core literacy initiative programming including maternity ward visits, home visits and workshops and literacy specific playgroups	1,438	1,420	1,400	1,380
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	93%	85%	96%	90%
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	86%	86%	93%	89%
4. Number of books and resource materials distributed to children, families and staff	7,711	7,700	7,500	7,600
5. Number of English language learner parent/caregivers of young children receiving ESOL or Adult Basic Education	54	50	60	54

- **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	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Number of providers and community members attending citywide networking events	365	225	225	250
2. Number of parents contacted by outreach workers to inform them about parenting or early literacy events	351	n/a	600	650
3. Number of times parents attended events or services promoted by outreach workers	360	n/a	750	750
4. Number of parents attending events or services for the first time	331	n/a	450	450
5. Plan, pilot and revise seven module training program for outreach workers	n/a	n/a	25%	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	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Number of parents participating in Baby U core program	30	31	29	31
2. Percentage of parents participating in at least 80% of Baby U activities	70%	73%	73%	75%
3. Number of parents participating in Baby U Alumni activities	92	104	104	110
4. Percentage of parents reporting that they know different strategies and tools to use in parenting	97%	91%	90%	93%

■ **GOAL 3:**    *(continued)*

<b>PERFORMANCE MEASURES</b>	<b>FY13 ACTUAL</b>	<b>FY14 BUDGET</b>	<b>FY14 PROJECTED</b>	<b>FY15 PROPOSED</b>
5. Percentage of parents reporting that they know how to find programs in the community to help their families	100%	71%	91%	90%

■ **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.*

<b>PERFORMANCE MEASURES</b>	<b>FY13 ACTUAL</b>	<b>FY14 BUDGET</b>	<b>FY14 PROJECTED</b>	<b>FY15 PROPOSED</b>
1. Programs participating in Agenda for Children Out of School Time Initiative	54	54	54	54
2. Number of programs serving children K-5 participating in the Quality Improvement System	20	23	22	23
3. Number of Middle School Programs participating in the Quality Improvement Program	6	12	7	8
4. Out of School Time staff participating in Communities of Practice	80	100	100	100
5. Number of middle school OST programs participating in the Middle School Network	25	27	27	28
6. Percentage of CPSD upper school students enrolled in some OST activity	65%	80%	75%	80%
7. Percentage of CPSD Upper School students participating regularly (3 days or more) in OST activities	40%	50%	48%	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	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 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	11	20	20	25
3. Number of classrooms engaged in in-depth data driven family engagement planning activities	n/a	7	4	5
4. Number of classrooms engaged in family engagement professional development training and site based follow up support activities	n/a	7	4	5
5. Number of classrooms engaged in sustained thematic project based learning	7	7	7	7

## KIDS' COUNCIL

**PURPOSE & OVERVIEW:** Created by City ordinance in 1991, the Coordinating Council for Children, Youth and Families (Kids' Council) is chaired by the Mayor, and its members include residents, elected officials, department heads within the City, community and non-profit leaders, business, early childhood, philanthropic, university and youth representatives. The Kids' Council is dedicated to developing policy and program recommendations aimed at improving the quality of life for children, youth and families in the City of Cambridge.

The 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. Major initiatives of the Kids' Council are: Center for Families, Agenda for Children, Youth Involvement Subcommittee, Inclusion in Out of School Time Programs and Family Engagement. All the 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.



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 and nurturing 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.

In 2001, the Youth Involvement Subcommittee (YIS) began with the goal of increasing the civic engagement of young people. Since that time, the Youth Involvement Subcommittee has provided the Council with valuable feedback and produced projects on a variety of topics and issues all led, planned and implemented by youth. Topics have ranged from mapping drug use in Cambridge to advocating for legislative change on City and state levels. In 2004, through efforts of the Youth Involvement Subcommittee, three youth voting members were officially added to the Kids' Council. Aligned with the Kids' Council's vision of Family Engagement, the YIS is currently addressing the Opportunity to Learn Gap in both the upper schools and high school. The members are working on a campaign by distributing information essential to academic achievement through social media, videos, posters and workshops. The content highlights the importance of taking advantage of the resources and services Cambridge has to offer, as well as emphasizing the value of self-advocacy. Their goal is to provide other young people with the tools needed to succeed in middle school, high school and beyond. In addition, the YIS 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 Kids' Council is focusing on "Family Engagement" and developing recommendations to create and support genuine partnerships between families and the organizations that serve them. In 2013, the Kids' Council and Community Engagement Team (CET) gathered feedback from providers and educators regarding outreach and family engagement through a survey (175 participants) and networking event (125 attendees). The feedback was used to help draft the City-wide Family Engagement policy, which was unanimously adopted by the City Council in November 2013. The Council successfully advocated for funding for the Community Engagement Team to hire two additional outreach workers and for the School Department to contract for additional hours of outreach worker time to support school outreach to families. Additional funding was made available by the City for the development of training modules for outreach workers across the city. The Council is continuing to develop recommendations for ways that families and providers can partner with each other, more easily access services, supports and information, and take advantage of what the city has to offer.

#### **FY15 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	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Number of university and community partnerships established	3	3	4	4

- *GOAL 3: Increase youth engagement in the civic life of Cambridge through the creation of opportunities for participation by youth.*

PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Minimum number of youth members participating on the Youth Involvement Subcommittee	17	16	16	16
2. Number of youth members to attend and participate in national conference	11	10	13	10
3. Implement a plan for engaging youth throughout the city	100%	100%	100%	100%
4. Number of activities organized and implemented by Youth Involvement subcommittee to engage other youth	9	n/a	9	9

## 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 FY14, 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.

### FY15 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	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Trainings and technical assistance sessions provided to City employees, departments and other public entities	204	180	180	200

- **GOAL 2:** *Improve access to public accommodations and transportation services in Cambridge, consistent with the City Council's goal to improve access to services.*

<b>PERFORMANCE MEASURES</b>	<b>FY13 ACTUAL</b>	<b>FY14 BUDGET</b>	<b>FY14 PROJECTED</b>	<b>FY15 PROPOSED</b>
1. Site visits and access surveys of Cambridge businesses completed	59	52	45	55
2. Cambridge agencies and businesses which removed barriers to access	27	22	28	29
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	47	42	47	48
5. Temporary disability permits issued	19	18	20	21
6. Trash and recycling exemptions issued	132	134	134	135

- **GOAL 3:** *Improve understanding of disability issues and awareness of resources for people with disabilities.*

<b>PERFORMANCE MEASURES</b>	<b>FY13 ACTUAL</b>	<b>FY14 BUDGET</b>	<b>FY14 PROJECTED</b>	<b>FY15 PROPOSED</b>
1. Disability awareness trainings delivered to various City departments and staff	93	90	72	90
2. Responses to individual service, information and referral requests	1,475	1,400	1,385	1,475
3. Training and technical assistance sessions delivered to Cambridge private sector businesses and organizations	244	205	220	225
4. Community newsletters on disability resources, news and information	6	6	6	6

ACTUAL FY13	PROJECTED FY14		BUDGET FY15
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**HUMAN SERVICES**  
**-Office of Workforce Dev.**

\$2,661,025  
\$2,661,025

\$2,705,460  
\$2,705,460

**OFFICE OF WORKFORCE DEV.**

\$2,709,935  
\$2,709,935

**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.

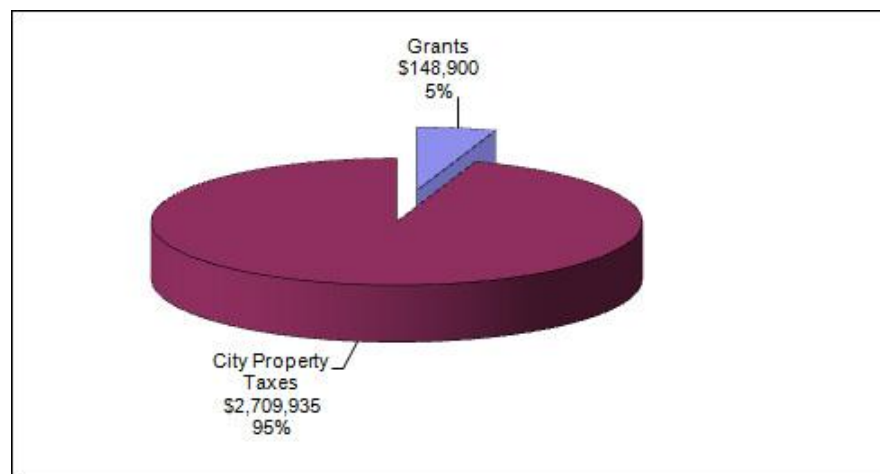
Consistent with the City Council goal on education, OWD oversees a number of programs that support learning and increase the employability of residents. The Cambridge Employment Program (CEP) offers free job search assistance to adults seeking employment, reaches out to employers on behalf of residents 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 FY14, in addition to City work sites, six private sector employers participated as temporary job sites.

The Mayor's Summer Youth Employment Program (MSYEP) places hundreds of youth each summer in jobs throughout the city and offers workshops to increase participants' skills and career/college readiness. The school year components of MSYEP, the Fall Youth Employment Program and the Neighborhood Service Project, provide younger teens with fall work opportunities and a spring community service learning program. For older teens, OWD operates an internship with Harvard University and its clerical union, and offers ongoing cycles of an intensive, six-week job-readiness program.

OWD 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.

**Figure 3: Funding Sources/Workforce Development**



This figure includes funds anticipated to be received in FY15, but not yet appropriated.

**FY15 GOALS:**

- *GOAL 1: Continue job placements and employment and training referrals for adult residents of Cambridge.*

PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Number of residents served through CEP	320	338	300	300
2. Number of CEP referrals to education and training	15	25	15	18
3. Number of CEP job placements	113	115	100	105
4. Number of employers participating in OWD sponsored activities with residents and employment and training providers	39	36	35	39

- *GOAL 2: Coordinate the efforts of local employment and training providers and support the professional development of local program staff.*

PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Number of local youth program staff participating in service coordination efforts and professional development	39	50	50	60

- *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	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Number of students enrolled in school to career activities including internships	33	32	32	32
2. Number of student enrollments in work-readiness and career awareness workshops	132	135	125	135
3. Number of youth visits to the Youth Employment Center	289	355	355	360
4. Number of private sector summer and school year jobs	71	77	77	80
5. Number of employers, post-secondary representatives and community-based agencies engaged in school to career/career awareness activities	55	57	54	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	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Number of youth enrolled in MSYEP who receive work experience, work readiness workshops and career awareness activities	951	950	954	950

■ *GOAL 4: (continued)*

PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
2. Number of supervisors/mentors trained in working with young employees	131	135	127	135
3. Number of students enrolled in Summer Work and Learning projects with school-to-work competencies	425	400	413	415
4. Number of youth served in school year employment and service learning activities	76	75	70	70
5. Percent of youth enrolled in MSYEP who report satisfaction with their job	90%	90%	95%	95%
6. Percent of supervisors who were satisfied with their youth worker(s)	75%	85%	79%	83%

■ *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	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Number of residents enrolled in Cambridge Works	29	28	30	30
2. Percentage of participants each cycle who complete the program	76%	80%	75%	80%
3. Number of participants completing the program who are placed in jobs or full-time training	15	15	17	18
4. Number of nine-week applicants completing formal assessment process	152	140	135	140



ACTUAL FY13	PROJECTED FY14		BUDGET FY15
\$130,090	\$125	LEADERSHIP	\$0
\$977,270	\$952,255	CONTRACTS	\$996,435
\$831,490	\$831,615	HUNGER AND HOMELESS SVCS	\$856,415
\$74,020	\$76,625	HAITIAN SERVICES	\$80,935
\$2,012,870	\$1,860,620		\$1,933,785

**HUMAN SERVICES  
-Planning and Development**

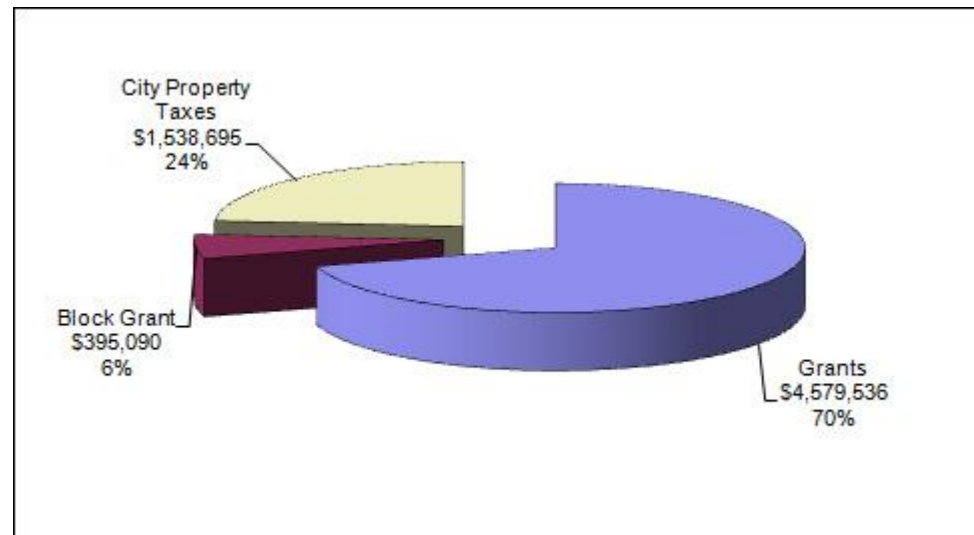
**PURPOSE & OVERVIEW:** The Planning and Development Division, with guidance from the Human Services Commission, works to expand and improve the level of services for homeless and low income families and individuals in Cambridge. The

Division secures and maintains funding for local service providers and monitors these providers to ensure the highest level of service for the community.

The Division coordinates the Cambridge Continuum of Care, an integrated network of homeless service providers and other stakeholders, that works to create collaborative, comprehensive systems to meet the diverse needs of the Cambridge homeless population. 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](http://www.CambridgeSomervilleResourceGuide.org), the Human Services Department's online information and referral database.

Through the Multi-Service Center, the Division also offers direct casework services to homeless and at-risk individuals and families and transitional single room occupancy housing for men. As a component of case management activities, financial assistance from several sources is available on a limited basis to stabilize families and individuals at risk of losing housing and to help homeless people move into housing. DHSP-staffed programs are complemented by services provided on site by agencies such as Heading Home, Eliot Community Human Services, North Charles, Greater Boston Legal Services, Shelter Legal Services, and Representative Payee/Budget Counseling Services provided by CASCAP. 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.

**Figure 4: Funding Sources/Planning & Development**



This figure includes funds anticipated to be received in FY15, but not yet appropriated.

**FY15 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	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Number of unduplicated individual clients engaging in intake process for services	350	360	360	370
2. Number of individual clients served through the Carey Transitional Housing Program	28	30	30	30
3. Number of clients placed in permanent housing	85	65	40	60
4. Number of clients maintained in current housing	122	110	55	60

- **GOAL 2:** *Provide homeless prevention counseling and housing search assistance for homeless families and those at risk of homelessness, consistent with the City Council's housing support goal.*

<b>PERFORMANCE MEASURES</b>	<b>FY13 ACTUAL</b>	<b>FY14 BUDGET</b>	<b>FY14 PROJECTED</b>	<b>FY15 PROPOSED</b>
1. Number of family intakes	404	420	400	405
2. Number of families placed in housing	38	55	55	58
3. Number of families maintained in current housing	184	175	95	100

- **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.*

<b>PERFORMANCE MEASURES</b>	<b>FY13 ACTUAL</b>	<b>FY14 BUDGET</b>	<b>FY14 PROJECTED</b>	<b>FY15 PROPOSED</b>
1. Number of clients served in youth and family services programs	1,009	995	1,150	1,100
2. Number of clients served through domestic violence and abuse prevention programs	70	70	70	65
3. Number of clients served through linguistic minority programs	699	600	635	650
4. Number of clients served through homelessness prevention and service programs	5,329	5,000	5,050	5,030
5. Number of clients served through elderly and disabled service programs	528	480	460	480
6. Number of program sites in food pantry network or receiving food deliveries through Food for Free	67	67	66	66

ACTUAL FY13	PROJECTED FY14		BUDGET FY15
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**HUMAN SERVICES  
-Community Schools**

\$154,520  
\$2,599,195  
\$283,130  
\$3,036,845

\$143,860  
\$2,721,680  
\$290,605  
\$3,156,145

**LEADERSHIP  
COMM. SCHOOLS PROGRAMS  
SUPPORT SERVICES**

\$129,640  
\$2,677,325  
\$331,850  
\$3,138,815

**PURPOSE & OVERVIEW:** Community Schools provide a network of neighborhood services offering educational, cultural, social and recreational opportunities for all age groups. Through 12 Community Schools,

Directors work with their Neighborhood Councils to assess community needs and design quality, cost effective Out of School Time Programs, including after school enrichment classes and two extended day school partnerships. The Community Schools also operate school vacation camps as well as full day summer camps, including two that serve pre-school children. This summer, the Amigos Community School will launch a camp with a curriculum theme on Spanish Language and Latin American Art and Culture. The Community Schools collaborate with the Schools, other DHSP programs, local universities and many community organizations. This past year, developing science, technology engineering and mathematics (STEM) education has been a priority, with programs partnering with Wicked Cool for Kids for Lego engineering and computer robotics, and with Lesley University for SCRATCH computer programming. Collaborations continued with Science Club for Girls, Mad Science of Greater Boston and with the New England Aquarium.

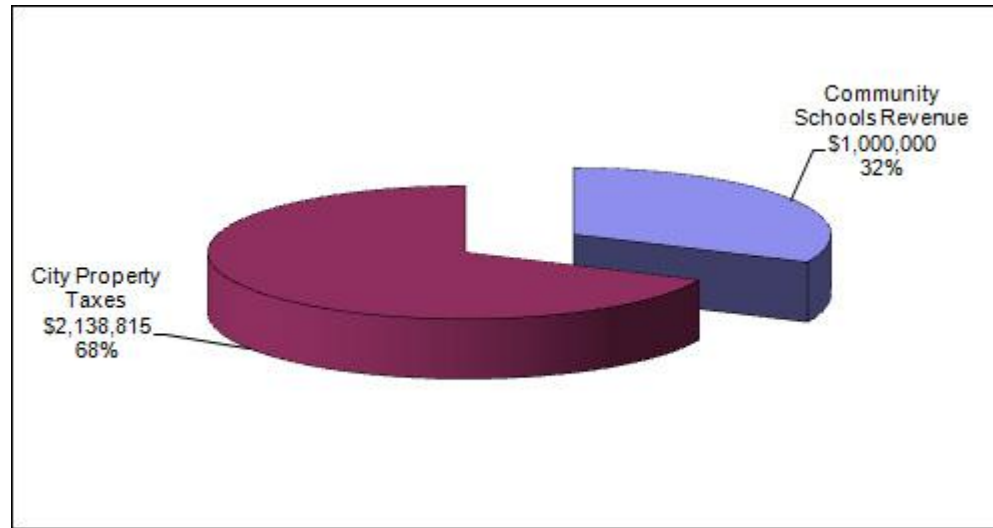
Arts education remains a focus through visual and performing arts classes and in partnerships with the Boston Museum of Fine Arts and the Cambridge Performance Project. Children's work is celebrated at the annual Children's Art Gallery and performance at City Hall. Community Schools are also working to enhance homework centers in partnership with the Schools and staff training by CPS teachers in reinforcing strong literacy and math skills. Tuition assistance is provided in all aspects of the programs. During FY 14, \$135,600 was awarded in scholarships to 221 children. Additional families received financial support through childcare vouchers.

Community School Directors 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 a 3<sup>rd</sup> annual Valentine's luncheon and a Senior Prom. Trips to the Boston Symphony, local museums, the theater and an intergenerational luncheon at CRLS's student run restaurant enrich the lives of senior residents.

Community School Directors and Managers focus on best practices and professional development with an emphasis on inclusion, quality and developmentally appropriate curriculum, child development and safety. Several programs participate in the Agenda for Children's Quality Initiative to identify program strengths and implement improvement goals. The directors participate in a monthly Community of Practice with other executive level program leaders to discuss educational trends in out of school time programs, staff development, evaluation and long term planning.

Consistent with the City Council's goals, Community Schools provide programs that foster community and support neighborhood vitality. The Summer Arts in the Parks activities, Camp Information Night, the 41<sup>st</sup> Annual Kwanza Celebration, Haitian Independence Day Event, St. Patrick's Day Senior luncheon, children's performances and a new children's basketball travel-tournament are all vehicles to bring together residents of all ages representing the racial and ethnic diversity of the city.

**Figure 5: Funding Sources/Community Schools**



This figure includes funds anticipated to be received in FY15, but not yet appropriated.

Figure 6: Community School Locations



**FY15 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.*

<b>PERFORMANCE MEASURES</b>	<b>FY13 ACTUAL</b>	<b>FY14 BUDGET</b>	<b>FY14 PROJECTED</b>	<b>FY15 PROPOSED</b>
1. Children's classes citywide during the school year	2,077	1,980	1,973	1,980
2. Adult, family and senior classes citywide during the school year	332	295	382	385
3. Summer camps for children	11	12	11	12
4. Children served in summer camps	942	950	762	830
5. School vacation camps	11	11	11	11
6. Youth enrolled in Counselor In Training (CIT) programs	267	268	225	230
7. Number of partners, such as universities, community coalitions, community-based agencies and City departments, collaborating on children's programs and neighborhood improvements	70	60	60	63
8. Number of programs engaged in in-depth data driven family engagement planning activities	n/a	4	3	3
9. Number of programs engaged in professional development training and site based follow up support activities	n/a	12	12	12

- *GOAL 2: Continue to provide year-round events for children, families and seniors, supporting the City Council goal to foster community.*

<b>PERFORMANCE MEASURES</b>	<b>FY13 ACTUAL</b>	<b>FY14 BUDGET</b>	<b>FY14 PROJECTED</b>	<b>FY15 PROPOSED</b>
1. Number of Arts in the Park events	180	165	162	165
2. Number of community building events	74	50	73	75
3. Number of family events	108	100	124	130



ACTUAL FY13	PROJECTED FY14		BUDGET FY15
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## HUMAN SERVICES -Recreation

\$139,040	\$143,580
\$62,730	\$66,790
\$78,690	\$102,745
\$416,745	\$411,555
\$286,495	\$291,800
\$40,860	\$37,665
\$469,555	\$507,230
<u>\$364,635</u>	<u>\$408,965</u>
<b>\$1,858,750</b>	<b>\$1,970,330</b>

LEADERSHIP	\$147,605
SUMMER	\$78,985
GOLD STAR	\$103,315
WAR MEMORIAL	\$425,955
SPECIAL NEEDS	\$291,530
LEAGUES	\$47,205
DANEHY PARK	\$515,285
SUPPORT SERVICES	<u>\$384,730</u>
	<b>\$1,994,610</b>

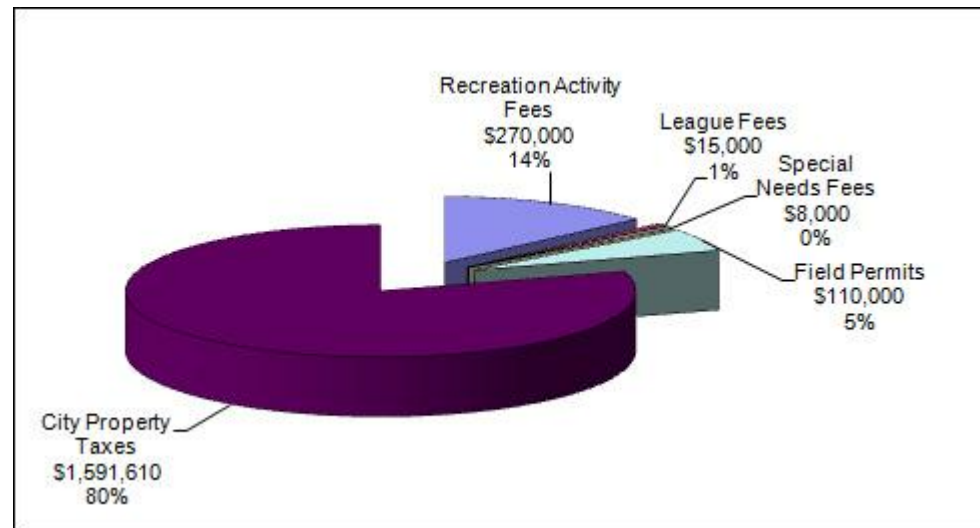
**PURPOSE & OVERVIEW:** The mission of the Recreation Division is to provide quality, affordable and accessible recreational opportunities for residents of all ages in well-designed and maintained recreational facilities. The Division is responsible for the management of year-round, citywide and neighborhood-based 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.

**Figure 7: Funding Sources/Recreation**



This figure includes funds anticipated to be received in FY15, but not yet appropriated.

**FY15 GOALS:**

- *GOAL 1: Provide high quality instruction to children and adults in swimming and recreation activities, including tennis, jazz/ballet and gymnastics.*

PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Number of youth recreation classes	53	50	52	50
2. Number of adult recreation classes	22	26	20	20
3. Number of youth swimming classes	63	77	72	77
4. Number of adult swimming classes	45	42	48	48
5. Number of elementary school students participating in Learn to Skate program	400	420	420	420

- **GOAL 2:** *Provide year-round recreational programming for special needs participants ranging from kindergarten to adults.*

PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Number of children age five and up in summer camps	27	28	27	27
2. Number of children and adults in unified integrated Saturday programs	70	70	70	70
3. Number of participants in Special Olympics	70	70	70	70
4. Number of teens and adults in evening programs	24	25	25	25
5. Number of children and adults participating in Saturday recreational special needs program who participate in dance or theater event	40	45	40	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	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Quarterly meetings of Youth Sports Commission and Steering Committee to increase coordination and communication among Youth Sports Providers	11	10	6	4
2. Number of youth league board members, coaches, human services staff and CRLS coaches and athletes attending trainings sponsored by Recreation staff	240	200	300	200
3. Number of elementary, middle and high school youth participating in summer youth basketball leagues in the parks	244	244	264	264

■ **GOAL 3:**    *(continued)*

<b>PERFORMANCE MEASURES</b>	<b>FY13 ACTUAL</b>	<b>FY14 BUDGET</b>	<b>FY14 PROJECTED</b>	<b>FY15 PROPOSED</b>
4. Number of youth participating in elementary school basketball clinics and middle school travel basketball programs	141	141	141	141

■ **GOAL 4:**    *In conjunction with other divisions, implement family evening "Screen on the Green" and indoor movie events, and promote a variety of cultural events at Danehy Park including theater and jazz performances.*

<b>PERFORMANCE MEASURES</b>	<b>FY13 ACTUAL</b>	<b>FY14 BUDGET</b>	<b>FY14 PROJECTED</b>	<b>FY15 PROPOSED</b>
1. Number of family/community movie events	26	30	30	30
2. Number of cultural events at Danehy Park	n/a	n/a	1	4

ACTUAL FY13	PROJECTED FY14		BUDGET FY15
\$108,375	\$106,285	LEADERSHIP	\$113,565
\$385,610	\$418,385	SUPPORT SERVICES	\$424,545
\$125,005	\$105,280	N. CAMBRIDGE SENIOR CENTER	\$145,390
\$248,775	\$277,150	SENIOR CENTER MEALS	\$276,130
\$49,180	\$45,555	SENIOR CENTER ACTIVITIES	\$44,645
\$342,040	\$357,115	CITYWIDE SENIOR CENTER	\$382,190
\$1,258,985	\$1,309,770		\$1,386,465

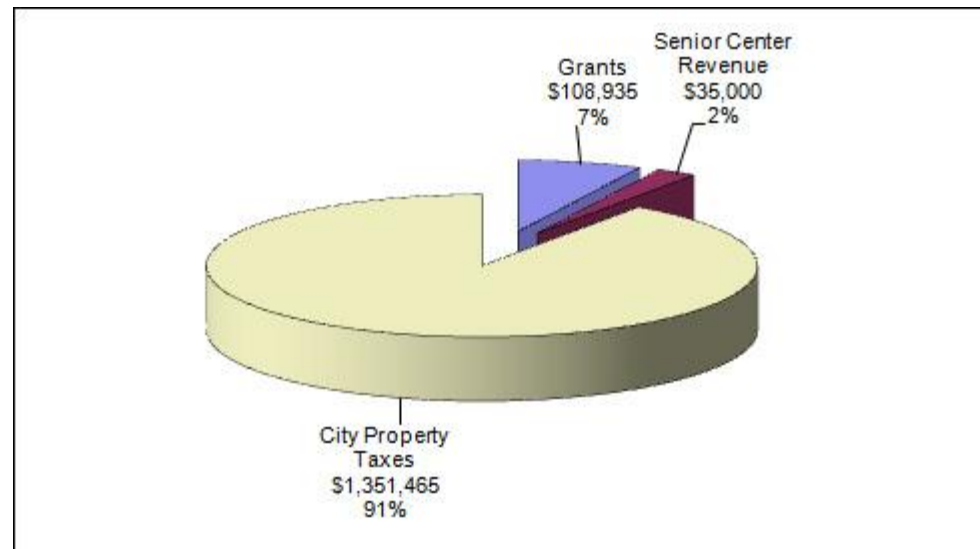
**HUMAN SERVICES  
-Elderly Services & COA**

**PURPOSE & OVERVIEW:** The Elderly Services Division, also known as the Council on Aging (COA), is responsible for the provision and oversight of services to Cambridge residents age 60 and older. The Division's mission is to promote and safeguard the health and independence of seniors, to advocate for seniors in many areas,

to arrange for necessary services and to provide meaningful social and recreational options that enhance their lives. The Division provides information, referral and case management services to seniors, and coordinates services that may include homemaker, transportation, counseling and meals as well as numerous other social, advocacy, recreational and support services. Due to the increasingly complex challenges of prescription drug benefits coverage, the COA plays a major role in sponsoring informational sessions and enrolling seniors in Medicare Part D plans. The Division reaches out to seniors through promotion of services and wide distribution of its monthly newsletter throughout the city. The Division operates a Senior Shuttle bus which picks up individuals at all major housing buildings and at other locations in the city, Monday through Friday. Consistent with the City Council's goal concerning valuing and supporting racial, socioeconomic, cultural and religious diversity, the Council on Aging has been facilitating a city/community effort to explore models of Aging in Place for Cambridge.

At the Citywide Senior Center and the North Cambridge Senior Center, seniors are provided with a variety of services, classes and events. The Senior Food Pantry is the only pantry in the area specifically serving seniors. Income-eligible participants visit weekly and take home fresh fruits and vegetables, meats and canned goods. Breakfast and lunch are served six days per week along with dinner on Monday evenings. Other services and classes include support groups, 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, Latino 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.

**Figure 8: Funding Sources/Council on Aging**



This figure includes funds anticipated to be received in FY15, but not yet appropriated.

**FY15 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	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Number of information and referral services provided	3,429	3,800	3,900	3,800
2. Number of clients provided case management services	68	85	86	85
3. Number of seniors receiving home-based services	62	75	80	80

■ *GOAL 1: (continued)*

PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
4. Number of seniors receiving assistance on health benefits, Medicare and MassHealth from Social Services staff	531	340	430	430

■ *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	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Number of seniors receiving Food Pantry services at twice weekly pantry	1,000	1,030	980	1,000
2. Number of Food Pantry visits by financially eligible seniors	10,500	11,100	10,000	10,000
3. Number of meals served at 806 and 2050 Mass. Avenue sites	19,276	21,000	20,000	20,000
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	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Number of seniors linked to transportation services to the Center	373	340	340	350
2. Number of seniors served by subsidized medical transportation	339	330	330	330
3. Number of seniors using taxi coupons	442	420	450	450

- **GOAL 4:** *Enhance program offerings to seniors especially in the areas of computer skills, well-being and fitness, as well as interview seniors to assess program satisfaction and improve services.*

<b>PERFORMANCE MEASURES</b>	<b>FY13 ACTUAL</b>	<b>FY14 BUDGET</b>	<b>FY14 PROJECTED</b>	<b>FY15 PROPOSED</b>
1. Number of different seniors attending computer classes	69	60	61	60
2. Number of hours of health/fitness/wellness classes offered each month	85	85	90	90
3. Number of special events promoting health/fitness/wellness	32	32	38	35
4. Number of seniors interviewed in user satisfaction survey	114	110	110	110



ACTUAL FY13	PROJECTED FY14		BUDGET FY15
\$157,600	\$155,145	LEADERSHIP	\$158,920
\$816,595	\$790,860	AFTERSCHOOL	\$728,625
\$1,922,220	\$1,976,535	PRE-SCHOOL	\$2,068,725
\$595,145	\$615,790	SUPPORT SERVICES	\$655,310
\$93,370	\$117,795	CENTER FOR FAMILIES	\$136,985
\$3,584,930	\$3,656,125		\$3,748,565

## HUMAN SERVICES -Childcare & Family Support Services

**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

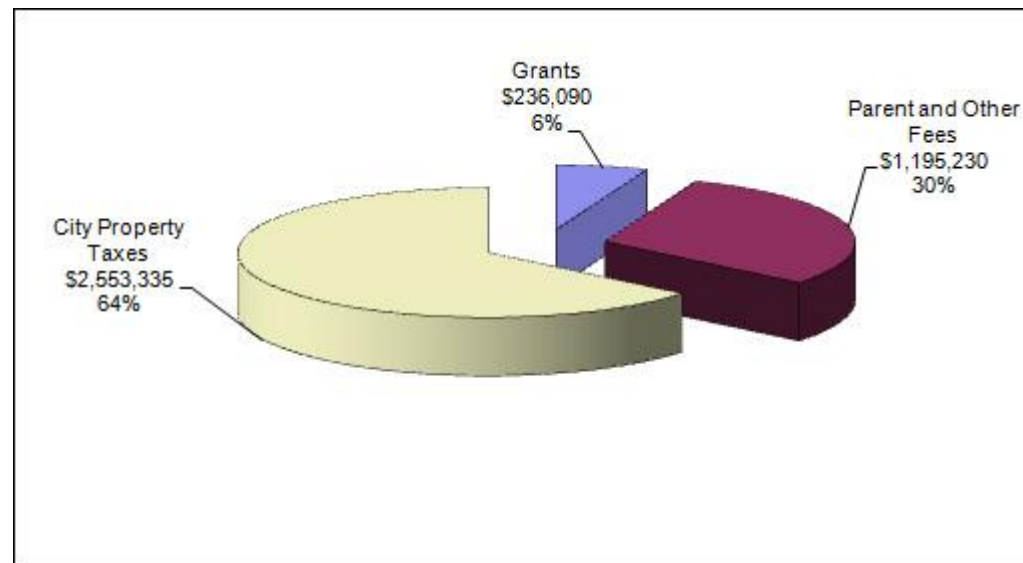
in licensed programs and more than 700 families in family support services.

**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. All of the Preschool programs are accredited under the new and more stringent standards of the National Association for the Education of Young Children (NAEYC), 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 programs to modify 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. 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 Family Center) as well as by the Department. The Center for Families is a major partner in the City's Baby U parenting program.

**Figure 9: Funding Sources/Childcare**



This figure includes funds anticipated to be received in FY15, but not yet appropriated.

Figure 10: Childcare & Family Support Services Locations



**FY15 GOALS:**

- *GOAL 1: Continue to offer high quality licensed and accredited preschool education to a diverse population.*

PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Number of preschool slots	117	117	117	117
2. Percentage of teachers remaining for more than two years	69%	73%	65%	77%
3. Number of classrooms achieving and maintaining accreditation under new rigorous NAEYC standards	5	7	7	7
4. Number of times each child is assessed on social-emotional, literacy, math, science and physical development using the Work Sampling System	3	3	3	3
5. Percentage of children receiving subsidies or scholarship	40%	40%	33%	33%
6. Number of staff supported to attend college and pre-college courses to ensure high quality learning and nurturing environment	12	9	9	8

- *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	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Number of parents participating in classrooms to lead activities, support children or celebrate their cultural heritage	80	100	90	100

■ **GOAL 2:**     *(continued)*

<b>PERFORMANCE MEASURES</b>	<b>FY13 ACTUAL</b>	<b>FY14 BUDGET</b>	<b>FY14 PROJECTED</b>	<b>FY15 PROPOSED</b>
2. Number of classrooms providing training and resources to parents and teachers on home/school reading partnerships to promote children's early literacy development	7	7	7	7
3. Number of children referred for special education screening	4	7	7	9
4. Number of classrooms engaged with behavior support specialists to foster an environment that supports all children's healthy development	7	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	7	7	7	7

■ **GOAL 3:**     *Continue to offer high quality licensed afterschool programming to a diverse population.*

<b>PERFORMANCE MEASURES</b>	<b>FY13 ACTUAL</b>	<b>FY14 BUDGET</b>	<b>FY14 PROJECTED</b>	<b>FY15 PROPOSED</b>
1. Number of afterschool slots	155	155	160	160
2. Percentage of teachers remaining for more than two years	63%	65%	65%	63%
3. Percentage of children receiving some subsidy or scholarship	57%	58%	49%	50%
4. Number of classrooms engaged in sustained thematic project based learning linked to CPS learning strands	7	7	7	7
5. Number of programs engaged in in-depth data driven family engagement planning activities	n/a	3	3	3

■ **GOAL 3:**    *(continued)*

<b>PERFORMANCE MEASURES</b>	<b>FY13 ACTUAL</b>	<b>FY14 BUDGET</b>	<b>FY14 PROJECTED</b>	<b>FY15 PROPOSED</b>
6. Number of programs engaged in professional development training and site based follow up support activities	n/a	7	7	7

■ **GOAL 4:**    *Continue to support connections between school-day and afterschool staff so that children are better known and supported by both groups of teachers.*

<b>PERFORMANCE MEASURES</b>	<b>FY13 ACTUAL</b>	<b>FY14 BUDGET</b>	<b>FY14 PROJECTED</b>	<b>FY15 PROPOSED</b>
1. Number of afterschool staff benefiting from Positive Behavior Support Systems and/or on-site coaching for quality improvement	23	23	23	23
2. Number of children for whom a connection is made between school-day and afterschool teaching staff	89	95	95	100

■ **GOAL 5:**    *Create formal and informal opportunities for families to enhance parent-child relationships and to gain access to information and referrals to programs and services.*

<b>PERFORMANCE MEASURES</b>	<b>FY13 ACTUAL</b>	<b>FY14 BUDGET</b>	<b>FY14 PROJECTED</b>	<b>FY15 PROPOSED</b>
1. Number of parents participating in parent education workshops	140	135	135	130
2. Number of opportunities each quarter for parents and their children to participate in early learning activities across the city	128	94	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	102	120	120	120

■ *GOAL 5: (continued)*

PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
4. Number of fathers participating in workshops, learning activities, support groups and events	125	130	130	125
5. Number of families participating in Center for Families programming	730	675	700	700

■ *GOAL 6: Enhance families' ability to access programming, especially for those families most in need of support.*

PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Number of times on-site childcare is provided for parent groups and classes	98	94	94	94
2. Number of languages in which services are available	9	8	8	8
3. Number of hours of outreach programming held in housing complexes or other community locations	103	120	120	125

ACTUAL FY13	PROJECTED FY14		BUDGET FY15
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**HUMAN SERVICES  
-Golf Course**

\$263,985  
\$355,495  
\$619,480

\$292,765  
\$357,210  
\$649,975

**OPERATIONS  
MAINTENANCE**

\$307,595  
\$377,265  
\$684,860

**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.

**FY15 GOALS:**

- *GOAL 1: Continue to provide reasonable and affordable access to the Golf Course through different membership and non-membership options.*

	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
<b>PERFORMANCE MEASURES</b>				
1. Total number of rounds annually	46,870	40,500	44,078	44,000

- *GOAL 2: Continue to provide access for youth at the Golf Course.*

	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
<b>PERFORMANCE MEASURES</b>				
1. Number of youth members	36	40	38	40
2. Number of youth participating in free weekly clinics	45	48	46	48



ACTUAL FY13	PROJECTED FY14		BUDGET FY15
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**HUMAN SERVICES**  
**-Community Learning Center**

\$125,905  
\$858,425  
\$984,330

\$129,110  
\$770,955  
\$900,065

**LEADERSHIP  
OPERATIONS**

\$131,610  
\$792,540  
\$924,150

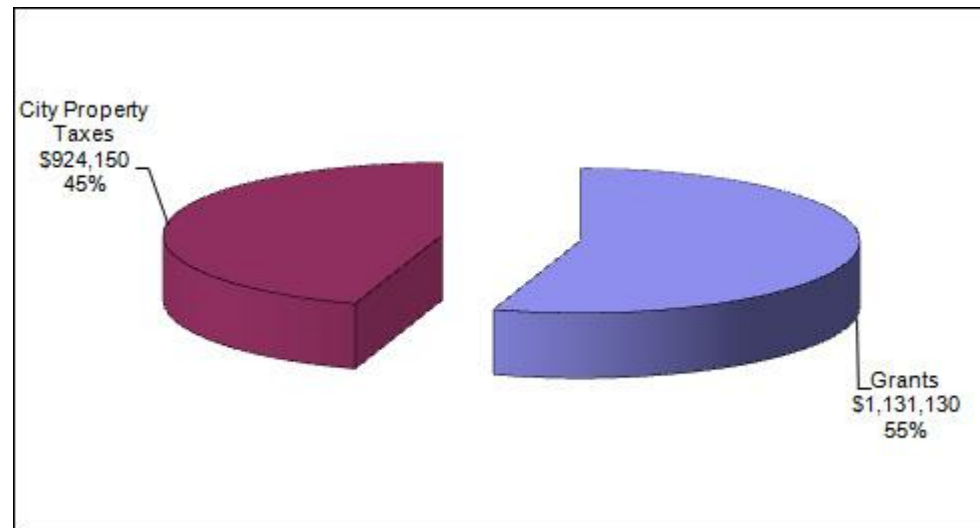
**PURPOSE & OVERVIEW:** The Community Learning Center (CLC) provides adult basic education classes to approximately 1,000 adults each year. In addition to the main site at 5 Western Avenue, classes are offered at several locations around the city including public housing developments, public schools 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 High School Equivalency Exam. 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; 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 expanded and upgraded space at 5 Western Avenue provides a long-awaited and wonderful learning environment for students and staff.

**Figure 11: Funding Sources/Community Learning Center**



This figure includes funds anticipated to be received in FY15, but not yet appropriated.

**FY15 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	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. School year classes	78	67	65	65
2. School year instructional hours	10,482	9,600	10,155	10,000
3. School year student slots	729	643	636	636
4. Summer classes	26	26	26	26
5. Family literacy classes	1	1	1	1
6. Citizenship classes	1	1	1	1
7. Students served	1,026	1,000	1,000	1,000
8. Computer operations classes	12	3	3	3
9. Classes using computer lab regularly	27	27	36	34
10. Number of students involved in distance learning	0	n/a	50	50
11. Cost per student	\$2,322	\$2,375	\$2,300	\$2,360

- **GOAL 2:** *Continue to improve the quality of instruction.*

<b>PERFORMANCE MEASURES</b>	<b>FY13 ACTUAL</b>	<b>FY14 BUDGET</b>	<b>FY14 PROJECTED</b>	<b>FY15 PROPOSED</b>
1. Number of in-house staff development sessions	32	30	45	40
2. Number of class curricula written or revised	11	4	4	4
3. Number of evaluation instruments administered and used to enhance program design	12	12	12	10

- **GOAL 3:** *Continue to improve the transition from CLC programs to other education and training programs by establishing and strengthening collaborative relationships with other agencies, by hosting in-house student workshops and through continued follow-up calls to former students.*

<b>PERFORMANCE MEASURES</b>	<b>FY13 ACTUAL</b>	<b>FY14 BUDGET</b>	<b>FY14 PROJECTED</b>	<b>FY15 PROPOSED</b>
1. Number of high school graduates	21	12	15	15
2. Number of advanced ESOL graduates	40	25	36	26
3. Number of new citizens	21	11	16	15
4. Number of students advancing to education and training program	47	45	45	45
5. Number of workshops for students on careers, further education, study skills, health education and support services	70	65	65	65
6. Number of follow-up contacts with former students	158	140	150	150
7. Number of collaborative projects with agencies or groups to improve quality of and access to services	10	10	10	10

ACTUAL FY13	PROJECTED FY14		BUDGET FY15
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**HUMAN SERVICES  
-Youth Programs**

\$2,424,665  
\$2,424,665

\$2,494,540  
\$2,494,540

**YOUTH PROGRAMS**

\$2,713,725  
\$2,713,725

**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.

A diverse, multitalented staff provides direct service, enrichment opportunities and mentorship for young people. Conveniently located in five neighborhoods, the five fully-equipped Youth Centers include classroom space, meeting rooms, gymnasiums, kitchens and easy access to parks. The work of the Youth Programs supports the City Council's goals of education, diversity and promoting community.

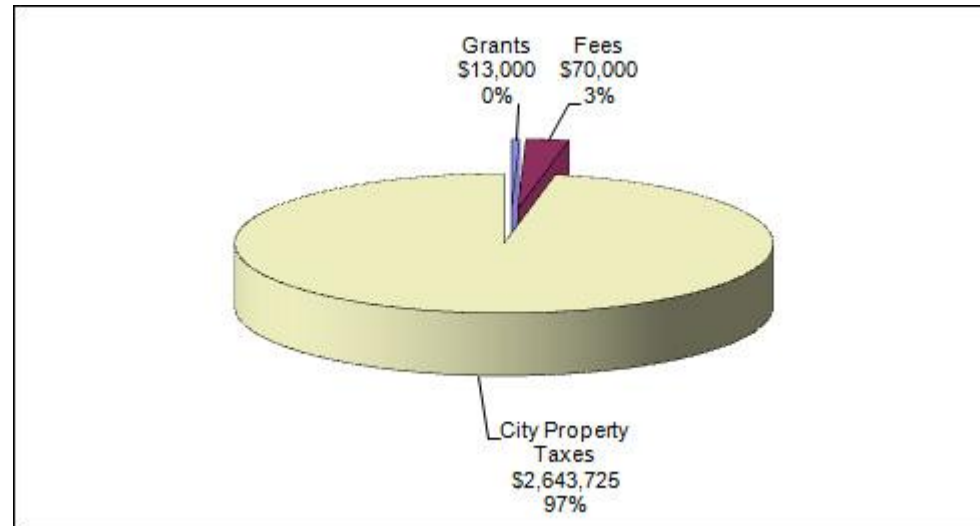
The Cambridge Youth Programs operate distinct programs that are focused on pre-teens, middle-schoolers and teens. The programs are designed to be in alignment with national research, promoting youth development and leadership. Each Youth Center is licensed through the Department of Early Education and Care for the after-school program. Programming includes academic support, recreation and enrichment activities, field trips and community service opportunities. Additionally, as part of the afterschool programs, the Division operates specialized Middle School Partnership programs which provide unique experiences for students in the middle grades. All five Youth Centers offer a variety of teen programming.

This summer, the Youth Programs will operate five programs for preteens: a Sports Leadership Academy, a Girls Empowerment program, a Middle School-only program, a Discovery Camp and a new leadership program for 13 year olds. The Division will partner with the Recreation Division to offer pre-teen and teen basketball leagues for girls and boys.

During FY15, 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 the 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.

**Figure 12: Funding Sources/Youth Programs**



This figure includes funds anticipated to be received in FY15, but not yet appropriated.

Figure 13: Youth Center Locations



**FY15 GOALS:**

- **GOAL 1:** *Provide quality Out of School Time Programs for pre-teens ages 9-13 throughout the city.*

PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Number of pre-teens enrolled in after school programs	362	350	340	350
2. Number of middle school students (grades 6-8) enrolled in after school programs	229	215	230	230
3. Number of individual middle school students participating in pilot middle school network activities	125	n/a	130	150
4. Number of pre-teens enrolled in summer programs	336	360	317	350
5. Number of middle school students (grades 6-8) enrolled in summer programs	176	180	196	196
6. Staff trained in working with children with special needs in inclusive environment	52	55	40	45
7. Number of programs engaged in in-depth data driven family engagement planning activities	n/a	3	3	3
8. Number of programs engaged in professional development training and site based follow up support activities	9	9	8	9

- **GOAL 2:** *Provide quality programming for teens ages 14-19.*

PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Teens involved in summer programming	356	375	399	400
2. Specialized courses offered to teens	41	55	45	50
3. Teens enrolled in school year programming	446	600	450	450

■ *GOAL 2: (continued)*

<b>PERFORMANCE MEASURES</b>	<b>FY13 ACTUAL</b>	<b>FY14 BUDGET</b>	<b>FY14 PROJECTED</b>	<b>FY15 PROPOSED</b>
4. Number of intensive work-based programs offered to teens	17	12	12	12

■ *GOAL 3: Increase program visibility and strengthen connections to families, neighborhoods, schools and community-based organizations.*

<b>PERFORMANCE MEASURES</b>	<b>FY13 ACTUAL</b>	<b>FY14 BUDGET</b>	<b>FY14 PROJECTED</b>	<b>FY15 PROPOSED</b>
1. Programmatic partnerships and collaborations	72	75	80	85
2. Community events sponsored by or supported by Youth Programs	45	50	45	50
3. Community or school based committees in which staff participate	32	30	25	30



ACTUAL FY13	PROJECTED FY14		BUDGET FY15
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## COMMISSION ON THE STATUS OF WOMEN

\$221,970  
\$221,970

\$224,780  
\$224,780

### COMMISSION ON THE STATUS OF WOMEN

\$241,295  
\$241,295

**PURPOSE & OVERVIEW:** The Commission on the Status of Women (CCSW) works in an inclusive manner to promote equality and justice for all women

and girls. The CCSW works with other City departments and officials, local organizations and state government to increase opportunities through program development, policy recommendations and public education in key areas significantly affecting women and girls.

#### FY14 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Sponsored *Women and Words!*, a quarterly community discussion group that discussed issues impacting women's daily lives. Local authors, academics, activists and leaders were invited to present and facilitate each evening's program. Topics included: case studies of social naming that fragment the power of sisterhood, how to help parents talk with teens about healthy relationships (with Youth Action Corps), and family transitions after the birth or adoption of a child.
- Designed a citywide poster campaign for parents on best practices for talking to children about dating, respect and personal safety.
- Sponsored two brown bag lunches for City employees: Women's Rights and Gender-Based Violence in Egypt and Women-Powered Transportation: How do you get to work?
- Developed and led a four week Women's History walking series designed for City employees to improve health through exercise, meet new colleagues and learn about women's history in Cambridge. Each walk toured a different neighborhood.
- Increased outreach to residents through an enhanced social media and web presence that promoted relevant articles, local programs and current events.
- Served on the Gender and Justice Project on Female Offenders Advisory Committee with 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 in all counties.
- Increased teen awareness through educational programs including *Promptacular*, a popular workshop for CRLS girls that teaches both dance and positive decision-making skills as they prepare for prom.

- Planned the Boston-area celebration of International Women’s Day, an annual event held at Simmons College, attended by approximately 250 women. This year’s topic was *Women and Wage Equity: Strategies Locally and Globally*.
- As part of the Cambridge Women’s Heritage Project, planned the Cambridge-area celebration of International Women’s Day including a *True Story* performance aimed at senior residents. *True Story Theater* performers spontaneously transform audience members' stories into theater. A respectful atmosphere was created where every voice was heard and any story told.
- Presented documentary screenings and discussions with filmmakers to bring awareness to historical, global and social issues impacting women and girls for Cambridge residents. Films screened included: *Left on Pearl: Women take over 888 Memorial Drive*, *Girl Rising*, *A Moment in Her Story*, and *Rebel*.
- As a member of the Community Engagement Team, co-sponsored community forums *Public Health Begins with You! Preliminary Results of the Community Health Assessment Report* and *the Arabic speaking community in Cambridge*.
- Co-hosted “*Creating Community Solutions: moving forward with 21 Days of Questions/365 Days of Action*” forum at Cambridge College, attended by approximately 80 community members. Forum included panel of national and local experts and a world café style discussion to raise awareness about the impact domestic violence has on Cambridge residents.
- Co-chaired the *365 Days of Action* campaign’s Steering Committee along with the Cambridge Public Health Department.
- Promoted *You Find Your Strength II, A Guide for Women and Their Families Who are Homeless* in Cambridge and Somerville. Updated and expanded the online guide to ensure all resources and tips are current for women experiencing homelessness. It is also available in Arabic, Chinese, French, Haitian Creole, Portuguese and Spanish.
- Increased residents' understanding of the impact violence against women and girls has on society, locally and globally, through participation in the international movement of *One Billion Rising*.
- 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 lost their lives in Massachusetts this year to domestic violence.

**FY15 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	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Number of strategy sessions, Steering Committee meetings and community-based task force meetings chaired and co-chaired	27	20	20	10
2. Community events sponsored throughout the city to educate and engage citizens around the topic of domestic violence	8	5	5	3
3. Number of high school aged girls recruited for Promtacular	25	50	50	50

- **GOAL 2:** *Work with the 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	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Number of partnerships with other City departments and community agencies to deliver relevant programming to young women and girls	10	12	12	12
2. Estimated number of participants in the Annual 5th Grade Girls' Sports Day	226	200	197	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	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Serve as women's representative on citywide boards reaching out to immigrant populations	4	2	2	4
2. Number of meetings held, groups conducted and activities and forums sponsored	10	8	8	8

- **GOAL 4:** *Serve as a centralized portal for resources addressing all issues relevant to women.*

PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Develop and facilitate forums addressing a variety of timely topics	16	12	12	15

■ **GOAL 4:** (continued)

<b>PERFORMANCE MEASURES</b>	<b>FY13 ACTUAL</b>	<b>FY14 BUDGET</b>	<b>FY14 PROJECTED</b>	<b>FY15 PROPOSED</b>
2. Use website and social media outlets to promote and publicize current events, announcements and relevant articles	24	16	20	25
3. Create publications, fliers and poster campaigns to promote mission and goals of Commission	5	4	4	5

<b>FINANCING PLAN</b>	<b>DETAIL</b>	<b>SUMMARY</b>
<b>TAXES</b>		<b>\$231,335</b>
Real Estate Taxes	\$231,335	
<b>INTERGOVERNMENTAL REVENUE</b>		<b>\$9,960</b>
State Cherry Sheet Revenue	\$9,960	
<b>TOTAL FY15 BUDGETED REVENUE</b>		<b>\$241,295</b>

<b>STATUTORY ANALYSIS</b>	<b>SUMMARY</b>
<b>SALARIES &amp; WAGES</b>	<b>\$230,735</b>
<b>OTHER ORDINARY MAINTENANCE</b>	<b>\$9,535</b>
<b>TRAVEL &amp; TRAINING</b>	<b>\$1,025</b>
<b>EXTRAORDINARY EXPENDITURES</b>	<b>\$0</b>
<b>TOTAL FY15 BUDGETED EXPENDITURES</b>	<b>\$241,295</b>

<b>FULL TIME BUDGETED EMPLOYEES</b>	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>
	2	2	2

ACTUAL FY13	PROJECTED FY14		BUDGET FY15	HUMAN RIGHTS COMMISSION
<u>\$182,580</u> \$182,580	<u>\$273,395</u> \$273,395	<b>HUMAN RIGHTS COMMISSION</b>	<u>\$266,890</u> \$266,890	<b>PURPOSE &amp; OVERVIEW:</b> The Cambridge Human Rights Commission (CHRC) works to protect the civil rights of residents and visitors to the city. In addition to investigating and adjudicating complaints of discrimination in employment, housing, public accommodation and education, the Commission sponsors programming that values and supports the diversity of Cambridge. Since 1984, the CHRC has been advising the administration on civil rights issues residents are facing and educating the public about their rights and responsibilities under the law. The CHRC works collaboratively with internal City agencies and external community partners to advance civil rights awareness in Cambridge through a range of outreach efforts.
		<b>FY14 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:</b> <ul style="list-style-type: none"> <li>• Obtained a U.S. Department of Housing and Urban Development (HUD) partnership grant and organized an all-day training seminar, in partnership with the National Center for Lesbian Rights, on HUD's Lesbian, Gay, Bisexual and Transgender (LGBT) Equal Access Rule, regarding changes in HUD regulations pertaining to fair housing rights for the LGBT community.</li> <li>• Worked with Cambridge Police Department to examine evolving policy regarding future use of surveillance cameras provided through a Homeland Security grant.</li> <li>• Met with Gay, Lesbian, Bisexual and Transgender (GLBT) Commission members regarding CHRC's Transgender shelter survey results and best practices information gleaned from shelters in metro NYC.</li> <li>• Organized the City's 21st annual Fair Housing Month Celebration. Cambridge students in grades five 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.</li> <li>• Commissioners and staff attended an all-day mediation training with Cambridge community partner Community Dispute Settlement Center, honing mediation skills and approaches to dispute resolution.</li> <li>• Produced an annual newsletter consisting of news of the Commission and updates on anti-discrimination efforts, which is widely distributed to community organizations, City employees and other persons interested in civil rights issues.</li> <li>• Coordinated an in-house training session, provided by the Cambridge Public Health Department, to certify CHRC and other City staff in Mental Health First Aid Training, a 2-day intensive training in recognizing mental health challenges and addressing immediate needs for referral to appropriate service providers.</li> </ul>		

**FY15 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.*

<b>PERFORMANCE MEASURES</b>	<b>FY13 ACTUAL</b>	<b>FY14 BUDGET</b>	<b>FY14 PROJECTED</b>	<b>FY15 PROPOSED</b>
1. Number of general public inquiries	469	500	500	550
2. Number of inquiries referred by CHRC to other agencies	90	100	90	100
3. Number of community trainings given by CHRC staff and or Commissioners	10	10	10	10
4. Joint projects and trainings attended	52	40	50	50

- **GOAL 2:** *Improve efficiency and effectiveness of case intake, investigation and referral process.*

<b>PERFORMANCE MEASURES</b>	<b>FY13 ACTUAL</b>	<b>FY14 BUDGET</b>	<b>FY14 PROJECTED</b>	<b>FY15 PROPOSED</b>
1. Complaints filed after staff intake meetings	7	15	15	15
2. Number of complaint intakes from other agency referrals	5	7	10	10
3. Complaints under investigation	23	25	30	30

- **GOAL 3:** *Perform mediation as a means to resolve complaints.*

<b>PERFORMANCE MEASURES</b>	<b>FY13 ACTUAL</b>	<b>FY14 BUDGET</b>	<b>FY14 PROJECTED</b>	<b>FY15 PROPOSED</b>
1. Number of cases in which parties chose to utilize CHRC mediation services	8	5	5	5

- **GOAL 4:** *Resolve discrimination cases following investigation.*

PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Number of causal determinations after investigation (probable cause or lack of probable cause)	11	10	15	15
2. Number of non-causal closures (settlements or administrative closures)	3	7	5	5

- **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	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Number of cases accepted for dual-filing by HUD	5	8	12	12

FINANCING PLAN	DETAIL	SUMMARY
<b>TAXES</b>		<b>\$266,890</b>
Real Estate Taxes	\$266,890	
<b>TOTAL FY15 BUDGETED REVENUE</b>		<b>\$266,890</b>

STATUTORY ANALYSIS	SUMMARY
<b>SALARIES &amp; WAGES</b>	<b>\$262,690</b>
<b>OTHER ORDINARY MAINTENANCE</b>	<b>\$3,000</b>
<b>TRAVEL &amp; TRAINING</b>	<b>\$1,200</b>
<b>EXTRAORDINARY EXPENDITURES</b>	<b>\$0</b>
<b>TOTAL FY15 BUDGETED EXPENDITURES</b>	<b>\$266,890</b>

FULL TIME BUDGETED EMPLOYEES	FY13	FY14	FY15
	2	2	2



ACTUAL FY13	PROJECTED FY14		BUDGET FY15	VETERANS' SERVICES/BENEFITS
\$283,810	\$331,630	ADMINISTRATION	\$342,655	<b>PURPOSE &amp; OVERVIEW:</b> 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 Department administers 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 and assists servicemen and women who serve subsequent tours of duty in a war zone in applying for an additional cash bonus. The Department helps 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 supports veterans and their dependents with applying for federal Veterans Affairs (VA) benefits, federal social security/disability benefits, and assistance in filing for City tax exemptions and abatements earmarked for veterans or their surviving spouses. In FY14, Cambridge veterans and/or their dependents received in excess of \$4.2 million in federal Veterans' Affairs benefits. Additionally, the Department coordinates public events.
<u>\$673,540</u>	<u>\$800,000</u>	BENEFITS	<u>\$750,000</u>	
\$957,350	\$1,131,630		\$1,092,655	
<b>FY14 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:</b>				
<ul style="list-style-type: none"><li>• Participated in the upgrade to the 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.</li><li>• Supported all members of the department becoming certified in Mental Health First Aid.</li><li>• Created first social media presence by means Twitter in an effort to expand reach with veterans.</li><li>• Worked closely with the Assessing Division to reach veterans and surviving spouses who may be eligible for FY14 property tax exemptions/abatements.</li><li>• Collaborated with the Auditing Division, developed and implemented an Electronic Direct Voucher System (EDVS), allowing automation from the previous manual process.</li><li>• Worked closely with the Finance Division to streamline a process where recipients of Veterans' Benefits can receive their benefits through direct deposit.</li><li>• Provided outreach to several homeless service providers, as well as Elder Services, to outline Chapter 115 and developed a process for identifying veterans and dependents for services.</li></ul>				

**Table 1: FY13 Veterans, Spouses and Dependents Receiving City Subsidies**

The Veterans' Services Department has the primary responsibility to assist veterans, their spouses and dependents in applying for federal benefits and also to provide them with a City/State subsidy when eligible.

<b>Veterans, Spouses and Dependents Received City Subsidy</b>	<b>FY09</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>
Veteran (non homeless)	82	96	112	112	93
Veteran (homeless)	9	11	10	10	4
Spouses and dependents	46	54	43	43	51
<b>Total served</b>	<b>137</b>	<b>161</b>	<b>165</b>	<b>165</b>	<b>148</b>
Total active cases of total served (as of 6/30/13)	117	130	119	116	145

**FY15 GOALS:**

- *GOAL 1: Continue compliance with MGL Chapter 115 (Veterans' Benefits) regulations.*

<b>PERFORMANCE MEASURES</b>	<b>FY13 ACTUAL</b>	<b>FY14 BUDGET</b>	<b>FY14 PROJECTED</b>	<b>FY15 PROPOSED</b>
1. Ensure applications are forwarded for approval to the state within 10 days after intake	100%	100%	100%	100%
2. Develop a case management plan for each new client within 30 days of intake	100%	100%	100%	100%
3. Ensure state returns for reimbursement are forwarded to the state within 30 days following the payment month	100%	100%	100%	100%

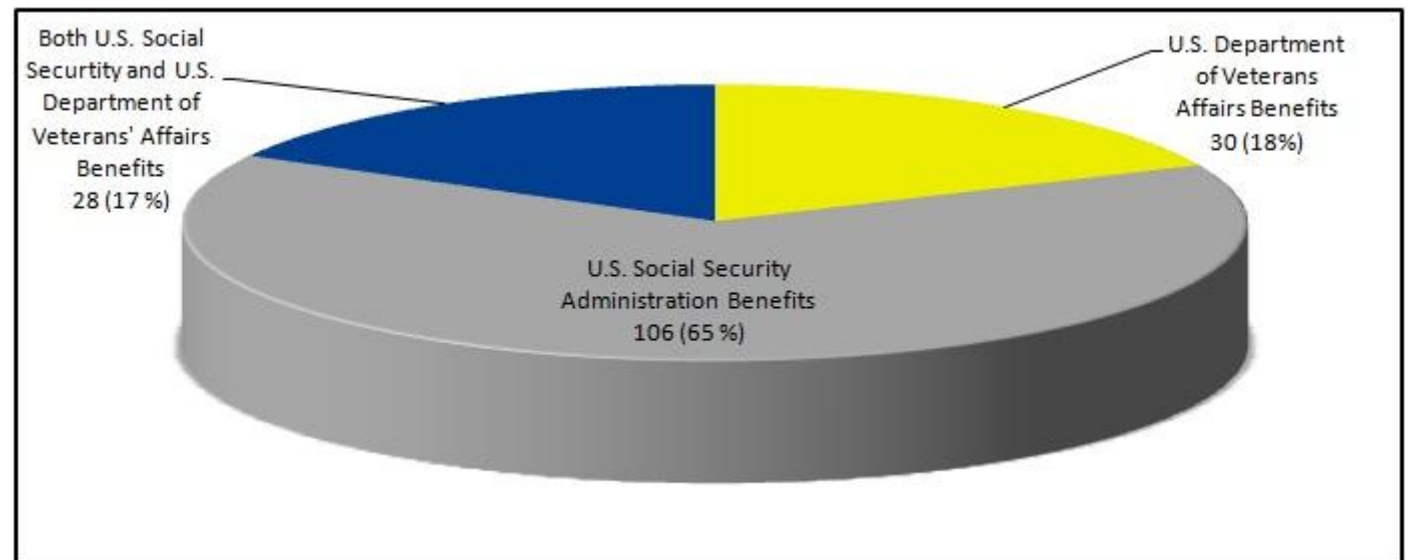
- **GOAL 2:** *Increase public awareness of veterans' benefits, services and events by issuing informational announcements on 22-CityView.*

PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Number of public outreach and informational announcements televised on municipal cable TV	6	6	6	6

- **GOAL 3:** *Increase community participation in veterans' ceremonial events by increasing public awareness through personal presentations, media utilization, linkages with schools, community organizations and other City departments. Continue the ceremonial and public events function of the Department by honoring both living and deceased veterans.*

**Figure 1: FY13 Clients Receiving a City Subsidy and Federal Assistance**

Between July 1, 2012 and June 30, 2013, we served 164 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.



- **GOAL 4:** *Continue to upgrade staff skills with an emphasis on team building, skill sharing and accountability. Continue collaboration with other Veterans' Services Officers through the Annual Department of Veterans' Services Training.*

PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Number of internal staff trainings	1	4	4	4
2. Number of external trainings	2	8	8	8

- **GOAL 5:** *Aggressively identify and access federal and state resources for eligible clients.*

PERFORMANCE MEASURES	FY13 ACTUAL	FY14 BUDGET	FY14 PROJECTED	FY15 PROPOSED
1. Conduct assessments and evaluations of client eligibility for federal and state benefits; number of assessments	1	4	4	4

FINANCING PLAN	DETAIL	SUMMARY
<b>TAXES</b>		<b>\$603,450</b>
Real Estate Taxes	\$603,450	
<b>INTERGOVERNMENTAL REVENUE</b>		<b>\$489,205</b>
Veterans' Reimbursement	\$900	
Cherry Sheet-Veteran Benefits	\$488,305	
<b>TOTAL FY15 BUDGETED REVENUE</b>		<b>\$1,092,655</b>

STATUTORY ANALYSIS	SUMMARY
<b>SALARIES &amp; WAGES</b>	<b>\$286,255</b>
<b>OTHER ORDINARY MAINTENANCE</b>	<b>\$54,900</b>
<b>TRAVEL &amp; TRAINING</b>	<b>\$751,500</b>
<b>EXTRAORDINARY EXPENDITURES</b>	<b>\$0</b>
<b>TOTAL FY15 BUDGETED EXPENDITURES</b>	<b>\$1,092,655</b>

FULL TIME BUDGETED EMPLOYEES	FY13	FY14	FY15
	2	2	2

# SUMMARY: EDUCATION

FY13 ACTUAL	FY14 PROJECTED	PROGRAM EXPENDITURES	FY15 BUDGET
<u>\$144,616,560</u>	<u>\$150,689,445</u>	Education	<u>\$156,669,635</u>
\$144,616,560	\$150,689,445		\$156,669,635

FINANCING PLAN	FY15 BUDGET
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Taxes	\$133,125,925
Charges For Services	\$75,000
Fines & Forfeits	\$100,000
Intergovernmental Revenue	\$22,804,945
Miscellaneous Revenue	<u>\$563,765</u>
	\$156,669,635

ACTUAL FY13	PROJECTED FY14		BUDGET FY15
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## EDUCATION

\$144,616,560  
\$144,616,560

\$150,689,445  
\$150,689,445

### EDUCATION

\$156,669,635  
\$156,669,635

**PURPOSE & OVERVIEW:** The School Committee adopted an FY15 School Budget of \$156,669,635, which represents an

increase of \$5,680,190, or 3.8% over the FY14 approved budget of \$150,989,445. The budget is within the financial guidelines established by the City Manager. Detailed information on the FY15 Budget can be found on the Cambridge Public Schools website at [www.cpsd.us](http://www.cpsd.us). The following is an extract from the Superintendent's adopted budget message.

The goal of the FY15 budget is to support the Cambridge Public Schools' core values of academic excellence and social justice by improving learning outcomes for all students and accelerating achievement gains to reduce gaps to proficiency. As we began the process of developing the budget, district and school leaders met to craft strategic objectives in support of this goal and the School Committee's Budget Guidelines. Four strategic objectives were established: (1) Refine the Upper School Program; (2) Create an aligned curriculum and instruction system; (3) Develop inclusive schooling across the district; and (4) Develop effective educators and instructional leaders. These strategic objectives guided budget discussions and decisions regarding the allocation of district resources.

#### **Strategic Objective I: Refine the Upper School Program**

In year three of the upper school program, we will build on the successes through continued support of what is working and adjustments to areas that need strengthening. The Deputy Superintendent works closely with the upper school heads, and discussions are ongoing at each upper school about improving the core academic program and expanding out of school time student support. During the 2014/15 school year, all 6th, 7th and 8th grade classrooms will begin using the Math in Focus textbook series in mathematics instruction. Additional support for accelerated math through a summer and afterschool program and online learning will increase the number of students who are ready for high-level math. Each upper school will be staffed with a dedicated, full time library media specialist to ensure that students and teachers receive consistent, uniform support of library, media and information. Breakthrough Greater Boston will expand its Science, Technology, Engineering, Arts and Math (STEAM) offerings in summer and afterschool programs for middle grades students.

During the 2014/2015 school year the Science Department will develop curriculum and plan for school year 2015/16 implementation of a new Technology/Engineering program for all seventh and eighth grade students. In order to develop the program, planning will be focused in three areas: staffing, space and materials, and curriculum, instruction and assessment.

**Strategic Objective II: Create an aligned curriculum and instruction system**

Our highest academic priority is strengthening curriculum and instruction in the core subjects. Under the direction of the Assistant Superintendent for Curriculum and Instruction, the district will begin a five year initiative to develop standards-based curriculum, high quality assessments and standards-based reporting in all content areas. The district's review of the mathematics program was completed, and the Math in Focus textbook series was selected to replace the TERC Investigations and Connected Math programs. The rollout of Math in Focus, including textbook purchases and teacher professional development, will occur over three years, with the majority of grades and classrooms completing implementation next year. All elementary schools will have completed implementation of phase 1 of Response to Intervention by the end of the current school year. Decisions about common assessments in reading and selecting a database will occur next year. The FY15 budget includes funding to support Level 3 schools. These funds, along with Title I funds, will be used to provide professional development and direct student intervention. In addition, the King Open School, which was designated as a Level 3 school, will receive additional staff to support its efforts to transition from a multi-grade classroom structure to a single grade structure. The Fletcher-Maynard Academy will implement a content enriched Spanish language curriculum for grades JK-5 during school year 2014/15 and funding for a full-time Spanish teacher is included to support this program.

**Strategic Objective III: Develop inclusive schooling across the district**

Inclusive schools are effective schools. Our broad understanding of Inclusive schooling encompasses school climate, family engagement and specialized support for students with disabilities and English language learners, and the FY15 budget includes initiatives in each of these areas:

School Climate: The district has identified a need for additional support for the social, emotional, and behavioral health of all students and has developed the Positive Classroom Management Plan to maintain safe and orderly learning environments in which instruction takes place smoothly and disruptions are minimized, so that student achievement will thrive. Implementation of this plan will be led by the Deputy Superintendent and Assistant Superintendent for Student Services, and will include work with an expert to identify best practices for implementing and sustaining tiered levels of support and intervention, and professional development for instructional staff.

Family Engagement: In response to Dr. Karen Mapp's recommendations to create district level infrastructure to lead family engagement work in the district, a part-time Family Engagement Coordinator and a Communications Manager are funded in the FY15 budget. This team will also work to develop a marketing plan in order to communicate our successes to the Cambridge community.

Specialized Support of Students with Disabilities: The Office of Student Services will begin implementation of a systematic plan designed to create an inclusive continuum for the district. Phase I is the integration of students with disabilities at the Haggerty School beginning in Kindergarten in SY 2014/15. Five other

schools will begin the planning and professional development required in order to begin implementation in SY 2015/16. In order to facilitate effective collaboration between General Education, Special Education, and English Language Acquisition, the Office of Student Service will reorganize its leadership and school support structure so that it is aligned to support schools in the delivery of the general curriculum and specially designed instruction in both general education and separate settings. This restructure is responsive to the West Ed Study's recommendation that the central support for student services be re-organized so that it is structured holistically rather than categorically.

#### **Strategic Objective IV: Develop effective educators and instructional leaders**

The district will take several steps next year to develop a comprehensive program for educator and leadership development and to develop new strategies for recruiting, developing and retaining a diverse teaching staff. Beginning in SY 2014/15, the district will launch a comprehensive induction program for new teachers, with a focus of supporting and developing teacher effectiveness and professional practice. Senior administrators and principals will advance individual and collective skills of leadership for improved teaching and learning through participation in a structured, multi-cohort professional development program entitled *The High-Expertise Teaching Project*. The primary goal of this initiative is to cultivate and institutionalize sustainable school improvement that positively impacts student results. Cultural proficiency has been identified as an area for development in the Cambridge Public Schools by senior administrators, principals, teachers and many families. Funding is provided for cultural proficiency training for a number of stakeholders across the district including district and school leaders, and family liaisons.

In FY15, CPS will engage in a formal partnership with Today's Students/Tomorrow's Teachers (TSTT) to develop a pipeline of diverse educators from among CRLS students and other TSTT member districts. Today's Students/Tomorrow's Teachers, is a unique school-based mentoring program that recruits and mentors culturally diverse and economically challenged high school students who are interested in pursuing a career in teaching. TSTT provides financial assistance for students to attend college, and places them as teachers and leaders who will inspire and strengthen their communities.

#### **World Language**

The present six hour school day continues to present a significant challenge to trying to schedule adequate time for a quality world language program. A high quality world language program requires at least 90 minutes per week for students to both learn and practice the target language. District curriculum leaders, principals and superintendant recognize the value of all students learning a second language. At the same time, the School Department is committed to ensuring that *all* students are proficient readers and writers by third grade and eliminating the gaps in literacy achievement among students. Targeted literacy intervention requires a commitment of time in the primary grades dedicated to increasing vocabulary and building the language and literacy skills so critical to students' future success across all content areas. In the fourth and fifth grades, the implementation of new state science standards and the need to ensure that social studies



instruction occurs consistently make adding time for world language instruction difficult without eliminating some other program, for example the grade 5 instrumental program. For these reasons, the addition of an elementary world language program is not recommended at this time.

### **Enrollment Growth**

After more than a decade of declining numbers, CPS student enrollment bottomed out in the 2006-07 school year at 5,785 students. Enrollment has grown steadily each year since then. The current year enrollment of 6,518 is 733 higher (12.7%) than the school year 2006/07 enrollment with elementary student population (K-8) experiencing the greatest increases (15%). Our enrollment increases are especially impressive when compared to the federal census population data which indicates a 20% decline in the population of Cambridge residents ages 5-17 during the decade between 2000 and 2010. While it is important to celebrate this impressive enrollment growth, it is equally important to recognize that it has become one of our biggest challenges, particularly with regard to available space in our buildings. In recognition of the challenge created by enrollment growth, I have reached out to the City Manager and his staff to create an administrative working group to help better understand trends in Cambridge demographics and CPS enrollment.

The FY15 Proposed Budget includes additional staff to respond to enrollment growth. The district has experience a significant increase in the number of students identified as English Language Learners who need targeted language instruction. Funding for additional ESL teachers and Sheltered English Immersion program teachers is included in this budget. Likewise, kindergarten enrollment increases requires that the district add two additional kindergarten classrooms for school year 2014/15. The kindergarten classrooms are being added to the Baldwin and Haggerty Schools.

Although average class size remains favorable at the high school--19 in English classes, 21 in math classes, 18 in Science and 21 in history classes--a high percentage of the math, English and history AP and honors classes have enrollment of 25 to 30, while many College Prep classes have less than 20 students enrolled. We are working closely with CRLS to resolve issues around large class size in honors and Advanced Placement courses. The high school has allocated a vacant position to the math department and will hire a new math teacher for SY 2014/15. Most significantly, for the first time the schedule will be developed using the Aspen Student Information System's scheduling module. Up to this point, the high school has manually created a master schedule and assigned students to classes. A consultant has been engaged to work with the high school registrar in the implementation of the new scheduling module in order to develop a schedule that is aligned to student needs. While we believe that this is a scheduling issue and not budget issue, the FY15 Proposed Budget has two teacher FTEs in reserve that may be allocated to the high school if it proves necessary.

### Operations and Long Range Planning

Each year as we deliberate about how best to allocate our resources, we review budgets for the operational and central administration departments. Our continuing goal is to streamline the organizational structure where we can, using technology to provide more efficient services. The FY15 budget proposes a reduction of four clerical positions.

The 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. The new building is on schedule to be completed by September of 2015. We are working with the City on a timeline for the King Open School building.

<b>FINANCING PLAN</b>	<b>DETAIL</b>	<b>SUMMARY</b>
<b>TAXES</b>		<b>\$133,125,925</b>
Real Estate Taxes	\$132,189,925	
Hotel/Motel Excise Tax	\$936,000	
<b>CHARGES FOR SERVICES</b>		<b>\$75,000</b>
Municipal Access Fee	\$75,000	
<b>FINES &amp; FORFEITS</b>		<b>\$100,000</b>
Parking Fines	\$100,000	
<b>INTERGOVERNMENTAL REVENUE</b>		<b>\$22,804,945</b>
State Cherry Sheet Revenue	\$12,522,055	
Cherry Sheet-School Aid	\$9,053,610	
Cherry Sheet-Lunch Programs	\$29,280	
Medicaid Reimbursement School	\$1,200,000	
<b>MISCELLANEOUS REVENUE</b>		<b>\$563,765</b>
School Debt Stabilization Fund Transfer	\$563,765	
<b>TOTAL FY15 BUDGETED REVENUE</b>		<b>\$156,669,635</b>

<b>STATUTORY ANALYSIS</b>	<b>SUMMARY</b>
<b>SALARIES &amp; WAGES</b>	<b>\$129,535,265</b>
<b>OTHER ORDINARY MAINTENANCE</b>	<b>\$25,323,280</b>
<b>TRAVEL &amp; TRAINING</b>	<b>\$1,035,875</b>
<b>EXTRAORDINARY EXPENDITURES</b>	<b>\$775,215</b>
<b>TOTAL FY15 BUDGETED EXPENDITURES</b>	<b>\$156,669,635</b>

# SUMMARY: INTERGOVERNMENTAL

FY13 ACTUAL	FY14 PROJECTED	PROGRAM EXPENDITURES	FY15 BUDGET
\$20,768,235	\$21,224,420	Mass. Water Resources Authority	\$22,189,730
\$19,392,085	\$20,021,115	Cherry Sheet	\$21,504,975
<u>\$6,500,000</u>	<u>\$6,500,000</u>	Cambridge Health Alliance	<u>\$6,750,000</u>
\$46,660,320	\$47,745,535		\$50,444,705

FINANCING PLAN	FY15 BUDGET
Taxes	\$26,371,080
Charges For Services	\$22,635,010
Intergovernmental Revenue	<u>\$1,438,615</u>
	\$50,444,705

ACTUAL FY13	PROJECTED FY14		BUDGET FY15
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**MASS. WATER RESOURCES  
AUTHORITY**

\$20,768,235  
\$20,768,235

\$21,224,420  
\$21,224,420

**MASS. WATER RESOURCES  
AUTHORITY**

\$22,189,730  
\$22,189,730

**PURPOSE & OVERVIEW:** The State Legislature created the Massachusetts Water Resources Authority (MWRA) to oversee the operation of metropolitan Boston's sewer and waterworks system. Since Cambridge has its own source of water, the MWRA traditionally has had little impact on the City's water rate. However, because the MWRA is responsible for improving existing sewerage systems, especially as they affect Boston Harbor, the Authority influences the City's sewer service charge.

**SIGNIFICANT BUDGET MODIFICATIONS:** For FY15, the MWRA estimated charge of \$22,189,730 represents a 4.55%, or \$965,310, increase from the FY14 assessment of \$21,224,420. The FY15 MWRA budget amount is based on an estimate received from the MWRA and is subject to change when the MWRA adopts its budget in the spring. The MWRA assessment accounts for 52% of the total Sewer Budget.

FINANCING PLAN	DETAIL	SUMMARY
<b>CHARGES FOR SERVICES</b>		<b>\$22,189,730</b>
Sewer Service Charge	\$22,189,730	
<b>TOTAL FY15 BUDGETED REVENUE</b>		<b>\$22,189,730</b>

STATUTORY ANALYSIS	SUMMARY
<b>SALARIES &amp; WAGES</b>	<b>\$0</b>
<b>OTHER ORDINARY MAINTENANCE</b>	<b>\$22,189,730</b>
<b>TRAVEL &amp; TRAINING</b>	<b>\$0</b>
<b>EXTRAORDINARY EXPENDITURES</b>	<b>\$0</b>
<b>TOTAL FY15 BUDGETED EXPENDITURES</b>	<b>\$22,189,730</b>

ACTUAL FY13	PROJECTED FY14		BUDGET FY15
\$2,355	\$3,220	<b>ELDERLY GOVERNMENTAL</b>	
\$44,225	\$45,145	<b>RETIREES</b>	<b>\$3,220</b>
\$33,060	\$33,885	<b>AIR POLLUTION CONTROL</b>	<b>\$45,145</b>
\$8,891,750	\$8,988,060	<b>MAPC</b>	<b>\$33,885</b>
\$445,280	\$318,470	<b>MBTA</b>	<b>\$8,988,060</b>
<u>\$9,975,415</u>	<u>\$10,632,335</u>	<b>C.S. REGISTRY HOLD PROGRAM</b>	<b>\$445,280</b>
\$19,392,085	\$20,021,115	<b>EDUCATION</b>	<b><u>\$11,989,385</u></b>
			<b>\$21,504,975</b>
		Sheet is issued as part of the adopted state budget.	
		<b>ELDERLY GOVERNMENTAL RETIREES.</b> 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.	
		<b>AIR POLLUTION CONTROL.</b> 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.	
		<b>METROPOLITAN AREA PLANNING COUNCIL.</b> 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.	
		<b>PUBLIC TRANSPORTATION.</b> 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	

**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

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 (\$11,936,105), 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 sending district 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 (\$53,280).

<b>FINANCING PLAN</b>	<b>DETAIL</b>	<b>SUMMARY</b>
<b>TAXES</b>		<b>\$19,621,080</b>
Real Estate Taxes	\$19,621,080	
<b>CHARGES FOR SERVICES</b>		<b>\$445,280</b>
Parking Fund Parking Usage	\$445,280	
<b>INTERGOVERNMENTAL REVENUE</b>		<b>\$1,438,615</b>
State Cherry Sheet Revenue	\$5,950	
Cherry Sht-Chrt Sch Tuit Reim	\$1,432,665	
<b>TOTAL FY15 BUDGETED REVENUE</b>		<b>\$21,504,975</b>

<b>STATUTORY ANALYSIS</b>	<b>SUMMARY</b>
<b>SALARIES &amp; WAGES</b>	<b>\$0</b>
<b>OTHER ORDINARY MAINTENANCE</b>	<b>\$21,504,975</b>
<b>TRAVEL &amp; TRAINING</b>	<b>\$0</b>
<b>EXTRAORDINARY EXPENDITURES</b>	<b>\$0</b>
<b>TOTAL FY15 BUDGETED EXPENDITURES</b>	<b>\$21,504,975</b>

ACTUAL FY13	PROJECTED FY14		BUDGET FY15
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## CAMBRIDGE HEALTH ALLIANCE

\$6,500,000  
\$6,500,000

\$6,500,000  
\$6,500,000

### CAMBRIDGE HEALTH ALLIANCE

\$6,750,000  
\$6,750,000

**PURPOSE & OVERVIEW:** Cambridge Health Alliance (CHA) has remained a vital asset to the citizens of Cambridge since its

establishment by home rule legislation on July 1, 1996. CHA is a nationally recognized integrated public, academic health care delivery system that provides comprehensive clinical, public health, teaching and research programs in the City of Cambridge. It is comprised of three campuses in Cambridge, Somerville and Everett, a network of ambulatory sites and the Cambridge Public Health Department. CHA is a clinical affiliate of Beth Israel Deaconess Medical Center and is a teaching affiliate of Harvard Medical School and has departmental affiliations with Tufts University School of Medicine. CHA is also a major Cambridge employer with approximately 2,349 employees working in Cambridge.

CHA continues to excel in providing high quality patient care and access to essential health care services for the residents of Cambridge, including Medicaid and other low-income populations. CHA has been recognized as a high-value, high quality and lower cost provider in the Blue Cross Blue Shield, Tufts Health Plan and Harvard Pilgrim Health Plan networks. It also received an A grade in the Leapfrog Group 2013 Hospital Safety Score, which rates how well hospitals protect patients from accidents, errors, injuries and infections.

CHA cares for more than 140,000 patients annually, specializing in the services people need most during their lives - primary care, emergency, maternity, behavioral health and overnight hospital care. This includes 20,000 Cambridge residents who come to CHA each year for care.

Key services include:

- Renowned behavioral health services, including outpatient services and five distinct inpatient psychiatry units serving patients of all ages with acute mental health needs.
- One of the state's largest Emergency Departments, handling 100,000 annual visits and recognized nationally for patient centered care and efficiency.
- Outstanding maternal and child care, including pregnancy care from physicians and nurse midwives, and childbirth at both a hospital Maternity Unit and freestanding Birth Center.
- Special services for frail elders, including the Elder Service Plan (PACE) and Housecalls programs. These services provide extra support for older adults allowing them to remain in their own homes rather than reside in nursing homes.



CHA is a safety net healthcare system. As the last remaining public healthcare facility in the Commonwealth:

- About 60% of CHA's total patient revenue is from Medicaid, Commonwealth Care and residually uninsured payers, and 82% is from all government payers including Medicare.
- CHA's payer mix is 13% for the residually uninsured post-reform, 4.6 times greater than the statewide acute hospital average with CHA providing 12% of all uninsured care provided by acute hospitals in the state.
- CHA provides 10% of all Medicaid and low-income statewide psychiatric inpatient care in the state, and performs a regional role in access to nationally-recognized behavioral health services for pediatrics, adolescents, adults and geriatrics, with 43% of its inpatient patient days and about 95,000 outpatient visits for behavioral health.
- CHA has the highest concentration (57%) of Medicaid and low-income public payer populations in its significant 665,000 outpatient services.

CHA, like municipal government, continues to experience the impact of state budget cutbacks and related downward pressure on government health care revenues. Because CHA provides concentrated Medicaid and low-income public-payer patient care services, it relies on its continued partnership with state and federal governments to support this care.

Under the leadership of Patrick R. Wardell, CEO, Cambridge Health Alliance has embarked on its "Healthy CHA" journey which is built upon several major goals:

- Sustainability/Maximizing Efficiency
- Transforming to Adapt to New Clinical and Payment Models
- Expanding patient access to clinical services not currently offered by Cambridge Health Alliance, through the clinical affiliation with Beth Israel Deaconess Medical Center and the Beth Israel Deaconess Care Organization (BIDCO) and increasing patients' access to services through strategic clinical growth
- Improving the Patient Experience of Care
- Approval of the FY2015-2019 Medicaid Waiver & Delivery System Transformation Initiative (DSTI) 2.0

***Sustainability/Maximizing Efficiency***

Cambridge Health Alliance has engaged FTI Consulting, LLC to assist with the launch of its sustainability/maximizing efficiency efforts. FTI Consulting is currently supporting Cambridge Health Alliance in accomplishing its goals in the arenas of:

- Improving Revenue Cycle
- Increasing Productivity
- Supply Chain Efficiency and Management

- Provider Organization - maximizing productivity and efficiency
- Behavioral Health Services - maximizing productivity and improving access to services

### ***Transforming to Adapt to New Clinical and Payment Models***

CHA is transforming its system to align with the Institute for Healthcare Improvement (IHI) Triple Aim: improve the health of populations, enhance the patient experience of care, and reduce or control the costs of care. At the heart of this work is (1) the integration of clinical, academic and community health functions to meet the needs of patients and communities, and (2) creating new competencies to adapt to industry change.

Milestones in this journey include:

- Patient-Centered Medical Home (PCMH) - CHA is a leader in developing the PCMH model to serve its patients. Seven CHA practices have now been named Level 3 Medical Homes by the National Committee for Quality Assurance (NCQA), the highest national designation. These sites have high-functioning care teams that manage defined patient panels, linking primary care with emergency, hospital, behavioral health and specialty care. In 2013, CHA's Union Square Family Health Center was one of 30 sites nationally (and one of just two in Massachusetts) recognized as an "exemplar practice" by the Robert Wood Johnson Foundation LEAP program.
- New Models to Deliver Behavioral Health Care in Primary Care - More than 20% of CHA patients (and more than 50% of its highest cost patients) have mental health and/or substance abuse issues, and as a result, CHA is developing a collaborative care model to integrate services. As part of this work, CHA is creating multidisciplinary teams with primary care and mental health clinicians to manage patients more effectively.
- Complex Care Management (CCM) - CHA is developing a new infrastructure to support its most complex patients, including those covered by Medicaid. CHA complex care managers are now at several practice locations to help manage chronic and intensive conditions. Preliminary data show this model is effective, with increased primary care visits and decreased inpatient admissions and emergency visits in this initial population.

### ***Clinical Affiliation with Beth Israel Deaconess Medical Center (BIDMC)***

Cambridge Health Alliance became a clinical affiliate of Beth Israel Deaconess Medical Center (BIDMC) nearly a year ago. Within this short year, Cambridge Health Alliance and BIDMC have been able to leverage each others' strengths.

Cambridge Health Alliance and BIDMC have been able to jointly recruit specialists to CHA to care for our patients. Examples of this include a retinal specialist at the CHA Eye Center, a dermatologist at the medical specialties site with a second dermatologist to join in the summer, and additional endocrinology capacity by the summer.

CHA and BIDMC have also connected their electronic health record systems, making care seamless for shared patients. Today, BIDMC providers are able to access the records of CHA patients who have consented to

BIDMC having this access, and BIDMC patients who choose to receive care at CHA sites closer to their homes can benefit from this partnership. In all cases, patients are benefitting from greater coordination of care.

Cambridge Health Alliance and BIDMC continue to find ways to improve access to services for all patients within their shared network.

On January 1, CHA became a member of BIDCO, the Beth Israel Deaconess Care Organization. CHA will be able to leverage this relationship to receive more equitable contracts with major insurers, and gain expertise with risk sharing, medical management, total medical expense, and utilization - all of which are critical components of success in today's changing healthcare environment. CHA will continue to maintain a collaborative relationship with MACIPA, the Mount Auburn Cambridge Independent Physician's Organization.

### ***Improving the Patient Experience***

CHA has taken important steps to improve its relationship with patients who need help with their complex health needs. CHA now has a system-wide Patient and Family Advisory Council as well as Practice Improvement Teams at each primary care site. These efforts bring patients and staff together on a regular basis to discuss everyday improvements in patient flow, access and other patient-facing processes.

CHA has also developed a system-wide PEOC steering committee which brings together staff and managers to address improvement opportunities. Some of the projects underway include staff training, service recovery and recognizing high performance as it relates to meeting patient needs.

### ***Medicaid Waiver Renewal & DSTI 2.0***

CHA is in its last year of the 2012-2014 Medicaid Waiver that authorizes its federal Medicaid supplemental payments and is working with the Commonwealth's Executive Office of Health and Human Services to begin planning for the federal submission of a Medicaid Waiver Renewal for the 2015-2019 fiscal year periods.

As part of the renewal, CHA will be part of a proposed Delivery System Transformation Initiative. For the past three years, CHA has had the opportunity to earn incentive payments associated with achievements of milestones in several projects, in alignment with the Commonwealth's direction towards delivery system transformation and payment reform, including advancing the patient-centered medical home, primary care and mental health integration, diabetes care improvement, complex care management, population health and risk stratification. 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. Seven 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. In addition, CHA continues to further its participation in alternative payment models, including for Medicaid and Commonwealth Care managed care, Dual Eligible populations, the Medicare Shared Savings Program, and the Commonwealths Medicaid Primary Care Payment Reform with additional shifts into payment reform

arrangement on the near term horizon.

### ***Awards and Recognitions***

CHA continues to receive national recognition for its work:

- CHA was recognized as a "Leader in LGBT Healthcare Equality" in the Healthcare Equality Index 2013, an annual survey conducted by the Human Rights Campaign (HRC) Foundation.
- The *Wall Street Journal* spotlights Union Square Family Health and its team-based approach to providing care.
- CHA named to the 2013 Harvard Pilgrim Health Care Physician Group Honor Roll.
- A webcast hosted by HealthLeaders Media highlighting Cambridge Health Alliance's Emergency Department's reduction in triage delays and linking the ED with primary care.
- NPR's affiliate WBUR highlighting CHA's maternity services and low c-section rate.

### ***Cambridge Public Health Department***

An integral part of CHA, the Cambridge Public Health Department is responsible for protecting the health of Cambridge residents, workers and visitors. Department programs include communicable disease prevention and control, school health, emergency preparedness, environmental health, community health and wellness, epidemiology and data services, and regulatory enforcement. The Department plays a major role in several City initiatives, including domestic violence prevention, the Agenda for Children and the Men's Health League.

In FY14, the Department led a comprehensive community health assessment to better understand the city's most pressing health needs. This assessment is part of a larger effort by the Health Department to become one of the first health departments in Massachusetts to receive national accreditation.

The Department continued to promote disease and injury prevention through direct services and trainings, policy development and targeted campaigns. 2013 highlights included the department's annual flu clinics; pursuing stricter rules on smoking in public outdoor spaces; and launching a substance abuse prevention program. The department was awarded a three-year \$300,000 grant from the Massachusetts Department of Public Health to develop a regional approach to reduce opioid overdoses and prescription drug abuse in Cambridge, Somerville, Watertown and Everett. This effort is being led by the Cambridge Prevention Coalition, which was integrated into the Cambridge Public Health Department in August 2013.

Addressing the city's obesity epidemic remained a significant focus in 2013, 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.

## 2013 Honors & Recognition:

- Cambridge was one of six U.S. communities awarded a Roadmaps to Health Prize from the Robert Wood Johnson Foundation.
- Claude Jacob, Chief Public Health Officer, received the Community Service Leadership Award from the Black Caucus of Health Workers at the American Public Health Association annual conference.
- Joanne Ferraro, RN, a public health nurse, was honored at a World NO TB Day event at the State House for her exemplary contributions toward TB elimination in Massachusetts.
- Alexandra Donovan, Violence Prevention Coordinator, was honored by the Massachusetts Office for Victim Assistance for her creative approaches to addressing teen dating violence and the role of employers in preventing and responding to domestic violence.

**Table 1: FY14 Budget Activity**

The table below provides a snapshot of the Cambridge Public Health Department FY14 budget. The FY15 budget is currently under development.

<b>CAMBRIDGE PUBLIC HEALTH DEPARTMENT</b>			
<b>DESCRIPTION - DEPARTMENTAL EXPENSES</b>	<b>FY14 non grant</b>	<b>FY14 grant</b>	<b>Total FY14</b>
	<b><u>budget</u></b>	<b><u>budget</u></b>	<b><u>budget</u></b>
Staffing / Personnel	\$4,711,423	\$584,224	\$5,295,647
Retiree Health Costs (GASB)	\$69,800		\$69,800
Supplies	\$103,724	\$100,025	\$203,749
Services	\$437,624	\$359,896	\$797,520
Travel / Training	<u>\$29,325</u>	<u>\$41,250</u>	<u>\$70,575</u>
Total Department Expense (1)	\$5,351,896	\$1,085,395	\$6,437,291
<b>CHA PUBLIC &amp; COMMUNITY HEALTH SERVICES</b>			
Cambridge Teen Health Center	\$203,695		\$203,695
Healthcare for the Homeless	\$380,239	\$123,847	\$504,086
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	\$0		\$0
Administrative Services (IT, Human Resources, Finance & Admin) (3)	<u>\$692,971</u>	<u>\$137,854</u>	<u>\$830,825</u>
	\$1,419,772	\$261,701	\$1,681,473
TOTAL CHA PH EXPENSES (Non-Grant)	\$6,771,668	\$1,347,096	
TOTAL CHA COMM/PH EXPENSES (4)			<b>\$8,118,764</b>
<b>Notes:</b>			
(1) Does not include Depreciation Expense			
(2) Provided for pediatric, adult medicine, and occupational Health consultations			
(3) Calculated at 11.4% of operational cost for CHA Public and Community Health Service			
(4) Includes CPHD total grant activity expense			

<b>FINANCING PLAN</b>	<b>DETAIL</b>	<b>SUMMARY</b>
<b>TAXES</b>		<b>\$6,750,000</b>
Real Estate Taxes	\$6,750,000	
<b>TOTAL FY15 BUDGETED REVENUE</b>		<b>\$6,750,000</b>

<b>STATUTORY ANALYSIS</b>	<b>SUMMARY</b>
<b>SALARIES &amp; WAGES</b>	<b>\$0</b>
<b>OTHER ORDINARY MAINTENANCE</b>	<b>\$6,750,000</b>
<b>TRAVEL &amp; TRAINING</b>	<b>\$0</b>
<b>EXTRAORDINARY EXPENDITURES</b>	<b>\$0</b>
<b>TOTAL FY15 BUDGETED EXPENDITURES</b>	<b>\$6,750,000</b>

PUBLIC INVESTMENT FUND	BUDGET
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## PUBLIC INVESTMENT – FINANCING PLAN

GENERAL GOVERNMENT	\$3,800,000
PUBLIC SAFETY	\$263,000
COMMUNITY MAINT. & DEV.	\$25,047,025
HUMAN RESOURCE DEV.	\$2,034,000
EDUCATION	\$810,000
	<hr/>
	\$31,954,025

**STATUS OF PRIOR YEAR FUNDING:** The City recognizes the need to keep pace with the growth of the community and the need to maintain a strong infrastructure. The total FY14 allocation of \$92,745,930 consisted of a concentration in sewer separation and stormwater management (\$77,801,000); street and sidewalk reconstruction (\$4,747,490); water distribution and plant improvements (\$3,400,000); Cambridge Common Improvements (\$2,180,000); Kendall Square surface improvements (\$500,000); traffic signal maintenance and garage repairs (\$500,000); School Department renovations

(\$450,000); energy efficiencies in municipal and school buildings (\$371,510); transportation improvements (\$280,000) and other building maintenance.

**FY14 SUPPLEMENTAL APPROPRIATIONS.** In addition to the \$92,745,930 included in the original FY14 Capital Budget, as of 4/15/14, a total of \$16,736,263 in supplemental appropriations were made, which increased the total FY14 Capital Budget to \$109,482,193. The largest single appropriation was a loan order for \$11,000,000, to fund the reconstruction of the M.L. King School. Appropriations from Free Cash included: (\$2,200,000) for the Phase II of LED street light replacement; upgrading Audio Visual upgrades equipment in City Buildings (\$2,450,000); purchase of a Fire Air Compressor (\$50,000); replacement of damaged equipment from the Smith Place fire (\$300,000); heating and cooling systems at the City Hall Annex (\$500,000); and consultants for the Net Zero task force (\$150,000).

**ANTICIPATED FUTURE SUPPLEMENTAL APPROPRIATIONS.** \$825,000 will be appropriated to fund a Sustainable Community Master Plan. This project will develop a comprehensive vision for the City that fosters triple bottom line sustainability – environmental, economic, and social. It will create strategies to meet the needs of current and future generations without compromising the systems on which they depend. The Plan will build on recent and ongoing efforts such as the Vulnerability Assessment, the Net Zero Task Force, and East Cambridge Kendall Square Open Space initiative (ECKOS), Kendall Square Central Square Planning Study (K2C2) and will be developed through intensive community engagement. In addition to land use, zoning, urban design, transportation, housing, open space, and economic development, it will address topics such as energy, food systems, and healthy community. Funding sources are currently being evaluated.

**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 FY15 projections, which are presented to the credit rating agencies in January, prior to bond sales, reflected a \$1.4 million target in the Pay-As-You-Go capital budget, with the expectation of approving approximately \$4 million in Information Technology (IT) initiatives through the E-Gov Executive Committee. In March, the Capital Investment Committee submitted a FY15 Pay-As-You-Go capital budget of \$5.3 million (funded from property taxes), to the City Manager for approval. \$3.8 million of the total is for IT initiatives.

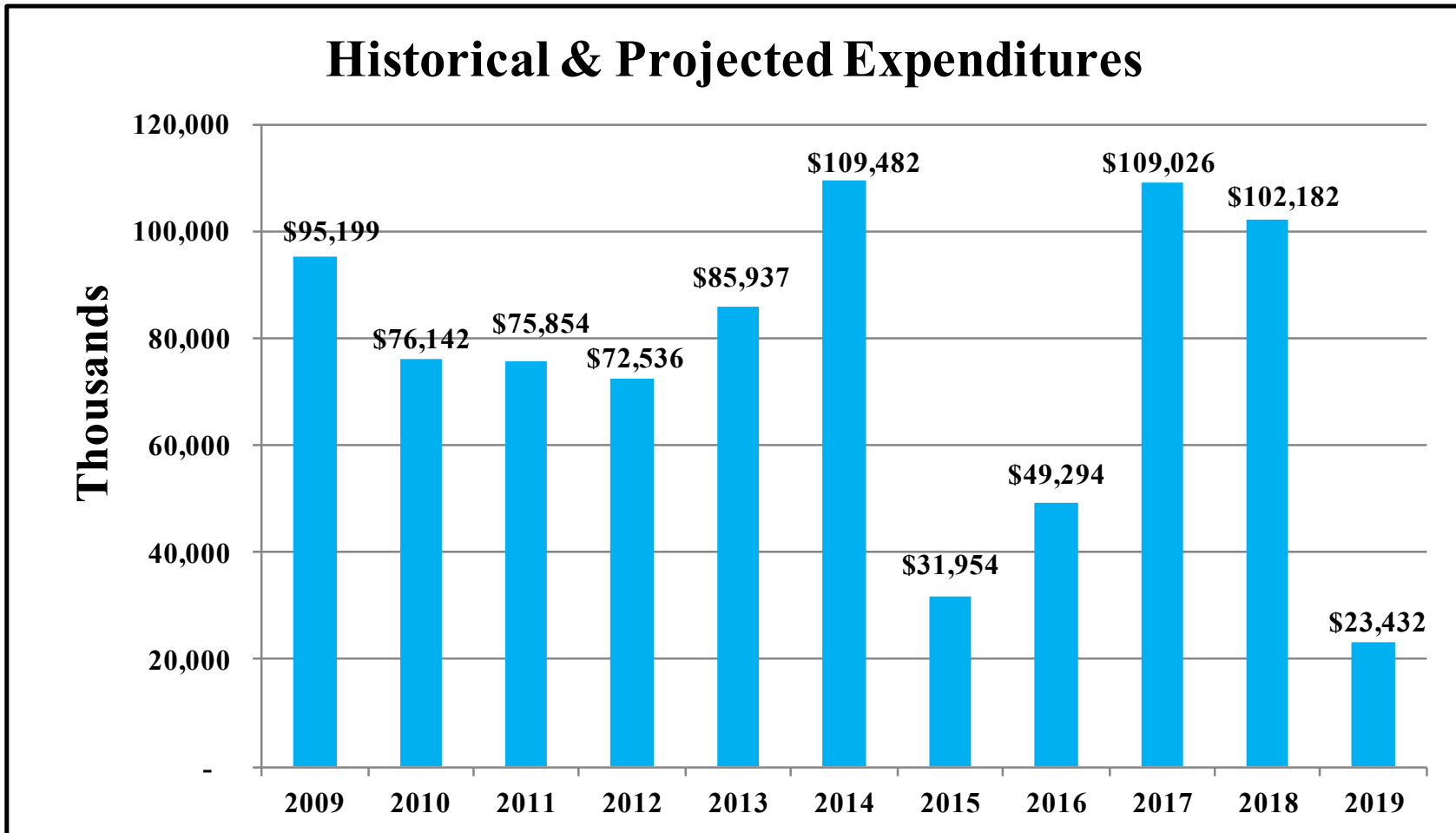
For the FY15 Capital Budget process, departments were instructed to submit Pay-As-You-Go capital requests that were equal to or less than the approved/funded amount received in FY14. All requests that exceeded the FY14 amount were required to be designated as "supplemental requests." Departments that did not receive a Pay-As-You-Go appropriation in FY14 could submit a FY15 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 \$31,954,025 for FY15 and \$283,934,125 for FY16-19. Appropriations are made only for FY15, 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 \$284 million in the FY16-19 projection, \$101 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.



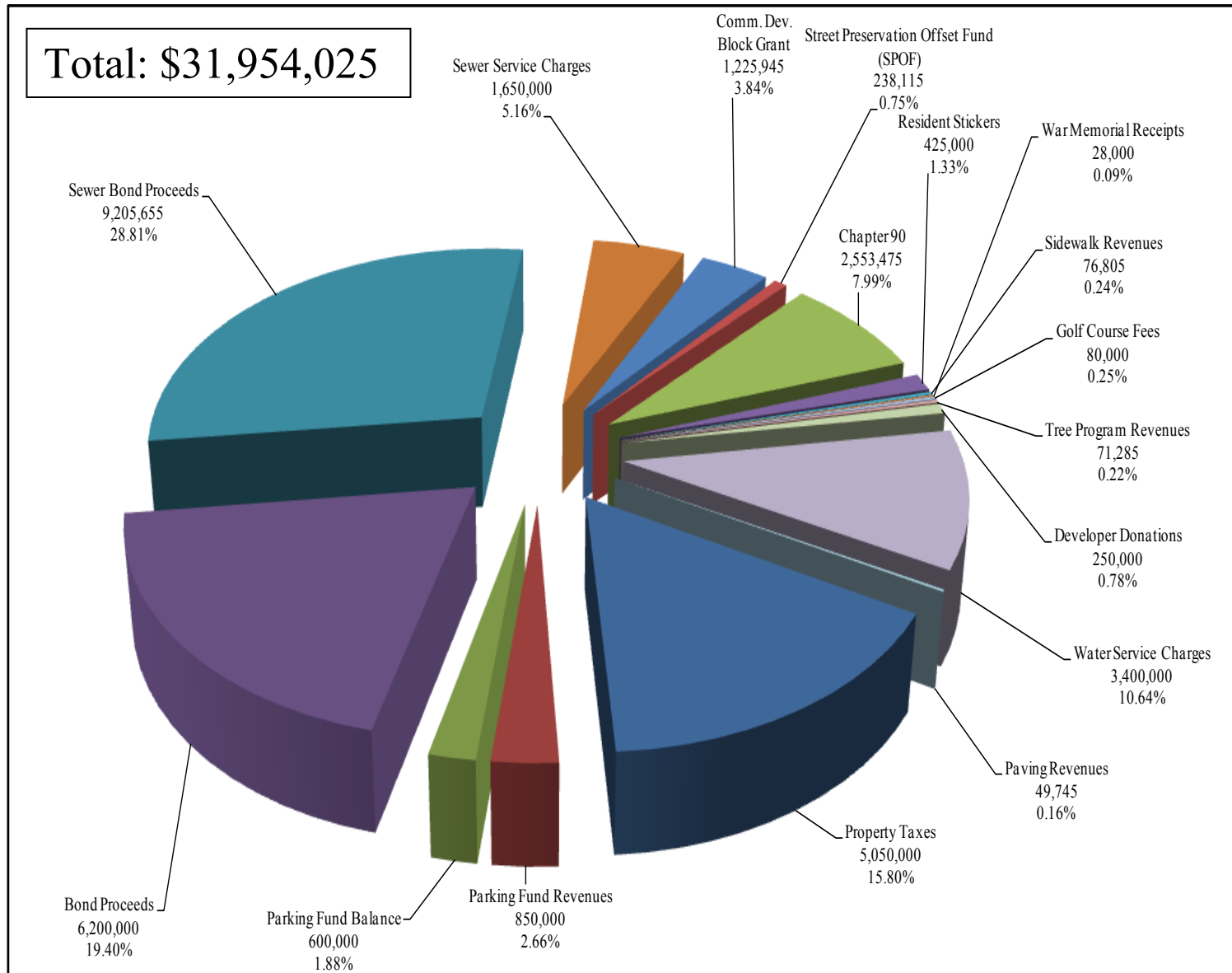
The graph below shows the historical and projected expenditure trends for the Public Investment Fund. Fiscal years 2009 through 2013 reflect actual expenditures. Fiscal year 2014 shows an estimated actual amount. Fiscal year 2015 is the amount budgeted from all funding sources. Fiscal years 2016 through 2019 are projected amounts as per the Five-Year Public Investment Plan.



# SUMMARY 2015-2019 FINANCING PLAN

	<u>FY15</u>	<u>FY16</u>	<u>FY17</u>	<u>FY18</u>	<u>FY19</u>	<u>TOTAL</u>
Property Taxes	\$5,050,000	\$3,400,000	\$2,575,000	\$1,951,000	\$1,951,000	\$14,927,000
Parking Fund Revenues	850,000	850,000	850,000	800,000	800,000	4,150,000
Parking Fund Balance	600,000	-	-	-	-	600,000
Sewer Service Charges	1,650,000	2,500,000	1,500,000	1,500,000	2,500,000	9,650,000
Water Service Charges	3,400,000	3,500,000	3,500,000	3,500,000	3,500,000	17,400,000
Community Development Block Grant	1,225,945	1,208,195	1,208,195	1,208,195	1,208,195	6,058,725
Sidewalk Revenues	76,805	-	-	-	-	76,805
Chapter 90	2,553,475	2,000,000	2,000,000	2,000,000	2,000,000	10,553,475
Street Preservation Offset Fund (SPOF)	238,115	-	-	-	-	238,115
Resident Parking Sticker Revenues	425,000	425,000	425,000	425,000	425,000	2,125,000
Developer Donations	250,000	-	-	-	-	250,000
Tree Program Revenues	71,285	-	-	-	-	71,285
Paving Revenues	49,745	-	-	-	-	49,745
Bond Proceeds	15,405,655	35,362,345	96,920,000	90,750,000	11,000,000	249,438,000
War Memorial Receipts	28,000	28,000	28,000	28,000	28,000	140,000
Golf Course Fees	80,000	20,000	20,000	20,000	20,000	160,000
<b>GRAND TOTAL</b>	<b>\$31,954,025</b>	<b>\$49,293,540</b>	<b>\$109,026,195</b>	<b>\$102,182,195</b>	<b>\$23,432,195</b>	<b>\$315,888,150</b>

# FY15 PUBLIC INVESTMENT FINANCING PLAN BY REVENUE SOURCE



# DETAIL 2015-2019 FINANCING PLAN

	<u>FY15</u>	<u>FY16</u>	<u>FY17</u>	<u>FY18</u>	<u>FY19</u>	<u>TOTAL</u>
<b>GENERAL GOVERNMENT</b>						
Property Taxes	\$3,650,000	\$2,000,000	\$1,500,000	\$1,000,000	\$1,000,000	\$9,150,000
Sewer Service Charges	<u>150,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>150,000</u>
	\$3,800,000	\$2,000,000	\$1,500,000	\$1,000,000	\$1,000,000	\$9,300,000
<b>PUBLIC SAFETY</b>						
Property Taxes	\$113,000	\$113,000	\$60,000	\$113,000	\$113,000	\$512,000
Bond Proceeds	<u>150,000</u>	<u>150,000</u>	<u>-</u>	<u>150,000</u>	<u>-</u>	<u>450,000</u>
	\$263,000	\$263,000	\$60,000	\$263,000	\$113,000	\$962,000
<b>COMMUNITY MAINT. &amp; DEV.</b>						
Property Taxes	\$1,001,000	\$1,108,000	\$873,000	\$708,000	\$708,000	\$4,398,000
Parking Fund Balance	600,000	-	-	-	-	600,000
Parking Fund Revenues	850,000	850,000	850,000	800,000	800,000	4,150,000
Sewer Service Charges	1,500,000	2,500,000	1,500,000	1,500,000	2,500,000	9,500,000
Water Service Charges	3,400,000	3,500,000	3,500,000	3,500,000	3,500,000	17,400,000
Community DevelopmentBlock Grant	1,225,945	1,208,195	1,208,195	1,208,195	1,208,195	6,058,725
Chapter 90	2,553,475	2,000,000	2,000,000	2,000,000	2,000,000	10,553,475
Street Preservation Offset Fund	238,115	-	-	-	-	238,115
Sidewalk Revenues	76,805	-	-	-	-	76,805
Paving Revenues	49,745	-	-	-	-	49,745
Tree Program Revenues	71,285	-	-	-	-	71,285
Developer Donations	250,000	-	-	-	-	250,000
Resident Parking Sticker Revenues	425,000	425,000	425,000	425,000	425,000	2,125,000
Bond Proceeds	<u>12,805,655</u>	<u>25,712,345</u>	<u>56,300,000</u>	<u>35,600,000</u>	<u>11,000,000</u>	<u>141,418,000</u>
	\$25,047,025	\$37,303,540	\$66,656,195	\$45,741,195	\$22,141,195	\$196,889,150
<b>HUMAN RESOURCE DEV.</b>						
Property Taxes	\$226,000	\$119,000	\$82,000	\$70,000	\$70,000	\$567,000
Golf Course Fees	80,000	20,000	20,000	20,000	20,000	160,000
War Memorial Receipts	28,000	28,000	28,000	28,000	28,000	140,000
Bond Proceeds	<u>1,700,000</u>	<u>-</u>	<u>620,000</u>	<u>-</u>	<u>-</u>	<u>2,320,000</u>
	\$2,034,000	\$167,000	\$750,000	\$118,000	\$118,000	\$3,187,000
<b>EDUCATION</b>						
Property Taxes	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$300,000
Bond Proceeds	<u>750,000</u>	<u>9,500,000</u>	<u>40,000,000</u>	<u>55,000,000</u>	<u>-</u>	<u>105,250,000</u>
	\$810,000	\$9,560,000	\$40,060,000	\$55,060,000	\$60,000	\$105,550,000
<b>GRAND TOTAL</b>	<b>\$31,954,025</b>	<b>\$49,293,540</b>	<b>\$109,026,195</b>	<b>\$102,182,195</b>	<b>\$23,432,195</b>	<b>\$315,888,150</b>

# 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.

**FY15 Funding:** \$5,050,000. Amount is \$3,650,000 higher than the FY14 allocation due to planned IT E-Gov initiatives. The table below shows the projects which will receive funding.

DEPT.	PROJECT	FY15 Property Tax Allocation
SCHOOL	ADA Compliance Work at Graham & Parks School	\$ 60,000
Information Technology	Information Technology Enhancements and Initiatives	\$ 3,650,000
DPW	HVAC and System Controls Renewal Plan for 42 Municipal Buildings	\$ 250,000
DPW	Sidewalk Reconstruction Program	\$ 70,000
DPW	Design Services for the Senior Center Reception Area	\$ 20,000
DPW	Parks and Cemetery Tree Pruning	\$ 100,000
DPW	Emerald Ash Borer Treatment	\$ 120,000
DPW	Area IV Youth Center Kitchen Renovation	\$ 18,000
DPW	RWH Public Safety Facility & Russell Youth Center Solar Heat Gain Issue Design	\$ 150,000
DPW	Flooring & Furnishings for Various Municipal Buildings	\$ 30,000
CPD	ADA Accessibility Improvements	\$ 50,000
DHSP	Danehy Park Renovations	\$ 20,000
DHSP	Replacement of Exercise and Fitness Equipment at the Gately Youth Center	\$ 21,000
DHSP	Kitchen Replacement at 51 Inman Street	\$ 15,000
LIBRARY	Design for Reorganization of Check-in and Check-out Functions at the Main Library	\$ 120,000
ELECTRICAL	Replacement of Streetlight Poles	\$ 35,000
CDD	Facade Improvement Program/Signage and Lighting Program	\$ 125,000
CDD	Bicycle Spot Improvements	\$ 33,000
CDD	5-Year Bicycle Parking Special Projects	\$ 33,000
CDD	3-Year Bus Stop Improvements	\$ 34,000
ARTS	Public Art Conservation & Maintenance Program	\$ 18,000
POLICE	Batteries and Maintenance for Universal Power Supply	\$ 53,000
FIRE	Fire Station Renovations	\$ 25,000
Total		\$ 5,050,000

**Parking Fund Revenue:** 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.

**FY15 Funding:** \$1,875,000. Amount includes Parking Fund Revenues (\$850,000), Parking Fund Balance (\$600,000) and Resident Parking Stickers (\$425,000). This is a decrease of \$250,000 from the FY14 Parking Fund Balance allocation. The table below shows the projects which will receive funding.

<b>DEPT.</b>	<b>PROJECT</b>	<b>FY15 Parking Fund Allocation</b>
<b>DPW</b>	Street Reconstruction	\$ 600,000
<b>CDD</b>	Traffic Calming	\$ 300,000
<b>CDD</b>	5-Year Bicycle Parking Program	\$ 50,000
<b>TPT</b>	Parking Garage Improvements	\$ 250,000
<b>TPT</b>	Traffic Signal Repair Program	\$ 250,000
<b>Total</b>		<b>\$ 1,450,000</b>

Funding from **Resident Parking Stickers** will be used for energy projects and environmental transportation programs to reduce greenhouse gases and combat climate change.

<b>DEPT.</b>	<b>PROJECT</b>	<b>FY15 Resident Sticker Allocation</b>
<b>DPW</b>	Energy Efficiency Improvements	\$ 145,000
<b>CDD</b>	Hubway Bikeshare	\$ 280,000
<b>Total</b>		<b>\$ 425,000</b>

**Sewer Service Charges:** Revenues generated by sewer usage. The Sewer rate increased by 5.2% in FY15. Charges cover 100% of operating and capital expenditures.

**FY15 Funding:** \$1,650,000. Amount increased by \$650,000 from the FY14 allocation. The table below shows the projects to receive funding.

<b>DEPT.</b>	<b>PROJECT</b>	<b>FY15 Sewer Service Charge Allocation</b>
<b>DPW</b>	Remedial Construction	\$ 1,500,000
<b>DPW / IT</b>	Upgrade DPW Permitting System	\$ 150,000
<b>Total</b>		<b>\$ 1,650,000</b>

**Water Service Charges:** Revenues generated by water usage. For the consumption period beginning, April 1, 2014 and ending March 31, 2015, the water rate reflects a 0% rate increase. Charges cover 100% of operating and capital expenditures.

**FY15 Funding:** \$3,400,000. Amount is the same allocation as FY14. The table below shows the projects which will receive funding.

<b>DEPT.</b>	<b>PROJECT</b>	<b>FY15 Water Service Charge Allocation</b>
<b>Water</b>	Water Works Construction	\$ 755,000
<b>Water</b>	Treatment/Process System and Control Upgrades and Plant Equipment and Instrumentation Upgrades/Replacements	\$ 565,000
<b>Water</b>	PC Upgrade and Radio Replacements	\$ 22,000
<b>Water</b>	Implementation of Fresh Pond Master Plan	\$ 250,000
<b>Water</b>	Installation of Solar Panels	\$ 400,000
<b>Water</b>	Reservoir Facilities Improvements - Upcountry	\$ 330,000
<b>Water</b>	Meter Replacements	\$ 100,000
<b>Water</b>	Facility Upgrades	\$ 173,000
<b>Water</b>	Consulting Services	\$ 205,000
<b>Water</b>	Kingsly Park Phase I Restoration	\$ 600,000
<b>Total</b>		<b>\$ 3,400,000</b>

**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.

**FY15 Funding:** \$1,225,945. Allocation has decreased by \$47,248 from FY14 actual revenue of \$1,273,193. The decrease is due to anticipated federal sequestration cuts. The table below shows the projects which will receive funding.

DEPT.	PROJECT	FY15 CDBG Allocation
CDD	Employment Program	\$ 337,250
CDD	Housing Rehab and Development	\$ 675,195
CDD	Neighborhood Business Development	\$ 213,500
Total		\$ 1,225,945

**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.

**FY15 Funding:** \$2,553,475. Amount is an increase of \$14,765 from FY14. The table below shows the projects which will receive funding.

DEPT.	PROJECT	FY15 Chapter 90 Allocation
DPW	Street Reconstruction	\$ 2,553,475

**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.

**FY15 Funding:** \$238,115. Amount is an increase of \$52,170 from FY14. The table below shows the projects which will receive funding.

DEPT.	PROJECT	FY15 SPOF Allocation
DPW	Street and Sidewalk Reconstruction	\$ 238,115



**Sidewalk Revenues:** Revenue generated from brick sidewalk requests.

**FY15 Funding:** \$76,805. The table below shows the projects which will receive funding.

DEPT.	PROJECT	FY15 Sidewalk Revenue Allocation
DPW	Sidewalk Reconstruction	\$ 76,805

**Paving Revenues:** Revenue was generated from street paving.

**FY15 Funding:** \$49,745. Amount was received from NSTAR Electric for paving Garden Street. The table below shows the projects which will receive funding.

DEPT.	PROJECT	FY15 NSTAR Allocation
DPW	Street and Sidewalk Reconstruction	\$ 49,745

**Bond Proceeds:** On February 15, 2014, the City sold \$34,900,000 in General Obligation Bonds to finance capital projects such as the King Elementary School renovation, Sewer reconstruction, improvements to the Harvard Square Tunnel, Open Space improvements, street reconstruction, Cambridge Common renovations and Kendall Square surface improvements. The City's AAA bond rating allowed the City to sell these bonds at the true interest cost of 2.56%.

**FY15 Funding:** \$15,405,655. The table below shows the projects which will receive funding.

**Property Tax Supported Debt: \$6,200,000**

<b>DEPT.</b>	<b>PROJECT</b>	<b>FY15 Tax Debt Allocation</b>
<b>DHSP</b>	Installation of Turf at Danehy Park Soccer Field Number 3	\$ 1,150,000
<b>DHSP</b>	Renovations to Thomas P. O'Neil, Jr. Fresh Pond Golf Course	\$ 550,000
<b>SCHOOL</b>	Building Renovations and Energy Improvements	\$ 750,000
<b>POLICE</b>	Elevator Repairs and Replacement Equipment	\$ 150,000
<b>DPW</b>	Building Renovations	\$ 2,500,000
<b>DPW</b>	City Hall Third Floor Women's Restroom Renovations	\$ 100,000
<b>DPW</b>	Streets Reconstruction	\$ 1,000,000
<b>Total</b>		<b>\$ 6,200,000</b>

**Sewer Debt: \$9,205,655**

<b>DEPT.</b>	<b>PROJECT</b>	<b>FY15 Sewer Debt Allocation</b>
<b>DPW</b>	Western Ave. Infrastructure Project	\$ 4,520,655
<b>DPW</b>	Capital Repairs Program	\$ 1,500,000
<b>DPW</b>	Agassiz Sewer Separation & Stormwater Management Project	\$ 2,910,000
<b>DPW</b>	Public Toilet in Harvard Square	\$ 275,000
<b>Total</b>		<b>\$ 9,205,655</b>

**War Memorial Receipts:** Revenue generated from user fees at the War Memorial Recreation Facility.

**FY15 Funding:** \$28,000. Amount is the same amount as FY14. The table below shows the projects which will receive funding.

DEPT.	PROJECT	FY15 War Memorial Receipts Allocation
DHSP	Recreation and Pool Facility Maintenance	\$ 28,000

**Golf Course Fees:** Revenue generated from user fees at the Fresh Pond Golf Course.

**FY15 Funding:** \$80,000. The table below shows the projects which will receive funding.

DEPT.	PROJECT	FY15 Golf Course Fees Allocation
DHSP	Golf Course Bunker and Fence Improvements	\$ 80,000

**Tree Program Revenues:** Revenue from the Tree Fund associated with the Tree Ordinance.

**FY15 Funding:** \$71,285. The table below shows the projects which will receive funding.

DEPT.	PROJECT	FY15 Tree Program Revenue Allocation
DPW	Tree Planting	\$ 71,285

**Developer Donations:** A donation was received from Alexandria Properties to design and construct a subsurface stormwater infiltration system associated with the impervious area of Roger Street Park.

**FY15 Funding:** \$250,000. The table below shows the projects which will receive funding.

DEPT.	PROJECT	FY15 Developer Donations Allocation
DPW	Rogers Street Park Stormwater Infrastructure	\$ 250,000

# SUMMARY 2015-2019 APPROPRIATION PLAN

	<u>FY15</u>	<u>FY16</u>	<u>FY17</u>	<u>FY18</u>	<u>FY19</u>	<u>TOTAL</u>
<b>GENERAL GOVERNMENT</b>						
Information Technology Enhancements and Initiatives	<u>\$3,800,000</u>	<u>\$2,000,000</u>	<u>\$1,500,000</u>	<u>\$1,000,000</u>	<u>\$1,000,000</u>	<u>\$9,300,000</u>
	\$3,800,000	\$2,000,000	\$1,500,000	\$1,000,000	\$1,000,000	\$9,300,000
<b>PUBLIC SAFETY</b>						
Fire Station Renovations	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$125,000
Police Station Elevator Replacement and Repairs	150,000	150,000	-	150,000	-	450,000
Police Station Universal Power Supply	53,000	53,000		53,000	53,000	212,000
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>
	\$263,000	\$263,000	\$60,000	\$263,000	\$113,000	\$962,000
<b>COMMUNITY MAINT. &amp; DEV.</b>						
Public Building Renovations	\$3,068,000	\$5,270,000	\$5,655,000	\$5,305,000	\$5,305,000	\$24,603,000
Energy and Transportation Improvements	425,000	425,000	425,000	425,000	425,000	2,125,000
Street/Sidewalk Reconstruction	4,588,140	3,000,000	3,000,000	3,000,000	3,000,000	16,588,140
Park and Cemetery Tree Pruning	291,285	225,000	225,000	225,000	225,000	1,191,285
Bike Rack Program	50,000	50,000	50,000	-	-	150,000
Bus Stop Improvements	34,000	35,000	35,000	-	-	104,000
Bike Parking Projects and Improvements	66,000	65,000	65,000	35,000	35,000	266,000
Sewer Reconstruction	10,955,655	18,482,345	51,450,000	31,100,000	7,500,000	119,488,000
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
Harvard Square Surface Infrastructure	-	4,000,000	-	-	-	4,000,000
Climate Change Preparedness Plan	-	100,000	100,000	-	-	200,000
Façade Improvement Program	125,000	125,000	125,000	125,000	125,000	625,000
Employment Program Fund	337,250	319,500	319,500	319,500	319,500	1,615,250
Housing Rehab & Development	675,195	675,195	675,195	675,195	675,195	3,375,975
Neighborhood Business Development	213,500	213,500	213,500	213,500	213,500	1,067,500
Public Art Conservation Fund	<u>18,000</u>	<u>18,000</u>	<u>18,000</u>	<u>18,000</u>	<u>18,000</u>	<u>90,000</u>
	\$25,047,025	\$37,303,540	\$66,656,195	\$45,741,195	\$22,141,195	\$196,889,150
<b>HUMAN RESOURCE DEV.</b>						
Parks and Recreation	\$1,864,000	\$77,000	\$80,000	\$68,000	\$68,000	\$2,157,000
Library Improvements	120,000	40,000	620,000	-	-	780,000
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>
	\$2,034,000	\$167,000	\$750,000	\$118,000	\$118,000	\$3,187,000

# SUMMARY 2015-2019 APPROPRIATION PLAN (Cont'd.)

	<u>FY15</u>	<u>FY16</u>	<u>FY17</u>	<u>FY18</u>	<u>FY19</u>	<u>TOTAL</u>
<b>EDUCATION</b>						
Building Renovations/ Energy Improvements	\$810,000	\$60,000	\$60,000	\$60,000	\$60,000	\$1,050,000
School Equipment/Renovations	-	9,500,000	<u>\$40,000,000</u>	<u>\$55,000,000</u>	-	104,500,000
	<u>\$810,000</u>	<u>\$9,560,000</u>	<u>\$40,060,000</u>	<u>\$55,060,000</u>	<u>\$60,000</u>	<u>\$105,550,000</u>
<b>GRAND TOTAL</b>	<b>\$31,954,025</b>	<b>\$49,293,540</b>	<b>\$109,026,195</b>	<b>\$102,182,195</b>	<b>\$23,432,195</b>	<b>\$315,888,150</b>

**THIS SPACE RESERVED FOR COUNCILLORS' NOTES**

# SUMMARY: GENERAL GOVERNMENT

FIVE YEAR APPROPRIATION PLAN					
FY15	FY16	FY17	FY18	FY19	TOTAL

Information Technology Initiatives	<u>\$3,800,000</u>	<u>\$2,000,000</u>	<u>\$1,500,000</u>	<u>\$1,000,000</u>	<u>\$1,000,000</u>	<u>\$9,300,000</u>
	\$3,800,000	\$2,000,000	\$1,500,000	\$1,000,000	\$1,000,000	\$9,300,000

FIVE YEAR REVENUE PLAN					
FY15	FY16	FY17	FY18	FY19	TOTAL

Tax Revenue	\$3,650,000	\$2,000,000	\$1,500,000	\$1,000,000	\$1,000,000	\$9,150,000
Sewer Service Charges	<u>150,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>150,000</u>
	\$3,800,000	\$2,000,000	\$1,500,000	\$1,000,000	\$1,000,000	\$9,300,000

PUBLIC INVESTMENT FUND	BUDGET
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**GENERAL GOVERNMENT  
- Information Technology**

FY15	\$3,800,000
FY16	\$2,000,000
FY17	\$1,500,000
FY18	\$1,000,000
FY19	<u>\$1,000,000</u>
	<b>\$9,300,000</b>

**STATUS OF PRIOR YEAR PROJECTS.** A new governance process was adopted in FY14 to increase transparency and understanding of the City's Information Technology (IT) capabilities in alignment with the needs across the City. A comprehensive review of IT investments and project requests was conducted with 25 participating departments. In future years, incremental reviews will build off this initial year and are expected to be more efficient. In addition, the governance process will be periodically reviewed and refinements continuously made to ensure an effective and efficient IT investment approach for the City.

The City's strategy for Information Technology is to provide reliable, cost efficient and effective IT services across the City, leverage interdepartmental collaboration and IT investments, while fostering transparency and promoting innovation. There are ten focus areas of investment required to develop essential IT capabilities to support the City's key goals and objectives. All of the IT projects and investments for FY14 and FY15 align with the ten focus areas of investment outlined in Table 1.



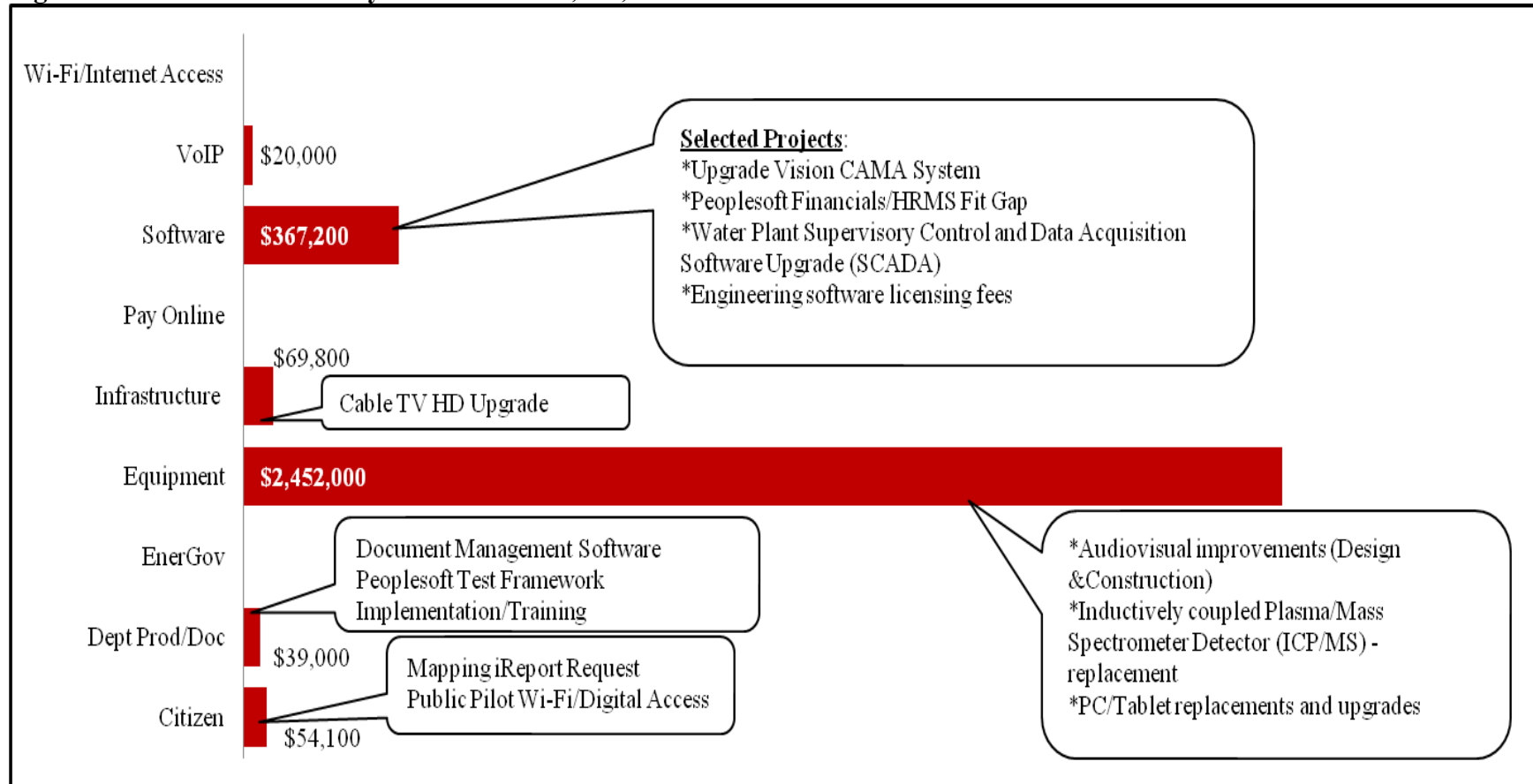
**Table 1: Focus Areas of Investment**

<b>IT Focus Areas of Investment</b>	<b>Description</b>
<b>Citizen Engagement</b>	Technological capabilities to increase citizen outreach and/or participation in City services or initiatives
<b>Customer Relationship Management</b>	Technological capabilities for managing – i.e. organizing, automating, tracking, etc. – the City’s interactions with current and future constituencies
<b>Department Productivity/ Document Management</b>	Internal technologies that increase the efficiency and effectiveness of City staff and, as a result, the value provided to public
<b>EnerGov</b>	Expansion of EnerGov permitting, licensing, pay on line and mobile operations
<b>Equipment</b>	Installation, replacement or upgrade of City owned and operated equipment (i.e. tablets, PCs, printers, copiers, physical servers etc.)
<b>Infrastructure</b>	Installation, replacement or upgrades to the technical components that underlie the City’s computing environment (i.e. network, server management, security, email etc.)
<b>Pay Online</b>	Technologies to allow public to register and/or pay for City services online
<b>Software</b>	Installation, replacement or upgrades to the City’s departmental or enterprise (cross departmental) applications
<b>Voice over Internet Protocol</b>	Technological capabilities for the delivery of voice communications and multimedia sessions over Internet Protocol networks (i.e. the Internet)
<b>Wi-Fi / Internet Access</b>	Strategy and equipment to improve internet access and enhance the City’s Wi-Fi offerings to the public and/or City employees

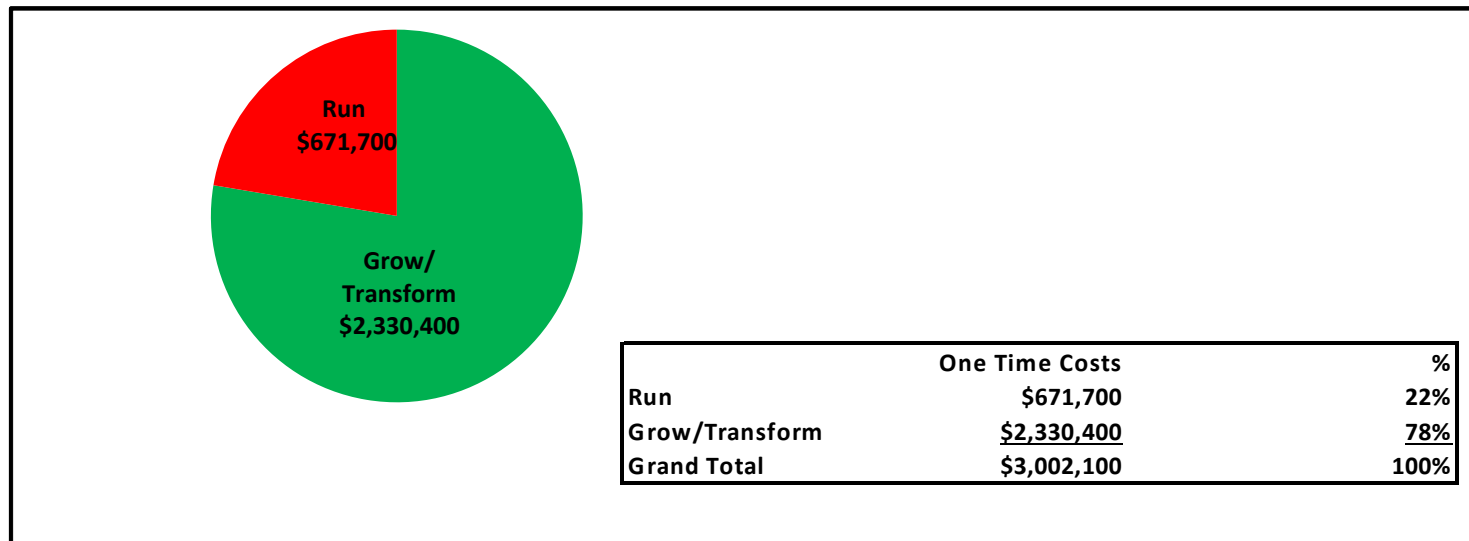
During November 2013-January 2014, 25 departments submitted IT investment requests using a new online request system. Over the next three months, each request was reviewed by the Project Review Committee (PRC) and vetted through further discussions with all 25 departments and other stakeholders. All IT project requests were reviewed for completeness and alignment with the City’s IT principles and from the standpoint of meeting the City’s priorities and criteria with regard to expected public impact, benefits, costs and risks. The PRC brought their recommendations to the E-Gov Executive Committee in March for approval.

FY14 investments of \$3,002,100 represent initiatives which align with the City's priorities. 22% of the projects address Run/"Keep the lights on" while 78% address Grow/Transform. Significant investment is being made in improving the audio visual (AV) capabilities of the City's most utilized public meeting spaces.

**Figure 1: FY14 Investments by Focus Area: \$3,002,100**



**Figure 2: FY14 Investments by Type**

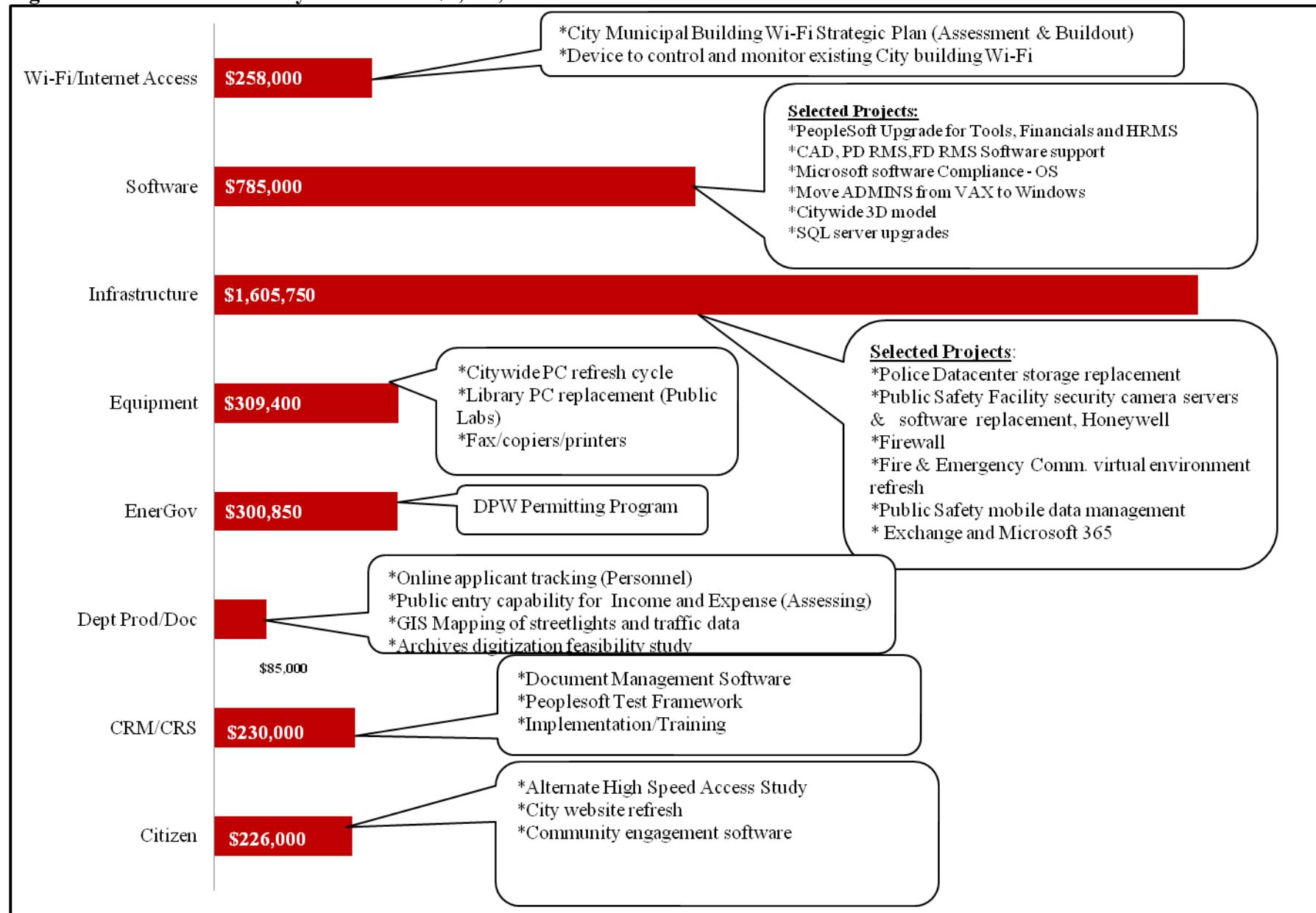


**FY15 FUNDING. \$3,800,000** (\$3,650,000 in Property Taxes and \$150,000 in Sewer Service Charges) includes migrating to Microsoft 365, Wi-Fi build out for municipal buildings, Citywide Personal Computer (PC) refresh, PeopleSoft upgrade and a DPW permitting system. These initiatives align with the City’s priorities and focus areas of investment. Of the total, approximately 67% address Run/”Keep the lights on” while 33% address Grow/Transform.

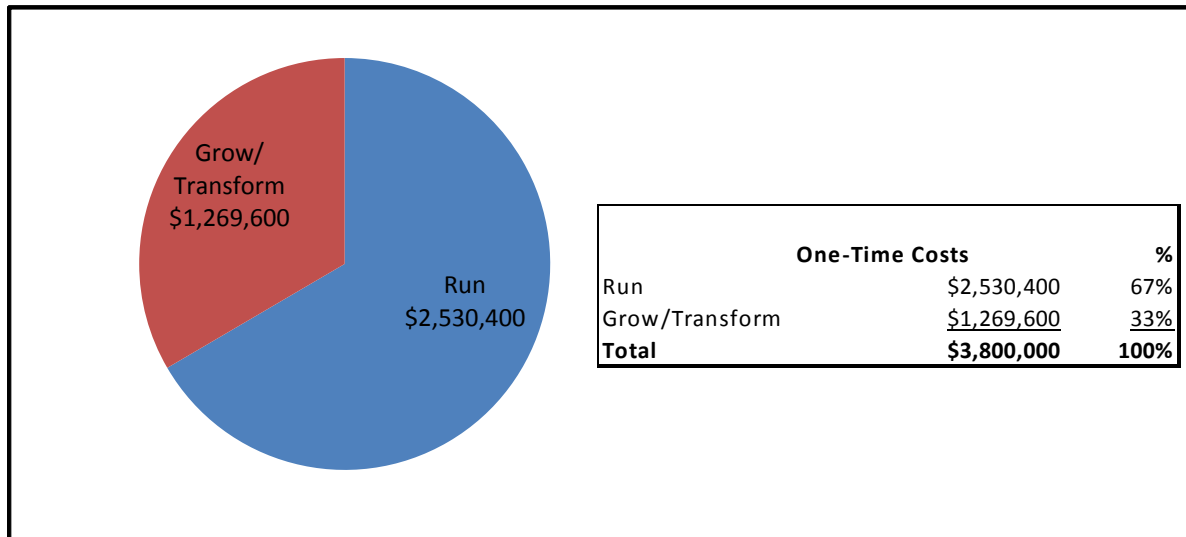
Funded projects will be led and managed through a citywide central Program Management Office and will include active participation from members of the Project Management Group. Oversight of these projects will be provided by the Project Review Committee and the Executive Committee on a bimonthly and quarterly basis, respectively.

**IMPACT ON OPERATING BUDGET.** Increases in software maintenance costs of approximately \$60,000.

**Figure 3: FY15 Investments by Focus Area: \$3,800,000**



**Figure 4: FY15 Investments by Type**



**FY16-19 FUNDING.** Future projects will be prioritized and funded using the IT E-Gov process. New IT project requests will continuously be submitted by City departments to the Information Technology Division, and reviewed by the Project Review Committee and Executive Committee. Future projects include: infrastructure replacement; website and application enhancements; software upgrades; equipment replacement and transferring more departments to Voice over Internet Protocol (VoIP).

**THIS SPACE RESERVED FOR COUNCILLORS' NOTES**

# SUMMARY: PUBLIC SAFETY

FIVE YEAR APPROPRIATION PLAN						
	FY15	FY16	FY17	FY18	FY19	TOTAL
Fire Station Renovations	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$125,000
Police Station Universal Power Supply	53,000	53,000	-	53,000	53,000	212,000
Police Elevator Repairs	150,000	150,000	-	150,000	-	450,000
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>
	\$263,000	\$263,000	\$60,000	\$263,000	\$113,000	\$962,000

FIVE YEAR REVENUE PLAN						
	FY15	FY16	FY17	FY18	FY19	TOTAL
Property Taxes	\$113,000	\$113,000	\$60,000	\$113,000	\$113,000	\$512,000
Bond Proceeds	<u>150,000</u>	<u>150,000</u>	<u>-</u>	<u>150,000</u>	<u>-</u>	<u>450,000</u>
	\$263,000	\$263,000	\$60,000	\$263,000	\$113,000	\$962,000

**PUBLIC INVESTMENT FUND****BUDGET****PUBLIC SAFETY  
- Fire Station Renovations**

<b>FY15</b>	<b>\$25,000</b>
<b>FY16</b>	<b>\$25,000</b>
<b>FY17</b>	<b>\$25,000</b>
<b>FY18</b>	<b>\$25,000</b>
<b>FY19</b>	<b><u>\$25,000</u></b>
	<b>\$125,000</b>

**STATUS OF PRIOR YEAR PROJECTS.** Over the past several years, a combination of Bond Proceeds and General Fund revenues have financed improvements to several fire stations and purchased fire equipment. The \$25,000 allocation made in FY14 for renovations and repairs included: building repairs and window work at Engine 6 (River Street) and building repairs at Engine 5 (Inman Street).

**FY15 FUNDING.** \$25,000 in Property Taxes 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, and at half the cost of contracting the work, in an effort to prevent delayed maintenance items from becoming large capital projects.

**IMPACT ON OPERATING BUDGET.** Savings will be realized in building maintenance and energy accounts in the operating budget.

**FY16-19 FUNDING.** \$25,000 in future allocations will be used for capital repairs to existing stations.



**Engine 5 Kitchen Renovations (Inman St.)**  
**Source: Fire Department**



**Engine 5 Renovations (Inman St.)**  
**Source: Fire Department**



PUBLIC INVESTMENT FUND	BUDGET
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**PUBLIC SAFETY**  
**- Police Station Maintenance and Repairs**

<b>FY15</b>	<b>\$203,000</b>
<b>FY16</b>	<b>\$203,000</b>
<b>FY17</b>	<b>-</b>
<b>FY18</b>	<b>\$203,000</b>
<b>FY19</b>	<b><u>\$53,000</u></b>
	<b>\$662,000</b>

**STATUS OF PRIOR YEAR PROJECTS.** Funding was not required in the previous fiscal year.

**FY15 FUNDING.** \$203,000 is being allocated (\$150,000) in Bond Proceeds to purchase updated mechanical components that operate the elevator that allows access to the garage. This equipment is needed to ensure operational integrity of the elevator at the RWH Public Safety Facility and (\$53,000) in Property Taxes to purchase replacement batteries for back up support for the Universal Power Supply (UPS) in the event of a power outage or system failure at the RWH Public Safety Facility.

**IMPACT ON OPERATING BUDGET.** Operational funds are used for maintenance, in the years when the batteries are not replaced. Contracted maintenance costs for elevator repairs will be reduced by approximately \$4,900 per year.

**FY16-19 FUNDING.** Future allocations will be used to procure UPS batteries to maintain the system and obtain updated mechanical equipment for the two remaining elevators over the next few years

PUBLIC INVESTMENT FUND	BUDGET
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**PUBLIC SAFETY**  
**- Replacement of Street Lights/ Poles**

FY15	\$35,000
FY16	\$35,000
FY17	\$35,000
FY18	\$35,000
FY19	<u>\$35,000</u>
	\$175,000

**STATUS OF PRIOR YEAR PROJECTS.** FY14 funding of \$35,000 continued replacement of steel street light poles with aluminum poles. It is anticipated that at the end of FY14, a total of 214 poles out of 440 original metal street light poles will be changed at various locations throughout the City.

**FY15 FUNDING.** An allocation of \$35,000 from Property Taxes 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 proactive steps in minimizing time spent maintaining existing poles as well as ensuring a high level of public safety for its citizens.

**FY16-19 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.



*New Street Lights at Temple Street*

# SUMMARY: COMMUNITY MAINTENANCE & DEVELOPMENT

FIVE YEAR APPROPRIATION PLAN						
	FY15	FY16	FY17	FY18	FY19	TOTAL
Public Building Renovations	\$3,068,000	\$5,270,000	\$5,655,000	\$5,305,000	\$5,305,000	\$24,603,000
Energy and Transportation Improvements	425,000	425,000	425,000	425,000	425,000	2,125,000
Street/Sidewalk Reconstruction	4,588,140	3,000,000	3,000,000	3,000,000	3,000,000	16,588,140
Park and Cemetery Tree Pruning	291,285	225,000	225,000	225,000	225,000	1,191,285
Bicycle Programs and Bus Stop Improvements	150,000	150,000	150,000	35,000	35,000	520,000
Climate Change	-	100,000	100,000	-	-	200,000
Sewer Reconstruction	10,955,655	18,482,345	51,450,000	31,100,000	7,500,000	119,488,000
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
Harvard Square Surface Infrastructure	-	4,000,000	-	-	-	4,000,000
Façade Improvement Program	125,000	125,000	125,000	125,000	125,000	625,000
Employment Program Fund	337,250	319,500	319,500	319,500	319,500	1,615,250
Housing Rehab & Development	675,195	675,195	675,195	675,195	675,195	3,375,975
Neighborhood Business Development	213,500	213,500	213,500	213,500	213,500	1,067,500
Public Art Conservation Fund	18,000	18,000	18,000	18,000	18,000	90,000
	<u>\$25,047,025</u>	<u>\$37,303,540</u>	<u>\$66,656,195</u>	<u>\$45,741,195</u>	<u>\$22,141,195</u>	<u>\$196,889,150</u>

# SUMMARY: COMMUNITY MAINTENANCE & DEVELOPMENT

FIVE YEAR REVENUE PLAN						
	FY15	FY16	FY17	FY18	FY19	TOTAL
Property Taxes	\$1,001,000	\$1,108,000	\$873,000	\$708,000	\$708,000	\$4,398,000
Parking Fund Balance	600,000	-	-	-	-	600,000
Parking Fund Revenues	850,000	850,000	850,000	800,000	800,000	4,150,000
Sewer Service Charges	1,500,000	2,500,000	1,500,000	1,500,000	2,500,000	9,500,000
Water Service Charges	3,400,000	3,500,000	3,500,000	3,500,000	3,500,000	17,400,000
Community Development Block Grant	1,225,945	1,208,195	1,208,195	1,208,195	1,208,195	6,058,725
Chapter 90	2,553,475	2,000,000	2,000,000	2,000,000	2,000,000	10,553,475
Street Preservation Offset Fund	238,115	-	-	-	-	238,115
Sidewalk Revenues	76,805	-	-	-	-	76,805
Paving Revenues	49,745	-	-	-	-	49,745
Tree Program Revenues	71,285	-	-	-	-	71,285
Developer Donations	250,000	-	-	-	-	250,000
Resident Parking Sticker Revenues	425,000	425,000	425,000	425,000	425,000	2,125,000
Bond Proceeds	<u>12,805,655</u>	<u>25,712,345</u>	<u>56,300,000</u>	<u>35,600,000</u>	<u>11,000,000</u>	<u>141,418,000</u>
	\$25,047,025	\$37,303,540	\$66,656,195	\$45,741,195	\$22,141,195	\$196,889,150

PUBLIC INVESTMENT FUND	BUDGET
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**COMMUNITY MAINTENANCE & DEV.  
- Public Building Renovations**

FY15	\$3,068,000
FY16	\$5,270,000
FY17	\$5,655,000
FY18	\$5,305,000
FY19	<u>\$5,305,000</u>
	\$24,603,000

**STATUS OF PRIOR YEARS PROJECTS.** The total allocation for building renovations in FY14 was \$361,000. \$250,000 funded the first year of the City's HVAC and Controls Systems Renewal Plan, through which improvements were made or are in process at 20 of the 42 facilities covered in the Plan. \$50,000 funded design services for a solution to solar heat gain at both the Russell Youth Center and RWH Public Safety Facility, which is in process. Networked, keyless entry was expanded to the Frisoli Youth Center (\$11,000) and

\$50,000 was allocated for carpet, flooring and furnishing needs at City buildings, most particularly at City Hall.

**FY15 FUNDING.** An allocation of \$3,068,000 (\$468,000 from Property Taxes, \$2,600,000 from Bond Proceeds) will fund the following projects:

- **Comprehensive Facilities Improvement Plan (\$2,500,000).** A portion of this funding will be used to engage a consultant to conduct a comprehensive condition appraisal of buildings (including mechanical systems, structural components, space planning, electrical systems, technology systems, historic preservation, environmental sustainability and accessibility) and identify and prioritize capital projects, and recommend funding strategies. The balance of the funding will be used to begin the implementation of priority improvements. The implementation of this plan will continue over a multi-year period.
- **Systems Renewal Plan- 42 municipal buildings' HVAC and Controls (\$250,000).** This allocation will fund the second year of the City's HVAC system renewal plan. The plan assessed 42 municipal buildings and inventoried more than 700 major HVAC and control components, prioritizing 340 components for repair and/or replacement over five years.
- **Russell Youth Center and RWH Public Safety Solar Gain Issue construction (\$150,000).** This funding will be used for construction to reduce solar gain at these two facilities, both of which have overheating issues in certain areas during the summer.
- **Area IV Youth Center Kitchen Renovation (\$18,000).** This funding will be used to redesign the kitchen in order to improve the functionality of this space for the many programs that use the Area IV Youth Center.

- **City Hall Third Floor Women's Restroom (\$100,000).** This funding will be used to fully upgrade this space, including demolition, electrical and plumbing work, and the installation of new fixtures, finishes and accessibility features.
- **Design Services for the Senior Center Reception Area Redesign and Renovation (\$20,000).** This funding will support the design of an improved layout for this heavily used community area, in order to better manage building access and operations.
- **Flooring & Furnishings (\$30,000).** This funding will be used to address carpet, flooring and furnishing needs throughout the City, including continuing to address carpet issues in areas of the Law Department, Coffin Building, and Senior Center.

**IMPACT ON OPERATING BUDGET.** Funds allocated to this cost center will result in energy savings, reduced maintenance costs and reduced service calls.

**FY16-19 FUNDING.** Future year allocations will include funding for the Comprehensive Facilities Improvement Plan, priority HVAC improvements identified in the Systems Renewal Plan, construction on solar gain reduction measures at the Russell Youth Center and RWH Public Safety Facility, reconstruction of the Area IV Youth Center kitchen, construction at the Senior Center reception area and ongoing carpet and furniture replacement.

PUBLIC INVESTMENT FUND	BUDGET
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**COMMUNITY MAINTENANCE & DEV.  
- Energy and Transportation Improvements**

<b>FY15</b>	<b>\$425,000</b>
<b>FY16</b>	<b>\$425,000</b>
<b>FY17</b>	<b>\$425,000</b>
<b>FY18</b>	<b>\$425,000</b>
<b>FY19</b>	<b><u>\$425,000</u></b>
	<b>\$2,125,000</b>

**STATUS OF PRIOR YEARS PROJECTS.** In FY14, 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, \$280,000 for the Hubway Bikeshare program and \$226,110 from the NSTAR Rebate for the Cambridge Rindge and Latin School (CRLS) to address energy efficiency facility upgrades at school and municipal buildings. Energy efficiency projects included HVAC, lighting and building envelope improvements, direct

direct digital controls (DDC) upgrades and retro-commissioning at various buildings. A State Green Communities grant funded the replacement of three rooftop air conditioning units at the Citywide Senior Center The Hubway Bikeshare program was launched in the fall of 2012 with 24 stations and 6 were added in FY14.

**FY15 FUNDING.** A total of \$425,000 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.
- \$280,000 from Resident Parking Sticker Revenues will be used toward the Hubway Bikeshare program with plans for 3 new locations, equipped with ten bicycles. This funding will also allow the system to expand further into the northern and western parts of Cambridge.

**IMPACT ON OPERATING BUDGET.** The energy efficiency projects at municipal buildings will result in a savings in energy budgets and maintenance costs.

**FY16-19 FUNDING.** Resident Parking Sticker Revenues 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
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**COMMUNITY MAINTENANCE & DEV.  
- Street/Sidewalk Reconstruction**

FY15	\$4,588,140
FY16	\$3,000,000
FY17	\$3,000,000
FY18	\$3,000,000
FY19	<u>\$3,000,000</u>
	<b>\$16,588,140</b>

**STATUS OF PRIOR YEAR PROJECTS.** In FY14, the City appropriated \$4,747,490 for street and sidewalk work throughout the city. This figure included \$2,538,710 from MassDOT's Chapter 90 program, \$850,000 from the Parking Fund Balance, \$1,000,000 in Bond Proceeds, \$100,000 in Property Taxes, \$185,945 from the Street Preservation Offset Fund (SPOF) and \$72,835 in Brick Sidewalk Revenues. The streets identified for reconstruction are all presently under construction and work will continue at these locations throughout the 2014/2015 construction seasons.



*(L): Installation of new curbing associated with sidewalk reconstruction at the corner of Bryant and Scott Streets*

*(R): Newly constructed sidewalk and new pedestrian crossing on Broadway at Sennott Park*

Source: Department of Public Works



**FY15 FUNDING.** The City will receive \$2,553,475 from MassDOT through its Chapter 90 program. The Department will further appropriate \$600,000 from the Parking Fund Balance, \$1,000,000 in Bond Proceeds, \$70,000 in Property Taxes, \$238,115 in Street Preservation Offset Funds (SPOF), \$76,805 in Brick Sidewalk Revenues and \$49,745 Paving Revenues. These funds will support the complete streets and miscellaneous sidewalk programs, including streets requested by the Cambridge Commission for Persons with Disabilities.

<b>Construction</b>	<b>From</b>	<b>To</b>	<b>Cost</b>	<b>Description</b>
Garden Street	Huron Avenue	Walden Street	\$49,745	Roadway
Hayes Street	Howard Street		\$150,000	Roadway & Sidewalks
Hurlbut Street	Linnaean Street	Martin Street	\$400,000	Roadway & Sidewalks
Kinnaird Street	Putnam Avenue	Upland Road	\$600,000	Roadway & Sidewalks
Massachusetts Avenue	Churchill Avenue	Murray Hill	\$689,000	Roadway & Ramps
Muller Avenue	Massachusetts Avenue	Muller Avenue	\$270,000	Roadway & Sidewalks
Richard Avenue	Fulkerson Street	Third Street	\$220,000	Roadway & Sidewalks
Thorndike Street			\$1,124,475	Roadway & Sidewalks
Cemetery 5-Year Street and Drainage Plan			\$100,000	Roadway
Central Square			\$600,000	Roadway & Sidewalks
Miscellaneous Sidewalk Reconstruction			\$384,920	Sidewalks
			<b>\$4,588,140</b>	

**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.

**FY16-19 FUNDING.** It is expected that future allocations to this cost center will be comprised of Chapter 90 funds, Property Taxes contributions and SPOF allocations.

PUBLIC INVESTMENT FUND	BUDGET
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**COMMUNITY MAINTENANCE & DEV.  
- Park & Cemetery Tree Pruning**

FY15	\$291,285
FY16	\$225,000
FY17	\$225,000
FY18	\$225,000
FY19	<u>\$225,000</u>
	<b>\$1,191,285</b>

**STATUS OF PRIOR YEAR PROJECTS.** In FY14 the City appropriated \$100,000 to fund the tree pruning program.

**FY15 FUNDING.** An allocation of \$291,285 (\$220,000) from Property Taxes and (\$71,285) from the Tree Program Revenues will be used toward a variety of urban forestry programs.

- **Tree Planting: (\$71,285).** Funding will be used toward planting trees throughout the City. The revenue is connected with the Tree Ordinance
- **Emerald Ash Borer Treatment: (\$120,000).** Funding will be used to implement a proactive plan to protect Ash trees that are at risk of developing Emerald Ash Borer (EAB) disease. The EAB insect kills nearly all trees that it infests, and is considered an imminent threat to the City's approximately 900 publicly-maintained Ash trees.
- **Parks and Cemetery Tree Pruning: (\$100,000).** Funds will be used for an ongoing program to perform structural pruning of trees in City parks and at the Cambridge Cemetery, emphasizing overall maintenance of tree health and hazard elimination.

**IMPACT ON OPERATING BUDGET.** Preventive maintenance programs help to reduce emergency service needs and promote better health of trees.

**FY16-19 FUNDING.** Funds have been included in future capital budgets to continue parks and cemetery tree pruning and ongoing urban forestry maintenance program.

PUBLIC INVESTMENT FUND	BUDGET
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**COMMUNITY MAINTENANCE & DEV.  
- Bike Rack and Bus Shelter Programs**

<b>FY15</b>	<b>\$150,000</b>
<b>FY16</b>	<b>\$150,000</b>
<b>FY17</b>	<b>\$150,000</b>
<b>FY18</b>	<b>\$35,000</b>
<b>FY19</b>	<b>\$35,000</b>
	<b>\$520,000</b>

**STATUS OF PRIOR YEAR PROJECTS.** \$50,000 was allocated in FY13 and 14 for the procurement and installation of approximately 120 bicycle racks. It is expected that approximately 600 bicycle racks will be installed over the 5-Year period. Funds were used to install 240 racks and remove 8 seasonal corrals.

**FY15 FUNDING.** An allocation of \$150,000 in Parking Fund Revenues will fund the continuation of the Bicycle Rack program and \$100,000 from Property Taxes will fund special bicycle programs and bus stop improvements.

- **Bicycle Rack Program: (\$50,000).** An allocation of \$50,000 in Parking Fund Revenues will fund the bicycle parking program with procurement and installation of approximately 120 bike racks throughout the city. The 120 racks will be primarily installed in business districts, schools, and locations where there has been a specific request by the public. In addition, funds will used to install eight temporary (seasonal) bicycle parking corrals that will take the place of on-street parking spaces.
- **5-Year Bicycle Spot Improvements: (\$33,000).** These funds will be used for changes to infrastructure to support bicycling and to improve safety and comfort of riders. Changes include curb changes and other streetscape elements to all bicycle lanes along with the installation of protected bicycle facilities.
- **3-Year Bicycle Parking Special Projects: (\$33,000).** Funding will provide additional bicycle parking projects, such as a bike room and outdoor lockers for Police Control Officers.
- **Bus Stop Improvements: (\$34,000).** These funds will be used to improve bus stops with the construction of curb extensions to allow for the installation of benches or Cemusa shelters.

**IMPACT ON OPERATING BUDGET.** There is no impact on the operating budget.

**FY16-19 FUNDING.** Funds have been included in future capital budgets to continue installing bike racks throughout the city, changes to streets to accommodate increased bicycle ridership, parking stalls and other projects that will encourage employee cycling.

### *Next Generation Parking Stalls*



Source: Community Development Department

### *Bike Parking Shelters*



Source: Community Development Department

PUBLIC INVESTMENT FUND	BUDGET
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**COMMUNITY MAINTENANCE & DEV.  
- Climate Change Preparedness Plan**

FY15	-
FY16	\$100,000
FY17	\$100,000
FY18	-
FY19	-
	<u>\$200,000</u>

**STATUS OF PRIOR YEAR PROJECTS.** Funding was not allocated for this project in the previous fiscal year.

**FY15 FUNDING.** Funding will not be allocated to this project in FY15.

**IMPACT ON OPERATING BUDGET.** Significant staff resources will be dedicated to managing this project.

**FY16-19 FUNDING.** Funds have been included in future capital budgets to identify strategies to make infrastructure, buildings, populations and critical services more resilient to the effects of climate change. The project may involve some technical analyses where needed to supplement the work done for the vulnerability assessment. This project will be conducted in conjunction with a broader Sustainable Community Master Plan, which will allow for a shared outreach/public engagement strategy.

PUBLIC INVESTMENT FUND	BUDGET
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**COMMUNITY MAINTENANCE & DEV.  
- Sewer Reconstruction**

<b>FY15</b>	<b>\$10,955,655</b>
<b>FY16</b>	<b>\$18,482,345</b>
<b>FY17</b>	<b>\$51,450,000</b>
<b>FY18</b>	<b>\$31,100,000</b>
<b>FY19</b>	<b><u>\$7,500,000</u></b>
	<b>\$119,488,000</b>

**STATUS OF PRIOR YEAR PROJECTS.** Construction continues throughout the city on various infrastructure projects associated with the sewer separation and stormwater management program. Significant milestones were reached in FY14, including the substantial completion to remove common manholes in separated areas of the city (primarily in Cambridgeport), as well as the completion of the Alewife Stormwater Wetland. Major ongoing projects include the sewer separation and stormwater management program in the Alewife area (Huron A, Huron B and Concord Avenue contracts) and the construction of new municipal utility infrastructure and surface restoration on Western Avenue.

The above projects were funded through a variety of funding sources to include Property Taxes, Bond Proceeds, loans from the Massachusetts Water Pollution Abatement Trust (MWPAT) and Massachusetts Water Resource Authority (MWRA) loans and grants.

**FY15 FUNDING.** The total appropriation of \$10,955,655 includes \$9,205,655 in Bond Proceeds, \$1,500,000 from Sewer Service Charges and a \$250,000 donation received in association with the ongoing Alexandria Development Project in East Cambridge.

**Rogers Street Park Stormwater Infrastructure: (\$250,000).** In conjunction with the property transfer of the Rogers Street Park, Alexandria Development contributed \$250,000 to the City to design and construct a subsurface stormwater infiltration system associated with the impervious area of the park.

**Public Toilet- Harvard Square: (\$275,000).** The public toilet will be located at MacArthur Park. Installation is expected to be completed by fall 2014 and \$30,000 has been allocated in the Public Works operating budget to fund nine months of routine cleaning and maintenance at this facility.

**Western Avenue Area Infrastructure Renewal Project: (\$4,520,655).** The Western Avenue construction project is ongoing, with sub-surface utility work scheduled to be completed in summer 2014. Construction of the surface restoration including new sidewalks, a cycle track, new street lighting and new street trees began in the fall of 2013 and will continue through summer 2015.

**Agassiz Sewer Separation and Stormwater Management: (\$2,910,000).** The Agassiz program is an ongoing sewer separation and stormwater management program with projects presently in the Myrtle/Magnolia area of Mid-Cambridge and in the Frost Street/Forest Street/Upper Oxford Street area. This appropriation request is for the design of the next project scheduled for this area, the Kirkland Street project, which will be constructed in FY17.

**Sewer Capital Repairs Program: (\$1,500,000).** This is the second year of the program, which seeks to maintain the quality of the existing infrastructure throughout the city. The program is focused primarily on areas of the city where sewer separation or stormwater management construction projects are not scheduled, addressing pipe systems that are showing signs of age by completing large scale trenchless repair projects.

**Remedial Construction: (\$1,500,000).** This ongoing program is focused on the maintenance of existing systems throughout the city, and includes 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.** Continued investment in the improvement of sewer and stormwater infrastructure reduces the need for emergency responses to sewer backups and flooding, saving on operating costs in that area.



*Installation of utilities along Western Avenue*

**Source: Department of Public Works**

**FUNDING FY16-19.** Significant construction on previously funded sewer separation projects in the Alewife Watershed will continue over the next three years. Additional work is also planned in the Bishop Allen area to further improve flood protection in the Area Four neighborhood. Finally, the Department expects to continue to expand the Capital Repairs program for maintaining systems where sewer separation projects or flood protection projects are neither anticipated or have taken place.

PUBLIC INVESTMENT FUND	BUDGET
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**COMMUNITY MAINTENANCE & DEV.  
- Parking Improvements**

<b>FY15</b>	<b>\$500,000</b>
<b>FY16</b>	<b>\$500,000</b>
<b>FY17</b>	<b>\$500,000</b>
<b>FY18</b>	<b>\$500,000</b>
<b>FY19</b>	<b><u>\$500,000</u></b>
	<b>\$2,500,000</b>

**STATUS OF PRIOR YEAR PROJECTS.** The FY14 Capital Budget included an allocation of \$500,000. \$435,000 was used for parking garage repairs including repairing garage floors, applying waterproofing and installing new bike racks for 30 bicycles at the Green Street Garage. Work done at the First Street Garage included concrete and drain repairs, new pistons for the elevators on the First Street side of the building and a new roof over the First Street retail spaces. \$65,000 was used for traffic signal repairs and upgrades.

**FY15 FUNDING.** \$500,000 in Parking Fund Revenues have been allocated to fund the following projects:

- **Parking Garage Restoration and Improvements: (\$250,000).** Funds will be used for project design and repairs at the First Street Parking Garage including installing joint sealant to prevent leaks, replacement of broken drains, repairs to deteriorated concrete and painting railings.
- **Traffic Signal Repair and Upgrade: (\$250,000).** Funds will be used for underground conduit repair, to support traffic calming projects, to install permanent count stations at intersections and to improve traffic signals at several locations.

**IMPACT ON OPERATING BUDGET.** Funds have been allocated in the past several capital budgets to upgrade the City's traffic signal system to ensure that traffic flows throughout the city in a safe and efficient manner. Similarly, allocations for parking garage renovations are made to encourage use of the garages by the public, with the goal of providing safe and attractive facilities as well as maximizing revenues collected from these facilities.

**FY16-19 FUNDING.** Future allocations will fund traffic signal improvements and phased repairs at the City's two parking garages as recommended in the consultant engineer's First Street and Green Street Garages condition analysis report.



PUBLIC INVESTMENT FUND	BUDGET
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**COMMUNITY MAINTENANCE & DEV.  
- Water System Improvements**

FY15	\$3,400,000
FY16	\$3,500,000
FY17	\$3,500,000
FY18	\$3,500,000
FY19	\$3,500,000
	<u>\$17,400,000</u>

**STATUS OF PRIOR YEAR PROJECTS.** Current Water Service Charges of \$3,400,000 supported a wide range of projects in FY14, 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 the reservoir system and continued treatment facility instrumentation and equipment replacement.

**FY15 FUNDING.** \$3,400,000 in Water Service Charges have been allocated to fund the following projects:

- **Water Works Construction: (\$755,000).** 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
- **Treatment/Process System and Control, Plant Equipment and Instrumentation Upgrades and /or Replacements: (\$565,000).** Replace plant systems, equipment and instrumentation (\$25,000); Process Control, Regulatory Support Engineering Services and Department of Environmental Protection (DEP) Permitting (\$20,000); Repairs to the plant lower galleries (\$60,000); Water Plant Supervisory Control and Data Acquisition (SCADA) replacement (\$40,000); Stainless steel pipe testing and repair (\$50,000); Clear well overflow structure, chemical feed line replacement and Payson Mixing (\$200,000); Inductively Coupled Plasma/Mass Spectrometer Detector (ICP/MS) replacement (\$125,000); Long Term 2 Surface Water Treatment Rule (LT2) second round monitoring (\$20,000); lab equipment replacement (\$25,000).
- **Implementation of Fresh Pond Master Plan: (\$250,000).** Various Reservation priorities will continue to be the implemented from the Fresh Pond Master Plan, such as drainage and pathway improvements and source water protection planning.
- **Installation of Solar Panels: (\$400,000).** Installation of additional solar panels on the roof of the water treatment plant that were not included in the original plan.

- **Reservoir Infrastructure Improvements and Maintenance: (\$330,000).** Maintain the reservoir gauging stations (\$130,000); Trapelo Road Gate House instrumentation (\$50,000); Watershed Land Sustainable Landscape Management Plan for Fresh Pond Reservation (\$75,000); and Repair and replace Fencing at Stony Brook Reservoir (\$75,000). USGS will perform one to one matching maintenance on reservoir gauging stations.
- **PCs upgrade and radio replacement: (\$22,000).** Upgrade PCs and IT needs (\$20,000) and replace radios (\$2,000).
- **Consulting Services: (\$205,000).** Update the following: Drought Management Plan (\$75,000); emergency response plan (\$25,000); Distribution Hydraulic Model (\$10,000); and specialized site plan review (\$20,000). Develop a low salt/landscape BMP's program for watershed business (\$75,000).
- **Facility Upgrades: (\$173,000).** Renovate the Fresh Pond gate house (\$20,000); Vehicle Storage building upgrades (\$100,000); Remote Site Security (\$50,000); and HVAC spare parts (\$3,000).
- **Meter Replacement: (\$100,000).** Replace water meters and Meter Transmission Units (MTUs) (\$100,000).

- **Kingsley Park Restoration: (\$600,000).** Begin the first phase of the Kingsley Park Restoration Project (\$600,000).

**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 leaks. Many of the improvements are made to enhance the quality of water provided to consumers.

**FY16-19 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.



*An artist's future conception of the Pergola lookout after Kingsley Park construction*

## PUBLIC INVESTMENT FUND

## BUDGET

COMMUNITY MAINTENANCE & DEV.  
- Traffic Calming

FY15	\$300,000
FY16	\$300,000
FY17	\$300,000
FY18	\$300,000
FY19	<u>\$300,000</u>
	<b>\$1,500,000</b>

**STATUS OF PRIOR YEAR PROJECTS.** Traffic calming focuses on redesigning streets to improving the comfort and safety of people walking, biking and driving. Mechanisms include raised crosswalks at 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 FY14 funding of \$300,000 has been used to complete the design for Second Street, Longfellow Road and Tremont Street at Gardner Street - Phase I.

**FY15 FUNDING.** An allocation of \$300,000 from Parking Fund Revenues will be used for the design and construction of traffic calming measures on Kinnaird Street, Hayes Street, Hurlbut Street, Richard Avenue and Muller Avenue.

**IMPACT ON OPERATING BUDGET.** There is no direct financial or personnel impact on the operating budget. The implementation of the traffic calming concept is to improve the safety and comfort of citizens who are walking, biking and driving on the streets of Cambridge.

**FY16-19 FUNDING.** It is anticipated that an allocation will be made in each budget cycle to fund traffic calming projects.



*Raised intersection installed as part of traffic calming along Waterhouse Street*

Source: Public Works Department

PUBLIC INVESTMENT FUND	BUDGET
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**COMMUNITY MAINTENANCE & DEV.  
- Harvard Square Surface Infrastructure**

<b>FY15</b>	-
<b>FY16</b>	<b>4,000,000</b>
<b>FY17</b>	-
<b>FY18</b>	-
<b>FY19</b>	-
	<hr/>
	<b>\$4,000,000</b>

**STATUS OF PRIOR YEAR PROJECTS.** Funding was not provided for this project in FY13 or FY14. In FY11, \$2,000,000 in Bond Proceeds was allocated to complete the reconstruction of JFK Street between Eliot Street and Brattle Street.

**FY15 FUNDING.** Funding is not required for this project in FY15.

**IMPACT ON OPERATING BUDGET.** It is expected that maintenance costs will decrease due to improvements.

**FY16-19 FUNDING.** The City anticipates appropriating funding in FY16 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
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**COMMUNITY MAINTENANCE & DEV.  
- Façade Improvement Program**

<b>FY15</b>	<b>\$125,000</b>
<b>FY16</b>	<b>\$125,000</b>
<b>FY17</b>	<b>\$125,000</b>
<b>FY18</b>	<b>\$125,000</b>
<b>FY19</b>	<b><u>\$125,000</u></b>
	<b>\$625,000</b>

**STATUS OF PRIOR YEAR PROJECTS.** The Façade Improvement Program is used throughout the City to support business owners with matching grants of up to \$15,000 for construction of storefront improvement projects including handicap accessibility. In FY14, \$100,000 was allocated in addition to prior year funds to support five façade, seven signage and lighting projects and design services for ten participants.

Examples include Cambridge Center for Adult Education (Harvard Square), Sarah's Market (Concord Alewife), Commonwealth Restaurant (Kendall Square), Portugalia Restaurant (East Cambridge) and Fitlab Pilates (Inman Square).

**FY15 FUNDING.** An allocation of \$125,000 from Property Taxes will continue to fund façade improvements in commercial districts, primarily within the designated Neighborhood Revitalization Strategy areas. This includes a \$25,000 increase from previous years to fund architectural barrier removal for disabled accessibility. These funds will support approximately six 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.

**FY16-19 FUNDING.** It is anticipated that this program will receive funding in future years.



*Source: Community Development  
Department*

*The Storefront Improvement Program has revitalized businesses throughout the city: before (left) and after (right) views of 221-225 Concord Avenue (Observatory Hill Studio, Majestic Yoga and Local Root – The Kitchen Store)*

PUBLIC INVESTMENT FUND	BUDGET
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**COMMUNITY MAINTENANCE & DEV.  
- Employment Program Fund**

<b>FY15</b>	<b>\$337,250</b>
<b>FY16</b>	<b>\$319,500</b>
<b>FY17</b>	<b>\$319,500</b>
<b>FY18</b>	<b>\$319,500</b>
<b>FY19</b>	<b><u>\$319,500</u></b>
	<b>\$1,615,250</b>

**STATUS OF PRIOR YEAR PROJECTS.** The Employment Program Fund continues to coordinate employment and job training programs through the Just-A-Start Corporation.

**FY15 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.

**FY16-19 FUNDING.** It is anticipated that CDBG funds will continue to support this program.

**COMMUNITY MAINTENANCE & DEV.  
- Housing Rehab and Development**

PUBLIC INVESTMENT FUND	BUDGET
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FY15	\$675,195
FY16	\$675,195
FY17	\$675,195
FY18	\$675,195
FY19	<u>\$675,195</u>
	<b>\$3,375,975</b>

**STATUS OF PRIOR YEAR PROJECTS.** This program combines the capital fund allocation with funds from the HOME Program, Affordable Housing Trust Fund and other public and private sources to finance renovations to existing housing units and the development of new units.

**FY15 FUNDING.** \$675,195 of Block Grants 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 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 funds include \$505,296 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). HRI also offers assistance to owners of multi-family properties with 2-4 units that are occupied by low-moderate income renters.

Block Grant funds of \$78,309 will be available for tenant mediation and \$91,590 is available for housing development projects.

**IMPACT ON OPERATING BUDGET.** By allocating a significant portion of the City's Block Grants 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.

**FY16-19 FUNDING.** It is anticipated that Block Grants will continue to support this program.

**COMMUNITY MAINTENANCE & DEV.  
- Neighborhood Business Development**

PUBLIC INVESTMENT FUND	BUDGET
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FY15	\$213,500
FY16	\$213,500
FY17	\$213,500
FY18	\$213,500
FY19	<u>\$213,500</u>
	<b>\$1,067,500</b>

**STATUS OF PRIOR YEAR PROJECTS.** The FY14 allocation of \$72,000 and prior year Block Grants were used to support the City's economic development programs for low- and moderate-income individuals, microenterprise assistance and business planning workshops, the Best Retail Practices program and workforce development programs operated by Just-A-Start.

**FY15 FUNDING.** \$213,500 in CDBG funds will be used to continue workforce development efforts and programs; this includes \$50,000 for the new Architectural Barriers Removal Program that supports universal access to retail stores; \$90,000 for the Biomedical Careers Program, run by Just-A-Start to help low-moderate income individuals obtain skills for jobs in the bio-medical industries; \$32,000 for microenterprise assistance and \$41,500 for the Best Retail Practices program.

**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.

**FY16-19 FUNDING:** It is anticipated that Block Grants will continue to support Neighborhood Business Development programs.



## PUBLIC INVESTMENT FUND

## BUDGET

COMMUNITY MAINTENANCE & DEV.  
- Public Art Conservation Fund

FY15	\$18,000
FY16	\$18,000
FY17	\$18,000
FY18	\$18,000
FY19	<u>\$18,000</u>
	\$90,000

**STATUS OF PRIOR YEAR PROJECTS** In FY14, the Arts Council coordinated assessments and routine maintenance, cleaning, polishing, minor repair, waxing and documentation for the City's public art collection, including interior/exterior sculpture and integrated artworks in a variety of media. Significant conservation research, treatment and consultation was performed on existing artworks at the City Hall Annex, Morse School, Pearl Street Parking Garage, Trolley Square, Water Treatment Facility, Franklin Street Park and the

Citywide Senior Center.

**FY15 FUNDING.** \$18,000 in Property Taxes will allow the program to continue with ongoing maintenance, treatment and reassessment of the collection. Conservation priorities will be based on professional assessments coordinated by a permanent, part-time Conservator of Public Art.

**IMPACT ON OPERATING BUDGET.** By including funds for the conservation and maintenance of public art in the collection, the City has taken the necessary steps to preserve artworks that have had a significant impact on the locations and facilities where they are installed. The artworks, in turn, contribute to the promotion of cultural diversity in the city and provide opportunities for residents and visitors to connect in meaningful ways and learn more about the history and current context in Cambridge. Professional and technical experienced staff of the Arts Council ensure that the program is implemented in an efficient and cost-effective manner. \$12,000 in staff support is funded through the operating budget.

**FY16-19 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.



*Left to Right: Image of bright painting with birds, flowers and sun, Image of art conservator toning a colorful painting and Image of wiping inside plexiglass column*

Source: Cambridge Arts Council

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# SUMMARY: HUMAN RESOURCE DEVELOPMENT

FIVE YEAR APPROPRIATION PLAN						
	FY15	FY16	FY17	FY18	FY19	TOTAL
Library Improvements	\$120,000	\$40,000	\$620,000	-	-	\$780,000
Parks and Recreation	1,864,000	77,000	80,000	\$68,000	\$68,000	2,157,000
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>
	\$2,034,000	\$167,000	\$750,000	\$118,000	\$118,000	\$3,187,000

FIVE YEAR REVENUE PLAN						
	FY15	FY16	FY17	FY18	FY19	TOTAL
Property Taxes	\$226,000	\$119,000	\$82,000	\$70,000	\$70,000	\$567,000
Golf Course Fees	80,000	20,000	20,000	20,000	20,000	160,000
War Memorial Receipts	28,000	28,000	28,000	28,000	28,000	140,000
Bond Proceeds	<u>1,700,000</u>	-	<u>620,000</u>	-	-	<u>2,320,000</u>
	\$2,034,000	\$167,000	\$750,000	\$118,000	\$118,000	\$3,187,000

PUBLIC INVESTMENT FUND	BUDGET
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**HUMAN RESOURCE DEVELOPMENT  
- Library**

<b>FY15</b>	<b>\$120,000</b>
<b>FY16</b>	<b>\$40,000</b>
<b>FY17</b>	<b>\$620,000</b>
<b>FY18</b>	-
<b>FY19</b>	-
	<hr/>
	<b>\$780,000</b>

**STATUS OF PRIOR YEAR PROJECTS.** Funding was not provided for this project in the previous fiscal year.

**FY15 FUNDING.** \$120,000 from Property Taxes will fund the re-design of the Main Library entry to allow for expanded self checkout and self-service holds, and to plan for implementation of an automated return and sorting system.

This reorganization will allow the Library to dedicate more staff time to re-shelving and keeping the shelves in correct order. It will also free up staff for more value-added public services like children's programs and outreach, technology training, assisting people in finding what they need, and more support for community use of meeting rooms.

**IMPACT ON OPERATING BUDGET.** This project would allow the Library to use existing staff more efficiently.

**FY16-19 FUNDING.** The City anticipates funding the remaining architectural work and construction of the check-in and check-out area at the Main Library.



*Holding Shelves at the Main Library*

**Source: Main Library Department**

**HUMAN RESOURCE DEVELOPMENT  
- Parks & Recreation**

PUBLIC INVESTMENT FUND	BUDGET
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<b>FY15</b>	<b>\$1,864,000</b>
<b>FY16</b>	<b>\$77,000</b>
<b>FY17</b>	<b>\$80,000</b>
<b>FY18</b>	<b>\$68,000</b>
<b>FY19</b>	<b>\$68,000</b>
	<b><u>\$2,157,000</u></b>

**STATUS OF PRIOR YEAR PROJECTS.** A total allocation of \$142,000 was used to fund the following projects in FY14.

- **War Memorial Recreation Facility and Gold Star Mothers Pool (\$28,000).** This allotment of revenue from user fees was used to maintain capital improvements to both facilities.

- **Replacement of fitness equipment at Frisoli and Moore Youth Center: (\$34,000).** Property Taxes funded the replacement of old weight equipment, free weights with more suitable fitness and exercise stations.
- **Thomas P. O'Neill, Jr. /Fresh Pond Golf Course: (\$80,000).** An allocation from Golf Course Revenues was used to acquire the services to design bunker renovations, new pathways, exterior fencing improvements and additional irrigation.

**FY15 FUNDING.** \$1,864,000 has been allocated for FY15.

- **Replacement of exercise and fitness equipment at the Gately Youth Center: (\$21,000).** Property Taxes will fund the replacement of old weight equipment and free weights with more suitable fitness and exercise stations.
- **Installation of artificial turf on Danehy Soccer Field Number Three: (\$1,150,000).** An allocation of \$1,150,000 from Bond Proceeds will be used to fund the design and installation of a new synthetic playing surface including drainage for the full size soccer field, number three. The project will begin in the spring and be completed by the summer of 2015.
- **Renovations to Thomas P. O'Neill, Jr. /Fresh Pond Golf Course: (\$550,000).** An allocation of \$550,000 from Bond Proceeds will be used for extensive renovations to the golf course including bunker and irrigation improvements, pathway renovations and installation of new exterior fencing along Huron Avenue.

- **Danehy Park: (\$20,000).** Property Taxes will renovate existing park areas.
- **War Memorial Recreation Center and Gold Star Mother's Pool: (\$28,000).** War Memorial Receipts will maintain capital improvements at both of these facilities.
- **Thomas P. O'Neill, Jr. Fresh Pond Golf Course Improvements: (\$80,000).** An allocation from Golf Course Revenue will be used to fund the design of capital improvements to the course in conjunction with the Fresh Pond Master Plan.
- **Kitchen replacement – 51 Inman Street: (\$15,000).** Property Taxes will be used to renovate the existing kitchens on the second and third floors of the municipal building at 51 Inman Street.

**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.

**FY16-19 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. It is anticipated that current revenues for Golf Course improvements (\$20,000) and War Memorial Recreation Facility/Gold Star Mothers Pool maintenance (\$28,000) will be funded in each year.



*The pool at the War Memorial Recreation Center*

**Source: Department of Human Service Programs**

PUBLIC INVESTMENT FUND	BUDGET
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**HUMAN RESOURCE DEVELOPMENT  
- Accessibility Improvements**

<b>FY15</b>	<b>\$50,000</b>
<b>FY16</b>	<b>\$50,000</b>
<b>FY17</b>	<b>\$50,000</b>
<b>FY18</b>	<b>\$50,000</b>
<b>FY19</b>	<b><u>\$50,000</u></b>
	<b>\$250,000</b>

**STATUS OF PRIOR YEAR PROJECTS.** Allocations of \$50,000 fund a wide range of projects to improve access for people with disabilities, consistent with the requirements of the Americans with Disabilities Act of 1990 (ADA). For the past six years, a total of \$300,000 in ADA Capital funds have been allocated toward 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)	\$46,465
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 accessibility ramp	\$122,866
<b>TOTAL</b>		<b>\$300,000</b>

**FY15 FUNDING.** In order to continue the program of making public facilities more accessible to people with disabilities, the \$50,000 will be allocated for ADA improvements toward the City Hall restroom design, replacement of twenty fire alarm box pedestals and accessible raised beds in the community gardens

**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.

**FY16-19 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.

# SUMMARY: EDUCATION

FIVE YEAR APPROPRIATION PLAN						
	FY15	FY16	FY17	FY18	FY19	TOTAL
School Equipment/Renovations	<u>\$810,000</u>	<u>\$9,560,000</u>	<u>\$40,060,000</u>	<u>\$55,060,000</u>	<u>\$60,000</u>	<u>\$105,550,000</u>
	\$810,000	\$9,560,000	\$40,060,000	\$55,060,000	\$60,000	\$105,550,000

	FIVE YEAR REVENUE PLAN					
	FY15	FY16	FY17	FY18	FY19	TOTAL
Property Taxes	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$300,000
Bond Proceeds	<u>750,000</u>	<u>9,500,000</u>	<u>40,000,000</u>	<u>55,000,000</u>	<u>-</u>	<u>105,250,000</u>
	\$810,000	9,560,000	\$40,060,000	\$55,060,000	\$60,000	\$105,550,000



PUBLIC INVESTMENT FUND	BUDGET
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**EDUCATION**  
- School Equipment/Renovations

<b>FY15</b>	<b>\$810,000</b>
<b>FY16</b>	<b>\$9,560,000</b>
<b>FY17</b>	<b>\$40,060,000</b>
<b>FY18</b>	<b>\$55,060,000</b>
<b>FY19</b>	<b>\$60,000</b>
	<b><u>\$105,550,000</u></b>

**STATUS OF PRIOR YEAR PROJECTS.** Prior allocations for the MLK School include: \$3,000,000 in FY12 design and architectural services, \$81,500,000 in FY13 to cover the construction costs and \$11,000,000 in FY14 for construction and other associated costs. Construction began in late spring of 2013. The MLK is expected to reopen in September 2015. In FY14 an allocation of \$450,000 in Property Taxes supplemented funding from prior year to cover roof replacement and

HVAC upgrades at the Solomon Garage.

**FY15 FUNDING.** An allocation of \$810,000 (\$750,000 in Bond Proceeds and \$60,000 in Property Taxes) will fund Water Infiltration repair work at the Haggerty School (\$250,000); ADA Compliance at the rear of Graham & Parks School (\$60,000); Replacement of the emergency generator at the Graham & Parks, Tobin and Cambridgeport Schools (\$200,000) and boiler replacement at the Graham & Parks School (\$300,000).

**IMPACT ON OPERATING BUDGET.** Savings will be realized in the building maintenance and energy accounts in the operating budget.

**FY16-19 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. It is estimated that the total cost of the school will be approximately \$101,000,000. \$3,500,000 will fund the roof replacement at the Kennedy-Longfellow School.

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INTRODUCED BY CITY MANAGER RICHARD C. ROSSI

AN ORDER CONCERNING APPROPRIATION FOR THE FISCAL YEAR BEGINNING JULY 1, 2014

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
<b>GENERAL GOVERNMENT</b>								
	Mayor's Office	\$449,050	\$111,130	\$29,500		\$589,680		\$589,680
	Executive City Manager	\$1,740,535	\$516,950	\$41,200		\$2,298,685		\$2,298,685
	City Council Office	\$1,609,360	\$41,900	\$59,855		\$1,711,115		\$1,711,115
	City Clerk's Office	\$1,180,175	\$56,110	\$4,420		\$1,240,705		\$1,240,705
	Law Department	\$1,521,430	\$443,300	\$212,245		\$2,176,975		\$2,176,975
	Finance Department	\$10,846,040	\$3,353,360	\$278,020	\$62,800	\$14,540,220		\$14,540,220
	Employee Benefits	\$32,002,985	\$849,680	\$30,000		\$32,882,665		\$32,882,665
	General Services	\$245,290	\$459,435			\$704,725		\$704,725
	Election Commission	\$875,865	\$194,255	\$2,270		\$1,072,390		\$1,072,390
	Public Celebration	\$490,810	\$382,400	\$1,125		\$874,335		\$874,335
	Reserve		\$37,500			\$37,500		\$37,500
	<b>TOTAL</b>	<b>\$50,961,540</b>	<b>\$6,446,020</b>	<b>\$658,635</b>	<b>\$62,800</b>	<b>\$58,128,995</b>		<b>\$58,128,995</b>
<b>PUBLIC SAFETY</b>								
	Animal Commission	\$305,080	\$18,305	\$150		\$323,535		\$323,535
	Fire	\$42,629,075	\$1,332,960	\$589,500	\$110,000	\$44,661,535		\$44,661,535
	Police	\$46,279,175	\$2,297,850	\$291,500	\$392,100	\$49,260,625		\$49,260,625
	Traffic and Parking	\$7,681,375	\$3,303,040	\$35,000	\$69,000	\$11,088,415		\$11,088,415
	Police Review & Advisory BD	\$71,535	\$700	\$3,000		\$75,235		\$75,235
	Inspectional Services	\$3,109,230	\$140,680	\$10,425	\$10,000	\$3,270,335		\$3,270,335
	License Commission	\$997,435	\$58,955	\$7,355		\$1,063,745		\$1,063,745
	Weights and Measures	\$132,910	\$7,280	\$2,745		\$142,935		\$142,935
	Electrical	\$1,504,750	\$1,236,460	\$1,670	\$25,000	\$2,767,880		\$2,767,880
	Emergency Communications	\$4,463,900	\$148,210	\$15,850	\$4,000	\$4,631,960		\$4,631,960
	<b>TOTAL</b>	<b>\$107,174,465</b>	<b>\$8,544,440</b>	<b>\$957,195</b>	<b>\$610,100</b>	<b>\$117,286,200</b>		<b>\$117,286,200</b>

<b>FUNCTION</b>	<b>DEPARTMENT</b>	<b>SALARIES &amp; WAGES</b>	<b>OTHER ORDINARY MAINTENANCE</b>	<b>TRAVEL &amp; TRAINING</b>	<b>EXTRA ORDINARY EXPEND- ITURES</b>	<b>CITY APPRO- PRIATION</b>	<b>STATE ASSESS- MENT</b>	<b>GRAND TOTAL</b>
<b>COMMUNITY MAINTENANCE AND DEVELOPMENT</b>								
	<b>Public Works Department Administration</b>	\$21,412,760	\$11,517,700	\$104,030	\$600,000	\$33,634,490		\$33,634,490
	<b>Community Development</b>	\$5,455,870	\$537,845	\$27,815	\$313,910	\$6,335,440		\$6,335,440
	<b>Historical Commission</b>	\$590,680	\$96,380	\$800		\$687,860		\$687,860
	<b>Conservation Commission</b>	\$125,870	\$1,000	\$900		\$127,770		\$127,770
	<b>Peace Commission</b>	\$136,270	\$10,325	\$1,850		\$148,445		\$148,445
	<b>Cable Television</b>	\$513,245	\$935,800	\$3,450		\$1,452,495		\$1,452,495
	<b>Debt Service</b>		\$216,000		\$50,230,035	\$50,446,035		\$50,446,035
	<b>TOTAL</b>	\$28,234,695	\$13,315,050	\$138,845	\$51,143,945	\$92,832,535		\$92,832,535
<b>HUMAN RESOURCES AND DEVELOPMENT</b>								
	<b>Library</b>	\$6,938,755	\$2,253,920	\$56,650		\$9,249,325		\$9,249,325
	<b>DHSP</b>	\$21,054,105	\$3,068,085	\$78,100	\$25,000	\$24,225,290		\$24,225,290
	<b>Women's Commission</b>	\$230,735	\$9,535	\$1,025		\$241,295		\$241,295
	<b>Human Rights Commission</b>	\$262,690	\$3,000	\$1,200		\$266,890		\$266,890
	<b>Veteran's Services</b>	\$286,255	\$54,900	\$751,500		\$1,092,655		\$1,092,655
	<b>TOTAL</b>	\$28,772,540	\$5,389,440	\$888,475	\$25,000	\$35,075,455		\$35,075,455
	<b>CITY TOTAL</b>	\$215,143,240	\$33,694,950	\$2,643,150	\$51,841,845	\$303,323,185		\$303,323,185
<b>EDUCATION</b>								
	<b>School Organization</b>	\$129,535,265	\$25,323,280	\$1,035,875	\$775,215	\$156,669,635		\$156,669,635
	<b>TOTAL</b>	\$129,535,265	\$25,323,280	\$1,035,875	\$775,215	\$156,669,635		\$156,669,635
<b>INTERGOVERNMENTAL</b>								
	<b>Mass. Water Resources Authority</b>		\$22,189,730			\$22,189,730		\$22,189,730
	<b>Cherry Sheet Assessments</b>						\$21,504,975	\$21,504,975
	<b>Cambridge Health Alliance</b>		\$6,750,000			\$6,750,000		\$6,750,000
	<b>TOTAL</b>		\$28,939,730			\$28,939,730	\$21,504,975	\$50,444,705
	<b>GRAND TOTALS</b>	\$344,678,505	\$87,957,960	\$3,679,025	\$52,617,060	\$488,932,550	\$21,504,975	\$510,437,525

**BE IT FURTHER ORDERED:** That the city appropriations and state assessments in the General Fund are to be financed by estimated revenues drawn from the following sources:

<b>FUNCTION</b>	<b>DEPARTMENT</b>	<b>TAXES</b>	<b>LICENSES &amp; PERMITS</b>	<b>FINES &amp; FORFEITS</b>	<b>CHARGES FOR SERVICE</b>	<b>INTER- GOVERN- MENTAL REVENUE</b>	<b>MISCELL- ANEOUS REVENUE</b>	<b>GRAND TOTAL</b>
<b>GENERAL GOVERNMENT</b>								
	Mayor's Office	\$557,680				\$32,000		\$589,680
	Executive City Manager	\$1,879,820		\$215,000	\$40,000	\$163,865		\$2,298,685
	City Council Office	\$1,697,005				\$14,110		\$1,711,115
	City Clerk's Office	\$945,905	\$40,000		\$235,500	\$19,300		\$1,240,705
	Law Department	\$2,026,975	\$2,500	\$97,500		\$50,000		\$2,176,975
	Finance Department	\$12,867,695			\$558,950	\$613,575	\$500,000	\$14,540,220
	Employee Benefits	\$15,101,790				\$8,480,875	\$9,300,000	\$32,882,665
	General Services	\$605,900		\$4,000		\$94,825		\$704,725
	Election Commission	\$962,315			\$750	\$109,325		\$1,072,390
	Public Celebration	\$841,235	\$10,800			\$22,300		\$874,335
	Reserve	\$37,500						\$37,500
	<b>TOTAL</b>	<b>\$37,523,820</b>	<b>\$53,300</b>	<b>\$316,500</b>	<b>\$835,200</b>	<b>\$9,600,175</b>	<b>\$9,800,000</b>	<b>\$58,128,995</b>
<b>PUBLIC SAFETY</b>								
	Animal Commission	\$288,435	\$23,000	\$1,400	\$10,200		\$500	\$323,535
	Fire	\$43,649,785	\$105,000	\$4,000	\$875,750		\$27,000	\$44,661,535
	Police	\$43,531,175	\$126,065	\$3,136,425	\$1,573,355	\$856,605	\$37,000	\$49,260,625
	Traffic and Parking		\$452,500	\$4,652,135	\$5,953,780		\$30,000	\$11,088,415
	Police Review & Advisory BD	\$75,235						\$75,235
	Inspectional Services	-\$5,153,165	\$8,231,500		\$108,500		\$83,500	\$3,270,335
	License Commission	-\$1,179,955	\$2,159,150	\$6,000	\$24,550	\$54,000		\$1,063,745
	Weights and Measures	\$86,510		\$500	\$38,000	\$17,925		\$142,935
	Electrical	\$2,037,080	\$22,935		\$490,000	\$207,865	\$10,000	\$2,767,880
	Emergency Communications	\$4,631,960						\$4,631,960
	<b>TOTAL</b>	<b>\$87,967,060</b>	<b>\$11,120,150</b>	<b>\$7,800,460</b>	<b>\$9,074,135</b>	<b>\$1,136,395</b>	<b>\$188,000</b>	<b>\$117,286,200</b>

<b>FUNCTION</b>	<b>DEPARTMENT</b>	<b>TAXES</b>	<b>LICENSES &amp; PERMITS</b>	<b>FINES &amp; FORFEITS</b>	<b>CHARGES FOR SERVICE</b>	<b>INTER- GOVERN- MENTAL REVENUE</b>	<b>MISCELL- ANEOUS REVENUE</b>	<b>GRAND TOTAL</b>
<b>COMMUNITY MAINTENANCE AND DEVELOPMENT</b>								
	<b>Public Works Department Administration</b>	\$24,227,950	\$557,500	\$1,058,195	\$6,185,320	\$1,316,060	\$289,465	\$33,634,490
	<b>Community Development</b>	\$4,587,970	\$55,000	\$140,000	\$431,395	\$1,024,075	\$97,000	\$6,335,440
	<b>Historical Commission</b>	\$678,860				\$5,000	\$4,000	\$687,860
	<b>Conservation Commission</b>	\$81,395			\$46,375			\$127,770
	<b>Peace Commission</b>	\$124,995				\$23,450		\$148,445
	<b>Cable Television</b>	\$97,495			\$1,355,000			\$1,452,495
	<b>Debt Service</b>	\$32,601,625			\$15,261,920	\$1,882,175	\$700,315	\$50,446,035
	<b>TOTAL</b>	\$62,400,290	\$612,500	\$1,198,195	\$23,280,010	\$4,250,760	\$1,090,780	\$92,832,535
<b>HUMAN RESOURCES AND DEVELOPMENT</b>								
	<b>Library</b>	\$8,757,675		\$75,000		\$416,650		\$9,249,325
	<b>DHSP</b>	\$20,045,845			\$3,518,090	\$661,355		\$24,225,290
	<b>Women's Commission</b>	\$231,335				\$9,960		\$241,295
	<b>Human Rights Commission</b>	\$266,890						\$266,890
	<b>Veteran's Services</b>	\$603,450				\$489,205		\$1,092,655
	<b>TOTAL</b>	\$29,905,195		\$75,000	\$3,518,090	\$1,577,170		\$35,075,455
	<b>CITY TOTAL</b>	\$217,796,365	\$11,785,950	\$9,390,155	\$36,707,435	\$16,564,500	\$11,078,780	\$303,323,185
<b>EDUCATION</b>								
	<b>School Organization</b>	\$133,125,925		\$100,000	\$75,000	\$22,804,945	\$563,765	\$156,669,635
	<b>TOTAL</b>	\$133,125,925		\$100,000	\$75,000	\$22,804,945	\$563,765	\$156,669,635
<b>INTERGOVERNMENTAL</b>								
	<b>Mass. Water Resources Authority</b>				\$22,189,730			\$22,189,730
	<b>Cherry Sheet Assessments</b>	\$19,621,080			\$445,280	\$1,438,615		\$21,504,975
	<b>Cambridge Health Alliance</b>	\$6,750,000						\$6,750,000
	<b>TOTAL</b>	\$26,371,080			\$22,635,010	\$1,438,615		\$50,444,705
	<b>GRAND TOTALS</b>	\$377,293,370	\$11,785,950	\$9,490,155	\$59,417,445	\$40,808,060	\$11,642,545	\$510,437,525

INTRODUCED BY CITY MANAGER RICHARD C. ROSSI

AN ORDER CONCERNING APPROPRIATION FOR THE FISCAL YEAR BEGINNING JULY 1, 2014

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
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COMMUNITY MAINTENANCE AND  
DEVELOPMENT

Water Department	\$6,607,590	\$3,982,800	\$86,580	\$3,287,305	\$13,964,275		\$13,964,275
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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
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COMMUNITY MAINTENANCE AND  
DEVELOPMENT

Water Department					\$13,964,275		\$13,964,275
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INTRODUCED BY CITY MANAGER RICHARD C. ROSSI

AN ORDER CONCERNING APPROPRIATION FOR THE FISCAL YEAR BEGINNING JULY 1, 2014

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.)		
	Information Technology Initiatives	<u>\$3,800,000</u>		Bicycle Parking Special Projects	33,000
		\$3,800,000		Sewer Reconstruction	1,750,000
				Parking Improvements	500,000
				Water System Improvements	3,400,000
				Traffic Calming	300,000
PUBLIC SAFETY				Façade Improvement Program	125,000
	Fire Station Renovations	\$25,000		Employment Program Fund	337,250
	Replacement of Street Lights/Poles	35,000		Housing Rehab and Development	675,195
	Police Station Universal Power Supply	<u>53,000</u>		Neighborhood Business Development	213,500
		\$113,000		Public Art Conservation Fund	<u>18,000</u>
COMMUNITY MAINTENANCE & DEV.					\$12,241,370
	Public Building Renovations	\$468,000	HUMAN RESOURCE DEVELOPMENT		
	Energy and Transportation Improvements	425,000		Parks & Recreation	\$164,000
	Street/Sidewalk Reconstruction	3,588,140		Accessibility Improvements	50,000
	Park and Cemetery Tree Pruning	291,285		Library Improvements	<u>120,000</u>
	Bus Stop Improvements	34,000			\$334,000
	Bike Rack Program	50,000	EDUCATION		
	Bicycle Spot Improvements	33,000		School Accessibility Improvements	<u>\$ 60,000</u>
					60,000
					TOTAL \$ 16,548,370

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	\$5,050,000	Tree Program Revenues	71,285
Parking Fund Revenues	850,000	Paving Revenues	49,745
Parking Fund Balance	600,000	Sidewalk Revenues	76,805
Sewer Service Charges	1,650,000	Resident Parking Sticker Revenues	425,000
Water Service Charges	3,400,000	War Memorial Receipts	28,000
Block Grant	1,225,945	Golf Course Fees	80,000
Chapter 90	2,553,475	Developer Donations	<u>250,000</u>
Street Preservation Offset Fund (SPOF)	238,115		\$ 16,548,370



# 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.

**Agency Fund.** A type of fiduciary fund used to account for resources held purely in purely a custodial capacity for other governments, private organization or individuals.

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

**Amortization.** The gradual elimination of a liability in regular payments over a specified period of time. Such payments must be sufficient to cover both principal and interest. Also includes the writing off of an intangible asset over its projected life.

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

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

**Arbitrage.** 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 Resource 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.

**Net Zero.** A building with zero net energy consumption. The total amount of energy used by the building on an annual basis is

approximately equal to the amount of renewable energy created on the site.

**Non-Tax Revenue.** All revenue coming from non-tax sources including licenses and permits, intergovernmental revenue, charges for 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.

**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. There are three classes of taxable property: 1) residential real property, 2) open space land, and 3) all other commercial, industrial and personal) property, each of which may be taxed at a different rate. Within limits, cities and towns are given the option of determining the share of the levy to be borne by the different classes of property. The share borne by residential real property must be at least 65% of the full rate. The share of commercial, industrial and personal property must not exceed 175% of the full rate. Property may not be classified until the state department of revenue has certified that all property has been assessed at its full value.

**True Interest Cost (TIC).** The actual cost of issuing a bond. The TIC is the yearly cost for obtaining debt financing, expressed as a proportion of the total debt amount. All charges related to the bond are included, for example all ancillary fees and costs such as discount points and prepaid interest, as well as factors related to the time value of money.

**Unassigned Fund Balance.** The residual classification for the government's general fund and includes all spendable amounts not contained in the other classifications, which normally are restricted or committed.

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

**Unrestricted General Government Aid (UGGA).** The components of local aid including additional assistance and lottery aid, which were combined into this one category, UGGA, in FY10.

**Valuation (100%).** Requirement that the assessed valuation must be the same as the market value for all properties.



## 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
Boston Area Rape Crisis Center	BARCC
Boston Convention and Exhibition Center	BCEC
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
Massachusetts Department of Environmental Protection	DEP
Massachusetts Department of Housing and Community Development	DHCD
Department of Human Services and Programs	DHSP
U.S. Department of Energy or Massachusetts Department of Education	DOE
Massachusetts Department of Revenue	DOR
Department of Elementary and Secondary Education	DESE
Department of Public Works	DPW
Department of Social Services	DSS

Domestic Violence-Free Zone	DVFZ	Health Maintenance Organization	HMO
Domestic Violence Task Force	DVTF	Homeowners' Rehab, Inc.	HRI
Emergency Action Plan	EAP	Human Resources Management System	HRMS
Emergency Communications and 911 Center	ECC	Federal Department of Housing and Urban Development	HUD
East Cambridge Kendall Square Open Space Initiative	ECKOS	Heating, Ventilation and Air Conditioning	HVAC
Equal Employment Opportunity	EEO	In Case of Emergency	ICE
Equal Employment Opportunity Commission	EEOC	Inductively Coupled Plasma/Mass Spectrometer Detector	ICP/MS
Electronic Funds Transfer	EFT	Inspectional Services Department	ISD
U.S. Department of Energy, Energy Information Administration	EIA	Insurance Services Office	ISO
Energy Information System	EIS	Intensive Studies Program	ISP
Emergency Medical Services	EMS	Information Technology	IT
Emergency Operating Center	EOC	Information Technology Division	ITD
Massachusetts Executive Office of Environmental Affairs	EOEA	Just-A-Start	JAS
Water System Emergency Operating Plan	EOP	Kendall Square Central Square Planning Study	K2C2
Emergency Preparedness and Response	EP&R	King Open Extended Day	KOED
U.S. Environmental Protection Agency	EPA	Kilowatt Hour	KwH
Early Retirement Incentive	ERI	Lifetime Empowerment and Awareness Program	LEAP
English for Speakers of Other Languages	ESOL	Light Emitting Diode	LED
English Language Learners	ELL	Leadership in Energy and Environmental Design	LEED
Energy Use Intensity	EUI	Local Emergency Planning Committee	LEPC
Federal Emergency Management Association	FEMA	London Interbank Offered Rate	LIBOR
Fats, oils and grease	FOG	Leading Pedestrian Interval	LPI
Fresh Pond Advisory Board	FPAB	Lead-Safe Cambridge	LSC
Full-time equivalent	FTE	Library Services and Construction Act	LSCA
Generally Accepted Accounting Principles	GAAP	Long Term 2 Enhanced Surface Water Treatment Rule	LT2ESWTR
Government Accounting Standards Board	GASB	Massachusetts Association of Conservation Commissions	MACC
Greater Boston Convention and Visitors Bureau	GBCVB	Metropolitan Area Planning Council	MAPC
General Education Degree	GED	Minority Business Enterprise	MBE
Geographic Information System	GIS	Massachusetts Board of Library Commissioners	MBLC
Gay, Lesbian, Bisexual and Transgender	GLBT	Massachusetts Bay Transportation Authority	MBTA
Global Positioning System	GPS	Massachusetts Commission Against Discrimination	MCAD
High Efficiency Particulate Air	HEPA	Metropolitan District Commission	MDC
High Intensity Florescent	HIF	Massachusetts Emergency Management Agency	MEMA
Home Improvement Program	HIP	Massachusetts General Laws	MGL
Health Insurance Portability and Accountability Act	HIPAA	Massachusetts Institute of Technology	MIT
		Municipal Lien Certificate	MLC

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	Universal Power Supply	UPS
Public Information Officer	PIO	Underground Railway Theater	URT
Peace and Justice Corps	PJC	Vulnerability Assessment or	VA
Proportional Representation	PR	U.S. Department of Veterans Affairs	
Police Review and Advisory Board	PRAB	Variable Frequency Drives	VFD
Parking and Transportation Demand Management	PTDM	Veterans of Foreign Wars	VFW
Photovoltaic	PV	Volunteers In Police Service	VIPS
Radio Amateur Civil Emergency Service	RACES	Voice over Internet Protocol	VoIP
Rape Aggression Defense	RAD	Wireless Fidelity	WiFi
Rehabilitation Assistance Program	RAP	Young Men's Christian Association	YMCA

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