

TABLE OF CONTENTS

	PAGE
I <u>BUDGET MESSAGE</u>	
City Manager’s Adopted Budget Message.....	I - 1
SUMMARY: Operating Budget.....	I - 2
City Manager’s Submitted Budget Message.....	I - 3
II <u>GENERAL INFORMATION</u>	
Budget Calendar.....	II - 1
Budget Procedure.....	II - 2
Organizational Chart.....	II - 6
Glossary.....	II - 7
General Profile of City.....	II - 13
Facts on File.....	II - 15
Tax Facts.....	II - 16
Budget Basis of Accounting.....	II - 17
Debt Position.....	II - 18
Debt Ratio/Debt Limit.....	II - 19
Appropriation by Function.....	II - 20
Appropriation by Statutory Category.....	II - 21
Revenue by Source.....	II - 22
General Fund Analysis.....	II - 24
General Fund/Three Year History.....	II - 25
Water Fund Analysis.....	II - 26
Water Fund/Three Year History.....	II - 27
Parking Fund Analysis.....	II - 28
Parking Fund/Three Year History.....	II - 29
Projected Fund Balances.....	II - 30
Health Claims Trust and Stabilization Funds.....	II - 31
Position Chart.....	II - 32
Position List.....	II - 33
III <u>FINANCIAL PLAN</u>	
SUMMARY: OPERATING BUDGET	III - 1
Five Year Revenue Budget Chart.....	III - 2
Operating Budget Summary.....	III - 3

Taxes	
Summary	III - 5
Real Property Tax	III - 6
Personal Property	III - 7
Motor Vehicle Excise Tax	III - 8
Hotel/Motel Tax	III - 9
Corporation Excise	III - 10
Interest on Taxes	III - 11
In-Lieu-of-Taxes	III - 12
Licenses & Permits	
Summary	III - 13
Licenses	III - 14
Permits	III - 17
Fines and Forfeits	
Summary	III - 19
Charges for Service	
Summary	III - 21
Parking Fund	III - 22
Water Fund	III - 24
Sewer Service Charge	III - 25
Fees Summary	III - 27
Administration Fees	III - 28
Public Safety Fees	III - 30
Electrical Fees	III - 31
Human Services Fees	III - 32
Childcare Fees	III - 34
Hearing Fees	III - 35
Other Charges	III - 36
Intergovernmental Revenue	
Summary	III - 37
Federal Grants	III - 38
State Grants	III - 39
State Cherry Sheet	III - 40
School & Local Aid	III - 41
Education Reimbursements	III - 42
General Government	III - 43
Miscellaneous Intergovernmental Revenue	III - 45

Miscellaneous Revenue	
Summary	III - 47
Interest Earnings	III - 48
Rent/Sale of Property	III - 49
Free Cash	III - 50
Other Miscellaneous Revenue	III - 51

IV SERVICE PROGRAMS

SUMMARY: GENERAL GOVERNMENT	IV - 1
Mayor	IV - 2
Executive	IV - 7
Tourism	IV - 12
Affirmative Action	IV - 14
Public Information	IV - 16
City Council	IV - 19
City Clerk	IV - 21
Law	IV - 24
Finance	
Summary	IV - 26
Administration	IV - 31
Budget	IV - 32
Personnel	IV - 35
Assessing	IV - 40
Purchasing	IV - 44
Auditing	IV - 46
Revenue	IV - 49
Treasury	IV - 52
Management Information Systems	IV - 54
Employee Benefits	
Summary	IV - 58
Pensions	IV - 61
Insurance	IV - 64
Collective Bargaining	IV - 66
General Services	IV - 67

Election Commission	IV - 70
Public Celebrations.....	IV - 76
Reserve	IV - 82
SUMMARY: PUBLIC SAFETY	IV - 83
Animal Commission.....	IV - 84
Fire	IV - 87
Police	
Summary	IV - 94
Leadership.....	IV - 101
Uniform Division.....	IV - 104
Criminal Investigation	IV - 106
Crime Prevention	IV - 109
Services.....	IV - 111
Traffic, Parking & Transportation	
Summary	IV - 113
Traffic Control	IV - 116
Parking Control.....	IV - 119
Supporting Services	IV - 122
Police Review & Advisory Board.....	IV - 123
Inspectional Services.....	IV - 127
License Commission	IV - 130
Consumer Council	IV - 133
Sealer of Weights & Measures.....	IV - 136
Electrical.....	IV - 139
Emergency Management.....	IV - 142
Emergency Communications	IV - 147
SUMMARY: COMMUNITY MAINTENANCE AND DEVELOPMENT	IV - 153
Public Works	
Summary	IV - 154
Administration	IV - 159
Public Ways	IV - 169
Sanitation	IV - 174
Recycling	IV - 177
Parks & Urban Forestry	IV - 181
Cemetery.....	IV - 184

Public Buildings.....	IV - 186
Vehicles & Equipment.....	IV - 189
Off Hours	IV - 191
Energy	IV - 192
Sewers.....	IV - 193
Water	
Summary.....	IV - 197
Administration	IV - 200
Source of Supply.....	IV - 203
Distribution & Transmission.....	IV - 207
Community Development	
Summary.....	IV - 209
Administration	IV - 214
Community Planning	IV - 217
Housing.....	IV - 221
Economic Development.....	IV - 226
Environmental and Transportation	IV - 230
Contingency	IV - 235
Historical Commission.....	IV - 236
Conservation Commission	IV - 243
Peace Commission	IV - 247
Cable TV	IV - 252
Debt Service	IV - 255
SUMMARY: HUMAN RESOURCE DEVELOPMENT	IV - 259
Library	
Summary.....	IV - 260
Main Library.....	IV - 263
Branch Libraries.....	IV - 266
Human Services	
Summary.....	IV - 267
Grants.....	IV - 271
Administration	IV - 275
Workforce Development.....	IV - 277
Planning & Development.....	IV - 282
Community Schools.....	IV - 293

Recreation	IV - 296
Elderly Services/Council on Aging	IV - 300
Childcare	IV - 304
Golf Course	IV - 310
Community Learning Center	IV - 312
Youth Programs	IV - 316
Commission on the Status of Women	IV - 319
Human Rights Commission	IV - 323
Veterans' Benefits/Services	IV - 328
SUMMARY: EDUCATION	IV - 333
Schools	IV - 334
SUMMARY: INTERGOVERNMENTAL	IV - 337
Massachusetts Water Resources Authority	IV - 338
Cherry Sheet	IV - 339
Cambridge Public Health Alliance	IV - 341

V PUBLIC INVESTMENTS

Public Investment/Summary	V - 1
Public Investment Appropriation Chart	V - 6
Public Investment Financing Plan Chart	V - 7
Public Investment Appropriations 1994-2004 Chart	V - 8
Public Investment Fund (In Thousands)	V - 9
Summary 2004-2008 Appropriation Plan	V - 11
Detail 2004-2008 Financing Plan	V - 13
Summary 2004-2008 Financing Plan	V - 14
SUMMARY: GENERAL GOVERNMENT	V - 15
Acquisition of Personal Computers	V - 16
Technology Upgrades	V - 17
Implementation of GASB 34	V - 18
SUMMARY: PUBLIC SAFETY	V - 19
Fire Vehicles/Equipment	V - 20
Fire Station Renovations	V - 21
Police Equipment/Renovations	V - 22
Radio Replacement/Technology Upgrades	V - 23
SUMMARY: COMMUNITY MAINTENANCE AND DEVELOPMENT	V - 25
Public Building Renovations	V - 26

Streets/Sidewalks Reconstruction.....	V - 27
Cemetery Improvements.....	V - 29
Parks & Cemetery Tree Pruning.....	V - 30
Parking Improvements.....	V - 31
Water System Improvements.....	V - 33
Sewer Reconstruction.....	V - 35
Traffic Calming Design/Construction.....	V - 38
Cambridgeport Roadways.....	V - 39
Concord Alewife Planning Study.....	V - 40
Lafayette Sq./Mass. Avenue Reconstruction.....	V - 41
Porter Square Pedestrian Enhancements.....	V - 42
Yerxa Road Underpass Construction.....	V - 43
Records Management Facilities Study.....	V - 44
Historical Restorations.....	V - 45
Harvard Square Enhancement Project.....	V - 46
Façade Improvement Program.....	V - 47
Employment Program Fund.....	V - 48
Housing Rehabilitation & Development.....	V - 49
Neighborhood Business Development.....	V - 50
Public Art.....	V - 51
Public Art Conservation & Maintenance.....	V - 52
SUMMARY: HUMAN RESOURCE DEVELOPMENT.....	V - 53
Library Construction/Renovations.....	V - 54
Parks & Recreation.....	V - 55
Russell Field Improvements.....	V - 57
Donnelly Field Improvements.....	V - 58
Accessibility Improvements.....	V - 59
SUMMARY: EDUCATION.....	V - 61
School Equipment/Renovations.....	V - 62

VI APPROPRIATION ORDERS

Appropriation Orders.....	VI - 1
Index.....	VI - 8

THIS SPACE RESERVED FOR COUNCILLORS' NOTES

BUDGET MESSAGE

June 9, 2003

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

I herewith present to you the FY2004 operating and capital budgets for the City of Cambridge approved by the City Council on June 9, 2003 as well as the five year Capital Plan. The adopted operating budget for the City is \$341 471 082, an increase of \$177 415 over my original submission. This increase includes funding to the Department of Human Services budget to restore a Longfellow Community School Director position (\$59 915), which was not included in my submitted budget as well as \$117 500 in additional contractual services to support initiatives in the Area 4 neighborhood. This amount includes funding for a half-time Community Liaison, Street Worker services focusing on older youth and young adults and support for an Area 4 Community Pride Day. These additions are funded through property tax revenues.

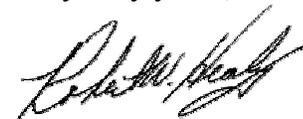
The adopted operating budget of \$341 471 082 represents an increase of \$8 079 904 or a 2.4% increase over the FY03 adjusted budget. The budget increase is largely attributable to a 1% salary increase for employees, a 10% increase in employee health insurance, a 1.8% increase in employee pension costs, a 1.1% increase in school spending and a Debt Service increase of 10.2%.

In keeping with the practice of recent years, the adopted FY04 budget closely links the operating and capital expenditure plans with priorities established by the City Council. While I encourage readers to review each budget section in detail, the submitted budget message on page I-3 highlights the approved spending plan to implement City Council priorities.

By being cognizant of our financial limitations and working together, I am confident that we can continue to provide the wide array of services that our residents have come to expect, while at the same time ensure that those who follow us will be able to enjoy the high quality public facilities and financial resources that help to define the Cambridge of today.

I would like to thank the citizens of Cambridge, its employees and the distinguished members of the City Council for their dedication and commitment in keeping Cambridge a vibrant and hospitable City for its residents and visitors.

Very truly yours,



Robert W. Healy
City Manager

SUMMARY: OPERATING BUDGET (all funds)

FY02 ACTUAL	FY03 PROJECTED	PROGRAM EXPENDITURES	FY04 BUDGET
27 603 968	28 530 515	General Government	33 775 375
70 598 133	73 650 760	Public Safety	74 090 995
57 716 447	63 393 585	Community Maintenance & Development	65 600 595
18 244 046	19 372 835	Human Resource Development	19 607 265
112 563 834	116 562 345	Education	117 872 457
<u>28 018 936</u>	<u>29 721 125</u>	Intergovernmental	<u>30 524 395</u>
314 745 364	331 231 165		341 471 082

FINANCING PLAN	FY04 BUDGET
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Taxes	219 278 820
Licenses & Permits	5 525 860
Fines & Forfeits	7 929 150
Charges for Service	52 458 415
Intergovernmental Revenue	48 428 262
Miscellaneous Revenue	<u>7 850 575</u>
	341 471 082

BUDGET MESSAGE

May 12, 2003

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

I herewith submit for your consideration the proposed FY04 Operating and Capital Budgets for the City of Cambridge, as well as the proposed FY05 - 08 Capital Plan. The proposed operating budget of \$341 293 667 represents an increase of \$7 902 489 or a 2.4% increase over the FY03 adjusted budget. The budget increase is largely attributable to a 1% salary increase for employees, a 10% increase in employee health insurance, a 1.8% increase in employee pension costs, a 1.1% increase in school spending and a Debt Service increase of 10.2%.

The preparation of the FY04 spending plan was made difficult by the uncertainty over the level of state aid funding to the City. During this budget process, there were three proposed cherry sheet revenue allocation plans that the City considered. This budget uses the cherry sheet allocations provided in the House Ways and Means Committee state budget recommendation. This means that the City will lose a total of \$6 900 000 in cherry sheet revenues since the setting of the FY03 tax rate. However, the net loss in cherry sheet revenues is \$5 200 000 due to receiving delayed school construction payments of \$1 700 000 for the Aggasiz and Haggerty Schools in FY04. The spending plan, as submitted, including non-budget items such as overlay reserve, calls for a tax levy of \$210 375 563, a \$12 655 018 or 6.4% increase. It should be noted that without the reduction in state aid, the property tax increase would be 3.8%. However, as the City Council is aware, the actual tax levy is determined annually in the fall as part of the tax rate setting process. The actual tax levy amount may differ from above, pending final state aid allocations to Cambridge that will not be known until the state budget is approved later in the spring or early summer of this year. It should be noted that the City's excess tax levy capacity is projected to be approximately \$36 million for FY04.

I am also recommending that a \$1 000 000 appropriation to the stabilization fund be made in FY04 to supplement the existing balance of \$6.8 million. A portion of this balance will be used annually for the next three years to help offset debt service payments for major tax supported projects scheduled for the next three to five years. These potential projects include: Main Library construction, Police Station construction, Harvard Square and Porter Square enhancements, Cambridge Street improvements, Yerxa Road Underpass project and Russell and Donnelly Field improvements. The purpose of using the stabilization fund is to lessen the impact of property tax increases in future years as the City expects to face state aid reductions while trying to maintain an aggressive capital projects program.

The FY04 proposed Capital Budget totals \$66 495 110, an increase of \$37 059 325 from the previous year. This significant increase is largely due to a recommended appropriation of \$33 620 000 in bond proceeds for extensive improvements to the Cambridge Rindge and Latin School (CRLS) which are eligible for School Building Assistance (SBA) reimbursement if the project application is submitted prior to the end of this fiscal year. The continuation of the School Building Assistance program in future years, including the reimbursement level to communities, is unclear due to the current state budget crisis. Therefore, although the bond authorization is being recommended as part of the SBA application process, the CRLS project would not begin until state reimbursement is received by the City. If this appropriation were not included in the FY04 Capital Budget, the total Capital Budget would be \$32 875 110, an increase of \$3 439 325, or 11.7%, from FY03. However, the portion of the FY04 Capital Budget that is funded through a combination of property taxes and free cash has been reduced from its FY03 level of \$6 085 000 to \$3 725 000, a decrease of \$2 360 000 or 38%.

Not yet included in the proposed budget are funds from the Community Preservation Act (CPA) surcharge. The Community Preservation Fund Committee will be making their recommendations on the use of the funds, approximately \$4 800 000, during the upcoming months. The CPA funds may only be used for certain affordable housing, open space and historic preservation purposes. In addition to the CPA funds raised locally, the City could receive approximately \$5 000 000 in state matching funds to be made available in October 2003. However, as more cities and towns adopt the CPA, the state matching funds available to each community may decline from the estimated amounts. A recommendation for the appropriation of all CPA funds received will be made by the Community Preservation Fund Committee and forwarded to the City Council for appropriation in the coming months. It should be noted that the City Council has already appropriated \$13 500 000 from CPA revenues and state matching funds.

During better economic times, the City was able to build reserve fund balances and increase excess levy capacity in anticipation of future economic downturns that are inevitable. However, the size and scope of the current state budget crisis and the resulting reductions in state aid to cities and towns could not have been predicted. While the FY04 budget maintains the current level of services with a modest increase in property taxes, we must always be cognizant of the impact of property tax increases on residential and commercial taxpayers. Therefore, this budget contains a reduction of 22 full-time positions (excluding schools) in various departments. The departments that reflect reductions in positions include: Executive (1), Law Office (1), Traffic, Parking and Transportation (1), Electrical (1), Public Works (3), Water (2), Community Development (3), Human Services (5), Fire (2) and Police (3). It should be noted that two firefighter and two patrol officer positions have not been funded in FY04. However, the position numbers have been placed in reserve subject to available funding which will allow them to be restored in the future. Two Community Schools Director positions have been reduced from the Human Services Budget as a result of the closing of two elementary school buildings as part of the School Consolidation Plan recently approved by the School Committee. For additional information on the other position reductions, please refer to the Position List on page II-33.

In keeping with the practice of recent years, the proposed FY04 budget closely links the operating and capital expenditure plans with priorities established by the City Council. While I encourage readers to review each department's budget in detail, the following section highlights the proposed spending plan to implement City Council priorities.

INTEGRATING CITY COUNCIL PRIORITIES WITH THE PROPOSED BUDGET

- **PROVIDE HIGH QUALITY ONGOING SERVICES TO RESIDENTS, IMPROVE ACCESS TO SERVICES, AND INCREASE OPPORTUNITIES FOR PUBLIC PARTICIPATION IN LOCAL GOVERNMENT**

Despite the economic slowdown and the reduction in state aid, the proposed budget continues the City's long practice of providing high quality service delivery to our citizens. While the proposed spending plan calls for a 6.4% increase in property taxes (3.8% without the reduction in state aid) it is conservatively estimated that taxes paid by owners of property new to the tax rolls are expected to cover 60% of the tax levy increase resulting in a net tax levy increase of just over 2%. Additionally, the City's excess tax levy capacity, an extremely important indication of the City's financial health, is projected to be approximately \$36 000 000 for FY04, which is similar to last year subject to final levels of state aid and new construction assessments. Cambridge continues to have the largest excess levy capacity in the Commonwealth. Our continued strong financial position has allowed us to endure state aid cuts while maintaining our high levels of service delivery. By continuing the fiscal policies adopted by the City Council, which include maintaining the City's positive reserves and free cash balances, the City should be able to deal with future state aid reductions and other economic challenges in a responsible fashion that will result in a limited impact on our service delivery. **Cambridge's ability to maintain services in these difficult economic times makes us unique in the Commonwealth.**

In addition, the FY04 Budget provides resources in support of this goal:

- The capital budget contains \$100 000 for the building improvements to the existing Police Station and improved technology, as well as \$350 000 for the replacement of a pumper fire truck and building repairs at the Engine Company 9 (Lexington Avenue) Station.
- \$265 000 has been allocated for further improvements to the City's Web site, including enhancements to the GIS system. This continues the effort to improve the site's navigation and usability for residents, businesses, and visitors. In fact, the City's Web site received recognition from the Massachusetts Interactive Media Council and was selected as a Best Web Site finalist by the Massachusetts Municipal Association for Best Practices in Web Development.
- The FY04 Budget includes funding to continue to enhance the online versions of the City Council Hearing Schedule and Agenda and the City Manager's Agenda. Improvements to date include a new and easy way to use the search feature and a printer friendly version that enables users to print only the documents they need. In addition, all new meeting documents are being stored in a database that will strengthen search results as the database expands.
- The FY04 Operating Budget for the Sewer Division in the Public Works budget is \$1.8 million and supports the maintenance and repairs of the City's wastewater collection system. An important part of the division's duties is to meet with citizen groups and individual homeowners to advise them on methods to avoid damaging back-ups. Funds have been included in the FY04 Capital

Budget to continue the reconstruction of the City's sewer and surface drainage system in the amount of \$9 069 865. Projects included in this program are funded through a combination of MWRA Grant funds as well as general obligation bonds and current sewer revenues. It is expected that work will continue in the Fresh Pond/Alewife, Agassiz, Cambridgeport, Bellis Circle and Harvard Square areas.

- The FY04 Operating Budget for the Water Department is \$16.8 million and supports the municipally owned and operated water utility distribution system serving the citizens of Cambridge. A capital budget allocation of \$5.3 million from current water service revenues and additional bonding from the Water Fund will support continued improvements to the water system. This includes funding for the installation of water mains, improvements and repairs to the distribution system, and implementation of the Fresh Pond Master Plan. In addition, funds have been provided for the replacement of old meters with new meters as part of the installation of an Automatic Meter Reading (AMR) system that will eliminate estimated water usage reads and significantly improve customer service while enhancing revenue collections. This project will be implemented over a two-year period.
- **PRESERVE AND EXPAND THE SUPPLY OF PERMANENT AFFORDABLE HOUSING, SUPPORTING SOCIOECONOMIC DIVERSITY**

With the voter's acceptance of the Community Preservation Act (CPA) surcharge, the City's affordable housing program is now funded by a portion of the proceeds from the 3% property tax surcharge levied under the CPA. It should be noted that CPA funds may only be used for certain affordable housing, open space and historic preservation purposes. In addition, the City receives a matching amount from the state. Since these funds are deposited into trust funds established for the three CPA purposes, there are no direct allocations contained in this budget document. However, approximately \$4 900 000 in revenues from this source were received in FY02. Of this total, \$4.5 million was appropriated and allocated as follows: \$3 600 000 was allocated to housing, \$450 000 to open space and \$450 000 to historical preservation, with the remainder to be distributed. In addition, FY03 CPA revenues of approximately \$5 000 000 will be combined with state matching funds of \$5 032 000 (as a match for FY02 CPA tax revenues) for a total revenue of \$10 032 000, with \$9 000 000 of this amount appropriated as follows: housing (\$7 200 000), open space (\$900 000) and historical preservation (\$900 000), with the remainder to be distributed. It should be noted that the City Council has already appropriated \$13 500 000 from CPA revenues and state matching funds.

The Community Preservation Fund Committee will be making their recommendations on the use of the FY04 CPA revenues of approximately \$4 800 000 during the upcoming months. In addition to the CPA funds raised locally, the City projects approximately \$5 000 000 in state matching funds to be made available in October 2003. However, as more cities and towns accept the CPA, state matching funds may decline from the estimated amount. Appropriation of these funds, as well additional funds received in FY02 and FY03, will be recommended by the Community Preservation Fund Committee. This recommendation will then be forwarded to the City Council for appropriation in the coming months.

The City, through its prior budget allocations to the Affordable Housing Trust and its current allocations through the CPA, has created or preserved approximately 2000 units of affordable housing since the end of rent control.

The FY04 operating budget for Housing contained in the Community Development Budget is \$560 945, an amount which promotes and finances the development of affordable rental and home ownership housing. The FY04 Capital Budget contains continued funding for Housing Rehab and Development Programs in the amount of \$1 682 880. This funding, which is combined with funds from the HOME program, Affordable Housing Trust Fund and other public and private sources, finances renovations to existing housing units and the development of new ones for low and moderate income Cambridge residents.

- **STRENGTHEN AND SUPPORT PUBLIC EDUCATION AND OTHER LEARNING IN CAMBRIDGE FOR THE BENEFIT OF RESIDENTS OF ALL AGES**

The proposed FY04 budget contains a recommended School Budget of \$117 872 457, an increase of \$1 310 112 or 1.1% over the current year. Property tax support of the School budget has increased by 3% or \$2.6 million in FY04. Also, the City is projecting a 20% reduction in Chapter 70 school aid and the elimination of School Transportation reimbursements and Class Size Reduction support. The total of these reductions in school related revenues totals approximately \$2.4 million. The School operating budget represents 34% of the total City budget.

A major, although very difficult, accomplishment of the School Department in preparing for this budget has been the adoption of an Elementary School Consolidation Plan. The Plan, recommended by the school administration and adopted by the School Committee in early April 2003, has reduced the number of elementary schools from 15 to 12, and has closed two buildings, beginning in September 2003 and has significantly reduced the number of vacant seats, which was estimated at approximately 2 000. The Plan has resulted in an estimated savings of \$4.3 million, which was applied to this budget. In addition, the School budget contains internal reallocations, totaling approximately \$0.9 million, which have substantially increased School Improvement Plan funding to the remaining schools, as well as the implementation of the Special Education Plan and the Rindge School of Technical Arts (RSTA) Plan. In addition, reallocations of approximately \$1.8 million in one-time costs were made to support the transition and implementation of the Consolidation Plan. Through this Consolidation Plan, the School Department has substantially decreased the number of vacant classroom seats and has responded to a several-year trend of declining enrollment.

Current revenues of \$700 000 have been allocated to the School capital budget to continue ongoing improvements to elementary schools, including \$200 000 to provide support for various facilities improvements relating to the Elementary School Consolidation Plan. As noted earlier, the capital budget contains an appropriation of \$33 620 000 in bond proceeds for extensive improvements to the Cambridge Rindge and Latin School (CRLS) which are eligible for School Building Assistance (SBA) reimbursement if the project application is submitted prior to the end of this fiscal year. However, it should be noted that the CRLS project would not begin until state reimbursement is secured.

In addition to the recommended funds for the School Department, the City's operating budget continues to fund (through the Department of Human Services (DHSP)) the Community Schools, Recreation, Youth, and Childcare Programs, all of which provide additional educational benefits to the children of Cambridge. The total budget for these programs is \$6.6 million, out of a \$13.5 million DHSP budget.

- **FOSTER COMMUNITY. SUPPORT OPPORTUNITIES FOR CITIZENS TO KNOW EACH OTHER WITHIN THEIR NEIGHBORHOODS AND ACROSS THE CITY & SUPPORT NEIGHBORHOOD PRESERVATION AND ENHANCEMENT**

The proposed FY04 Operating Budget continues to support and maintain the venues in which citizens have the opportunity to know each other within neighborhoods and across the City. This includes support for two senior centers, youth programs, five youth centers, youth leagues, arts gatherings, public celebrations and events, library programs and branches, community policing and outreach programs, the City's golf course and the scores of parks and play areas located throughout the City. The support for these activities and facilities also contributes to the preservation and enhancement of neighborhoods at the same time. In addition, a network of neighborhood health centers, community schools and fire stations is supported in this budget and contributes to this goal.

Other initiatives include the following:

- The FY04 Police Department budget of \$30 million in addition to providing law enforcement services, supports many community and neighborhood efforts that include: offering a Rape Aggression Defense Program to residents; awarding 40 community partnership mini-block grants to community groups for participating in events such as neighborhood clean-ups; funding for beautification projects; neighborhood walks and block parties; coordinating the Department's Annual Open House; co-sponsoring an annual Family Safety Day with the Galleria Mall; and conducting various community meetings.
- The FY04 budget for the six Branch Libraries totals \$1.5 million and provides neighborhood-based services, especially to children and their families. The current fiscal year has seen increased circulation at the O'Connell, Central Square and Collins Branch Libraries.
- Continued funding for the Tree Pruning Program in City-managed open spaces such as Columbia Park, Corporal Burns Playground and Longfellow Park.
- Funding of \$125 000 to complete Phase Two of the Concord Alewife Planning Study. Phase One included an assessment of the study area, development of goals and vision for the area including a preliminary plan. Phase Two will refine the initial plan with an implementation strategy that will include zoning and non-zoning recommendations.

- Funding through the capital budget to complete the Yerxa Road Underpass (\$4 450 000), which will connect the residential areas of Walden Square and Richdale Avenue with community facilities in the Rindge Avenue area, including the Fitzgerald School, McMath Park and the Gately Youth Shelter.
 - Funding through the capital budget to provide resources to support park and recreation facility improvements/maintenance at various locations, including Gore Street Park, Danehy Park, Moore Youth Center, Dana Park, and the Fresh Pond Golf Course (\$670 090).
 - Allocation of \$4 million in bond proceeds to finance the construction of the Russell Field renovation plan as well as \$1.25 million for Donnelly Field renovations.
 - Funds have been included in the Historical Commission budget to complete the East Cambridge Oral History Project with the sale of books scheduled in early FY05.
 - The Arts Council's Public Art Conservation and Maintenance Program continues to be level funded at \$35 000, and capital projects have been budgeted to include the 1% for Arts allocation.
- **FOSTER CREATIVE APPROACHES TO TRAFFIC, PARKING AND TRANSPORTATION NEEDS OF RESIDENTS AND BUSINESSES**

The Traffic, Parking & Transportation Department, which is responsible for ensuring that the City's street system is safe for vehicular and non-vehicular use through parking regulations, meters, traffic signals and signs, crosswalks, bicycle facilities and pavement markings, has a proposed FY04 Budget of \$7.6 million. In addition, the Environmental and Transportation Division (\$844 215) of the Community Development Department is responsible for improving the City's quality of life and working environment by managing the design and improvement of transportation systems to facilitate all modes of transportation.

The FY04 proposed capital budget includes \$525 000 for miscellaneous traffic calming improvements. In addition, \$500 000 has been allocated for parking improvements that include the installation of new traffic signals and parking meters. This is an increase of \$160 000 from FY03.

Funding for the FY04 Street and Sidewalk Reconstruction Program (\$2.4 million) has been substantially maintained due to a large increase from FY03 in the estimated amount of Chapter 90 funds received. Streets and sidewalks proposed for reconstruction will include truck route streets and neighborhood streets that have experienced significant construction activity over the past number of years. In addition, \$60 000 has been allocated to the Cambridgeport Roadways project for construction related design services to supplement construction oversight services provided by Mass Highway. In addition, a \$50 000 allocation for accessibility

improvements is being recommended to construct a new fully accessible main entrance and restroom facilities at the Collins Branch Library.

- **MAXIMIZE THE BENEFITS OF NEW AND EXISTING ECONOMIC DEVELOPMENT AND UNIVERSITY ACTIVITIES TO IMPROVE THE LIFE OF THE CITY**

As we have witnessed in the last two years, without new economic development, the City would be forced to reduce services and/or increase taxes to the Proposition 2 ½ limit in future years. As we continue to function within the confines of Proposition 2 ½ it is imperative that we respond to the current economy and optimize opportunities for our community. To this end, the City anticipates concluding negotiations with Harvard University regarding a new in-lieu-of-tax payment agreement as well as a first time written agreement with the Massachusetts Institute of Technology before the end of the first quarter of FY04.

The Economic and Employment Planning Division within the Community Development Department has a recommended FY04 Budget of \$340 910. This division focuses on supporting entrepreneurship by providing a broad range of services to assist small businesses, monitoring changes in the job base to maintain a diversified employment base, helping growing companies get access to capital through loans and referrals, monitoring changes in the real estate market, maintaining thriving commercial districts and promoting a healthy business climate. The City continues to sponsor the Retail Best Practices Program, which is funded through Block Grant and City resources. The program offers support to smaller businesses and retail outlets by offering workshops and providing support services covering a range of topics, including visual merchandizing and marketing enhancements among others, with the goal of fostering small business growth in the City.

The Capital Budget provides \$50 000 in funding to support the Cambridge Business Development Center, which provides educational workshops and programs to low and moderate income micro-enterprises, including start-up and developing businesses.

The proposed FY04 Budget continues to support development of public/private partnerships and training opportunities geared toward the new economy through the Office of Workforce Development (\$1 327 905) included in the Human Services budget. The Office does this by continuing employment and training opportunities for Cambridge adult and youth residents; and by assessing and responding to the unmet needs of the local workforce and employers through forging alliances among employers, community-based organizations, the schools and post-secondary educational institutions, and providing research and development services to them.

The Employment Program Fund (\$350 000) continues to finance the Just-A-Start Rehabilitation Assistance Program, which trains and employs Cambridge youths and provides a range of low-cost housing rehabilitation, energy conservation, and de-leading services throughout Cambridge in conjunction with the Cambridge Housing Authority.

OUTLOOK AND CONCLUSION

While Cambridge is not immune to the current economic downturn, our enviably strong financial condition has left us better prepared to deal with slowed local revenue growth and cuts in state aid. This is partially evidenced by the fact that the submitted FY04 Budget maintains both City and School services. The City's strong economic development program has bolstered the local tax base, making the City financially strong and far less dependent on state aid than most Massachusetts cities. The sound financial practices of this and previous City Councils has left the City with substantial reserves and approximately \$36 million in excess levy capacity that allows Cambridge the flexibility to respond to cuts in state aid. However, our financial strength and independence should not allow us to ignore the fact that the Commonwealth is a vital financial partner in the delivery of our services. In FY04, state aid will total approximately \$38 million, roughly 11% of our total budget. While Cambridge is in the position to absorb reductions in state aid this year and last year, additional large reductions would soon have an impact upon the City's finances. We will continue our strategy to look at the overall finances of the City in the long-term in order to maintain stability and predictability in our budgeting and financial planning processes.

In addition to the threat that reduced state aid brings to our financial well being, we must also be conscious of the fact that our ambitious Capital Improvement Plan calls for the issuance of a significant amount of tax supported debt over the next five years. This is why my recommendation of the \$1 000 000 appropriation to the Stabilization Fund is so important. A portion of the total balance of \$7.8 million (which includes the \$1.0 million addition) will be used annually for the next three years, beginning in FY05, to help offset debt service payments for major tax supported projects scheduled for the next three to five years. Overall, the additional bonding amounts, although high, do not pose a problem unless we become complacent and fail to control the growth of our operating budget.

Finally as we work through these challenging financial times we must remember that failure to make difficult decisions today will lead to even more difficult decisions in the future. This includes being mindful that increases in the property tax levy must be modest so as not to overburden our residential and commercial taxpayers. This has been key to our economic growth and stability.

By being cognizant of our financial limitations and working together, I am confident that we can continue to provide the wide array of services that our residents have come to expect, while at the same time ensure that those who follow us will be able to enjoy the high quality public facilities and financial resources that help to define the Cambridge of today.

Very truly yours,



Robert W. Healy
City Manager

THIS SPACE RESERVED FOR COUNCILLORS' NOTES

BUDGET CALENDAR

December 13, 2002	Briefing on FY04 budget preparations with City Manager. Distribution of budget notebook and materials. Meeting of departmental finance personnel with budget staff.	January 27, 2003 thru March 28, 2003	Formal department presentations to the City Manager.
December 13, 2002 thru December 31, 2002	All personnel analysis sheets must be reviewed for accuracy. All corrections and settlements must be placed on the personnel analysis sheets. All personnel analysis sheets must be returned to the Budget Office.	April 7, 2003 thru April 11, 2003	City Manager and Budget Staff final review of departmental budgets and supplementals.
December 16, 2002 thru January 3, 2003	Individual departmental meetings with Budget staff to review Benchmark YTD and Projected numbers. Review draft of Narrative, and Goals and Measures updates for FY04 Budget document (schedule to be determined).	May 12, 2003	Submission of the City Manager's Budget to the City Council.
January 20, 2003	Deadline for budget submission to the City Manager. Goals/Performance Measure Form as of 12/31/02.	May 20, 2003 thru June 4, 2003	Dates for public hearings on FY04 Budget. Goals/Performance Measures Form as of 3/31/03.
		June 9, 2003	Budget Adopted by City Council.
		June 25, 2003	Deadline for City Council adoption of the Budget.
		June 30, 2003	City Manager's transmittal of chart of accounts and allotment plan (based on departmental work-plans) to the City Auditor for execution.
		July 1, 2003	Begin execution of allotment plans.

BUDGET PROCEDURE

The preparation of the Annual Budget for the City of Cambridge is governed by the provisions of Chapter 44 of the Massachusetts General Laws. The budget cycle for FY04 was initiated in December, 2002. At that time budget staff met with the City Manager and Finance Director to update the City's 5-year financial projections in order to establish general budgetary guidelines and limitations for the coming year.

For FY04, the Budget staff continued to work with Departments on refining the budget format adopted in FY97, a format which emphasizes narratives which are quantifiable and concise. This is the eighth year of the format, which allows the City Manager and the City Council to better quantify City services. This format is based on a system of goals and measures that are quantifiable and calculate selected unit costs of services where applicable. Working within this framework has facilitated the incessant refinement of the budget document. In the FY04 budget some goals and measures were eliminated, replaced and/or expanded, resulting in goals and measures that are more comprehensive, significant or illustrative of the services and programs provided by City departments. Through continued use and constant updating, the budget continues to evolve into a more comprehensive document containing a goals and measures system that accurately reflects data concerning City systems.

In December, the City Manager convened a City-wide annual budget meeting attended by all department heads and finance personnel. At this meeting the City Manager gave a general overview of the state of the economy, discussed the budget format and outlined specific guidelines for the preparation of individual department budgets: COLA, Pensions and Health Insurance costs can increase as required; all Non-Personnel operating items known to be increasing due to contractual terms must be absorbed within the budget and not knowingly under-budgeted. Major con-

tracts for services must be reviewed to ensure that departments have sufficient funds to meet contractual needs; budgets are to be level funded; extraordinary expenditures must be revised and one time items from current year eliminated; departments should expect that reductions can be made during the review process; and though 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 FY04 goal was to submit a budget to the City Council that supports Council priorities without increasing the number of employees. Each department subsequently met with the Budget staff to review the budget format and to aid in the development of goals and performance measures. These operating budgets, which include expenditure and revenue estimates and significant departmental accomplishments of the previous budget year, were submitted to the City Manager by January 20, 2003.

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

It is important to note that at this stage of the process, the City Manager increases and decreases budget based on the priorities of the City Council and the Administration. During this process, separate budgets were developed using three different levels of State aid: the Governor's budget, House Ways and Means Committee budget, and a 15% reduction from the revised FY03 amount. The budget that has been submitted is based on the recommendations of the House Ways and Means Committee which includes a reduction of 10.5% from the revised FY03

amount. In light of this significant reduction in State aid, 22 full-time positions in a wide range of departments have been eliminated from the FY04 budget. In addition, only \$58 160, or 7.3%, of tax-supported supplemental requests were funded.

From mid-March through the first week of May, the Budget and City Manager's staff finalized the Annual Budget document for submission to the City Council. By state law, the budget must be submitted to the City Council within 170 days after the Council organizes in early January. The City Manager will submit the FY04 budget to the City Council on May 12, 2003.

From May 20 – June 4, 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 in which to act (June 25.) The City Council adopted the FY04 budget on June 9, 2003. The Annual Budget for FY04 becomes effective July 1, 2003.

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

CHAPTER 44, SECTION 31A. REPORT OF ESTIMATED EXPENSES; PERIOD COVERED; CONTENTS. Every officer of any city except Boston having charge of, or jurisdiction over, any office, department or undertaking, requesting an appropriation shall, between November first and December first of each year, furnish the mayor and the city auditor, or officer having similar duties, on forms provided by the city auditor or officer having similar duties, and approved by the bureau of accounts in the department of corporations and taxation, detailed estimates of the full amounts deemed necessary for the next fiscal year for the ordinary maintenance of the office, department or undertaking under his charge or jurisdiction, and for expenditures other than

the ordinary maintenance, with the amounts, if any, expended for similar purposes during the preceding fiscal year and during the first four months of the then current fiscal year, and an estimate of the amounts required to be expended for such purposes during the last eight months of the then current fiscal year, giving explanatory statements of any differences between the amount of any estimate for the next fiscal year and the amount expended or estimated to be required as aforesaid.

The information hereby required to be furnished shall set forth the number of permanent or temporary employees, or both, requested in each classification or rating in the next fiscal year and the number of permanent or temporary employees, or both, employed on October thirty-first of the then fiscal year, or the nearest week-end thereto, except laborers and persons performing the duties of laborers, with the annual, monthly, weekly or hourly compensation of such employees, and shall state whether such compensation is fixed by ordinance or otherwise and whether or not such employees are subject to chapter thirty-one.

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

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

CHAPTER 44, SECTION 33A. SALARY PROVISIONS IN BUDGET; REQUIREMENTS AND LIMITATIONS. The annual budget shall include sums sufficient to pay the salaries of officers and employees fixed by law or by ordinance. Notwithstanding any

contrary provision of any city charter, no ordinance providing for an increase in the salaries and wages of municipal officers and employees shall be enacted except by a two-thirds vote of the City Council, nor unless it is to be operative for more than three months during the calendar year in which it is passed. No new position shall be created or increase in rate made by ordinance, vote or appointment during the financial year subsequent to the submission of the annual budget unless provision therefor has been made by means of a supplemental appropriation. No ordinance, vote or appointment creating a new position in any year in which a municipal election is held shall be valid and effective unless said ordinance, vote or appointment is operative for more than three months during said municipal election year.

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

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

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

The city council may by majority vote make appropriations for the purposes recommended and may reduce or reject any amount recommended in the annual budget, but, except on recommendation of the mayor, shall not increase any amount in or the total of the annual budget, nor add thereto any amount for a purpose not included therein, except as provided in section thirty-three. Except as otherwise permitted by law, all amounts appropriated by the city council, as provided this section, shall be for the purposes specified. In setting up an appropriation order or orders based on the annual budget, the council shall use, so far as possible, the same classifications required for the annual budget. If the council fails to take action with respect to any amount recommended in the annual budget either by approving, reducing or rejecting the same, within forty-five days after the receipt of the budget, such amount shall without any action by the council become a part of the appropriations for the year, and be available for the purposes specified.

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

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

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

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

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

The provisions of this section shall apply, in any city adopting the Plan E Form of government under chapter forty-three, only to extent provided by section one-hundred-and-four of said chapter.

Neither the annual budget nor appropriation orders based therein shall be in such detail as to fix specific salaries of employees under the direction of boards elected by the people, other than the city council.

The city council may, and upon written request of at least ten registered voters shall, give notice of a public hearing to be held on the annual budget, prior to final action thereon, but not less than seven days after publication of such notice, in a newspaper having general circulation in the city. At the time and place so advertised, or at any time or place to which such public hearing may from time to time be adjourned, the city council shall hold a

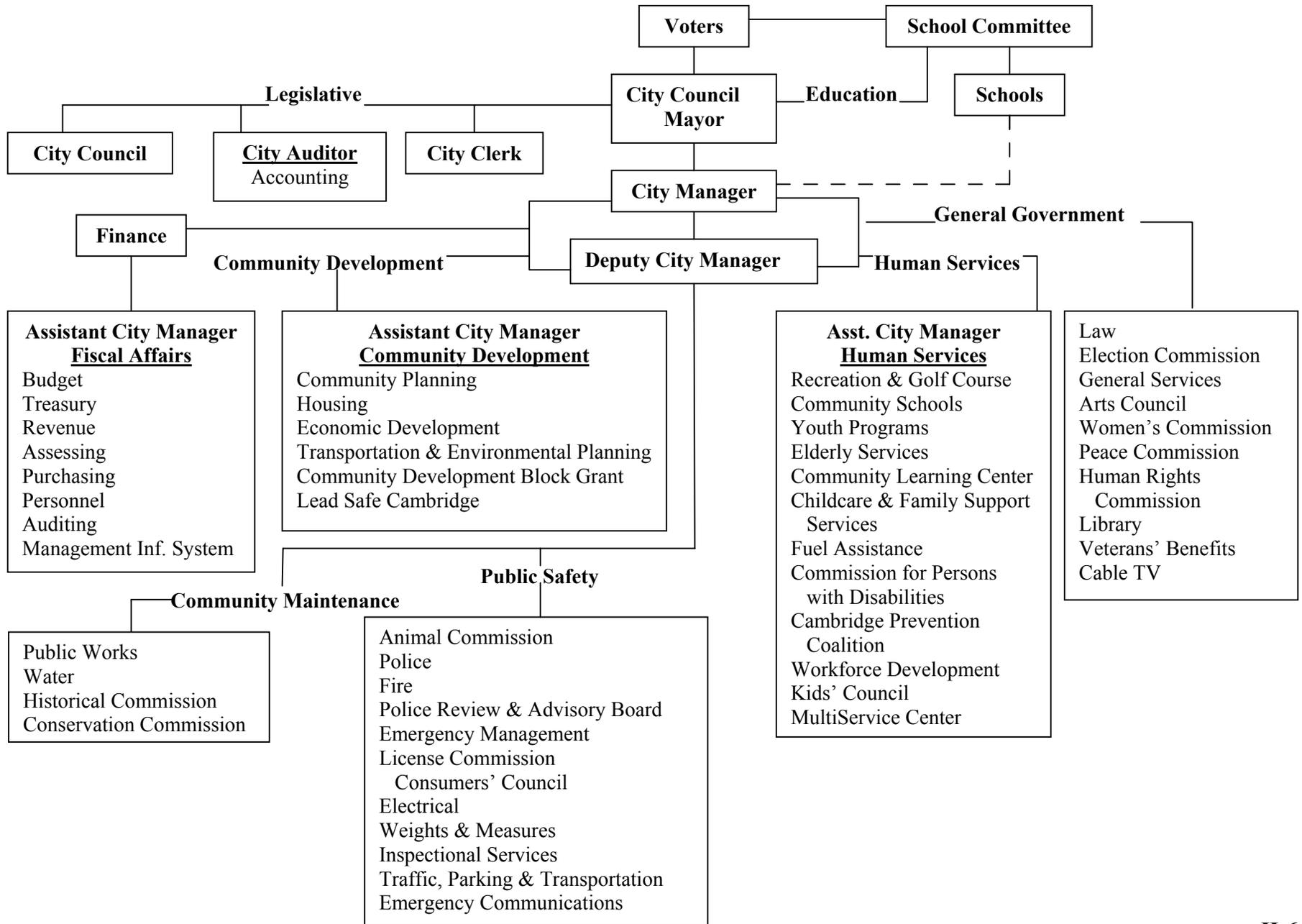
public hearing on the annual budget as submitted by the mayor, at which all interested persons shall be given an opportunity to be heard for or against the proposed expenditures or any item thereof.

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

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

ORGANIZATIONAL CHART

City of Cambridge, Massachusetts



GLOSSARY

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

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

Activity. A specific line of work carried out by a department, division or cost center which constitutes a program.

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

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

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.

Balanced Budget. A budget in which receipts are greater than (or equal to) expenditures. A requirement for all Massachusetts cities and towns.

Basis of Budgeting. See Budget Basis of Accounting.

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

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

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

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

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

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

Capital Program. A plan for capital expenditure to be incurred each year over a fixed period of years to meet capital needs arising from the long term work program. It sets forth each project and specifies the full resources estimated to be available to finance the projected expenditures.

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

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

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

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

used to fund renovations to and the construction of affordable housing as well as open space acquisition and historic preservation.

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

Debt Limits. The general debt limit of a city consists of normal debt limit, which is 2½% of the valuation of taxable property and a double debt limit which is 5% 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 the City Manager to carry out specified public services.

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

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

Enterprise Fund. A fund established to account for operations that are financed and operated in a manner similar to private

business enterprises. The intent is that the full costs of providing the goods or services be financed primarily through charges and fees thus removing the expenses from the tax rate.

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

FY02 Actual. FY02 actual numbers provided by departments based on the departments internal tracking methods.

FY03 Budget. Numbers stated in the FY03 budget document as the FY03 proposed figure for the performance measure. An “n/a” indicates a new measure, one previously not budgeted.

FY03 Projected. Estimate of what will be achieved in FY03 based on year-to-date performance.

FY04 Proposed. Estimated FY04 performance set by the department.

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 year is represented by the date of which it ends. Example: July 1, 2003 to June 30, 2004 is FY04.

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 limitation.

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

GAAP. See Generally Accepted Accounting Principles.

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.

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

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.

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

Intrafund Transactions. Financial transactions between activities within the same fund. An example would be a budget transfer. License and Permit Fees. The charges related to regulatory activities and privileges granted by government in connection with regulations.

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

N/A. The information is not available or not applicable. See FY03 Budget.

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.

Operating Budget. See budget (operating).

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.

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

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

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

Planning. The management function of preparing a set of decisions for action in the future.

Policy. A definite course of action adopted after a review of information, and directed at the realization of goals.

Priority. A value that ranks goals and objectives in order of importance relative to one another.

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 law which became effective on December 4, 1980. The two main components of the law relating to property taxes are: 1) the tax levy cannot exceed 2½% of the full and fair cash value, and 2) for cities and towns at or below the above limit, the tax levy cannot exceed the maximum tax levy allowed for the prior year by more than 2½% (except in cases of property added to the tax rolls and for valuation increases of at least 50% other than as part of a general revaluation).

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 ICBA, Inc. These are the three major agencies which issue credit ratings on municipal bonds.

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

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

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

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

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

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

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

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

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

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

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

Tax Rate. The amount of tax levy stated per \$1 000 in value of the tax base. Prior to a 1978 amendment to the Massachusetts Constitution, a single tax rate applied to all of the taxable real and personal property in a city or town. The 1978 amendment allowed the legislature to create three classes of taxable property: 1) residential real property, 2) open space land, and 3) all other (commercial, industrial, and personal property), each of which may be taxed at a different rate. Within limits, cities and towns are

given the option of determining the share of the levy to be borne by the different classes of property. The share borne by residential real property must be at least 65% of the full rate. The share of commercial, industrial, and personal property must not exceed 175% of the full rate. Property may not be classified until the state department of revenue has certified that all property has been assessed at its full value.

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

Valuation (100%). Requirement that the assessed valuation must be the same as the market value for all properties.

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 2000 Census, the City's population in calendar year 2000 was 101 355, down from a 1950 peak of 120 740, but up from the 1990 population of 95 802.

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 1940, 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 a University City. Harvard, America's oldest University, was established here in 1636, six years after the City itself was founded. It is also home to Lesley University, Cambridge College and the Massachusetts Institute of Technology. Over one-fourth of its residents are students, and over one in seven of all jobs are in these institutions. Yet Cambridge is more than a college town. It features blue collar workers and professionals, political activists, street musicians, and immigrants from around the world.

- Cambridge residents live closely together; only 10 US cities with a population over 50 000 are more dense (Source: 2000 US Bureau of Census).
- Cambridge is a city of 13 neighborhoods, ranging in population from 673 (Cambridge Highlands) to 13 072 (Mid Cambridge) (Source: 2000 US Bureau of Census). Most neighborhoods have their own political and community organizations. Residents often participate vocally in City debates.
- Cambridge is diverse ethnically. Sixty-eight percent of all residents are white; 12% are black; 12% are Asian; and 8% are other races, including American Indian, Pacific Islander, or two or more races in combination. Seven percent (7%) of all residents are of Hispanic background (Source: 2000 US Bureau of Census).
- Cambridge is a city of renters. 71.7% of all households are rented; 28.3% are owned. Approximately 8.6% of homes are single family; 14.4% are two family; 11.3 are three families; 8.8% are in 4-8 unit buildings; 30.7% are in buildings of 9 or more units; 21.2% of units are condominiums; 3.2% are mixed use residential/commercial; and 1.8% are rooming houses. (14.4%) of all units are publicly owned or subsidized (Source: 2003 Community Development Department).

- Nearly two thirds of all local jobs are in services (64%). Service employment is dominated by education, business including research and development and computer/software, engineering and management, and health services. Fifteen percent (15%) of all jobs are in rental and wholesale trade; 5% are in manufacturing. The largest employers in Cambridge include Harvard University, MIT, City of Cambridge, Millenium Pharmaceuticals, Cambridge Public Health Commission, Federal Government, Mt. Auburn Hospital, Biogen, Genzyme, and Draper Laboratories. (Source: Cambridge Community Development Department and cited employers, 2002).
- Cambridge remains an innovator of new industries. Important industries include biotechnology, artificial intelligence, optical instruments, and advanced materials.
- The fastest growing sector of the economy is now the life sciences, including biotechnology firms, medical laboratories and medical instrument makers.

FACTS ON FILE

GENERAL

Population: Source: US Census Bureau 101 355
 Area (Square miles): 6.26

POPULATION CHARACTERISTICS (Source: 2000 US Census Bureau)

	1980	1990	2000
White	82.3%	75.3%	68.1%
Black	10.9%	13.5%	11.9%
Asian	3.8%	8.4%	11.9%
American Indian	0.2%	0.3%	.3%
Two or more races in combination	n/a	n/a	4.6%
Other	2.8%	2.5%	3.2%
TOTAL	100%	100%	100%

Hispanic Origin 4.8% 6.8% 7.4%
Persons of Hispanic origin may be of any race.

GOVERNMENT

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

HOUSING

Type of House	Average Value	# of Parcels
One family	\$769 067	3 584
Two family	\$593 939	3 034
Three family	\$577 078	1 536
Condominium	\$350 403	9 007

(Source: City of Cambridge as of 01/01/02)

GENERAL INFORMATION

Number of registered voters in Cambridge (Source: City's Record as of 01/29/02) 58 838
 Number of Parks & Play areas: 78
 Number of Youth Centers: 5
 Number of Community Schools: 12
 Number of Senior Citizen Centers: 2
 Number of Golf Courses: 1

FOUR LONGEST STREETS

Massachusetts Avenue: 4 miles
 Cambridge Street: 2 miles
 Concord Avenue: 2 miles
 Broadway: 1 mile
 Miles of City Streets: 125 miles

INSTITUTIONS OF HIGHER LEARNING

Harvard University
 Massachusetts Institute of Technology
 Lesley University
 Cambridge College

THE TEN LARGEST EMPLOYERS IN THE CITY:

(Source: Cambridge Community Development Department and cited employers, 2002)

Rank	Name of Employer	Nature of Business	Number of 2002 Employees
1.	Harvard University	Education	8 722
2.	MIT	Education	7 741
3.	City of Cambridge	Government	2 934
4.	Millenium Pharmaceuticals	Biotechnology	1 882
5.	Cambridge Public Health Commission	Medical	1 671
6.	Federal Government	Government	1 632
7.	Mt. Auburn Hospital	Medical	1 528
8.	Biogen, Inc.	Biotechnology	1 400
9.	Genzyme Corporation	Biotechnology	1 161
10.	Draper Laboratories	R & D	953

TAX FACTS

ASSESSMENTS (In Millions)

Fiscal Year	Real Property	Personal Property	Total
2003	17 382.8	368.0	17 750.8
2002	16 532.0	305.1	16 837.1
2001	12 410.1	293.0	12 703.1
2000	10 763.2	274.8	11 038.0
1999	9 286.6	256.2	9 542.8
1998	7 254.7	249.0	7 503.7
1997	7 006.1	236.0	7 242.1
1996	6 783.0	227.0	7 010.0
1995	6 533.4	221.5	6 754.9
1994	6 576.2	213.8	6 790.0

TAX RATES

Fiscal Year	Commercial Industrial	Residential	Full Value
2003	18.67	7.26	11.14
2002	18.81	7.22	11.13
2001	23.39	9.21	14.05
2000	25.16	9.64	14.86
1999	27.25	11.05	16.66
1998	35.98	13.43	20.56
1997	35.78	13.02	20.45
1996	34.89	13.32	20.61
1995	34.86	14.17	21.39
1994	32.78	13.79	20.53

CITY LEVIES

Fiscal Year	Total Levy
2003	197 720 546
2002	187 444 551
2001	178 484 966
2000	164 020 845
1999	159 000 005
1998	154 303 550
1997	148 070 000
1996	144 441 845
1995	144 445 748
1994	139 414 021

BUDGET BASIS OF ACCOUNTING

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

Proposed expenditure appropriations for all departments and operations of the City, except that of public schools, are prepared under the direction of the City Manager. School Department appropriations are acted upon directly by the School Committee up to the level of certain prior year school appropriations. 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's General and Water Funds budgets are prepared on a basis other than generally accepted accounting principles (GAAP basis). The actual results of operations are presented on a "budget (cash) basis" to provide a meaningful comparison of actual results with the budget. The major differences between the budget and GAAP basis are that:

- a) Revenues are recorded when cash is received, (budget) as opposed to when susceptible to actual (GAAP).
- b) Encumbered and continuing appropriations are recorded as the equivalent of expenditures (budget), as opposed to a reservation of fund balance (GAAP).

DEBT POSITION

Based on outstanding debt June 30, 2003

CITY HAS ESTABLISHED A CONSERVATIVE DEBT POLICY. When the City embarked on an aggressive capital improvement program in the mid-1980's, it established a policy of retiring a majority of debt within ten years of the date of issue and allocating funds from reserve accounts to finance projects which would otherwise have been supported through bond proceeds. The City's rapid repayment schedule has given the City considerable flexibility to extend redemption schedules for long-life projects such as the construction of a new water treatment facility and ambulatory care center at The Cambridge Hospital. In addition, key debt ratios such as net direct debt to assessed value and net direct debt per capita are below nationally accepted standards. (see page II-19)

Fiscal Year	Total ¹ Debt	Debt Payment	Interest	Required Appropriation
2003-04	216 151 932	28 056 090	9 231 885	37 287 975
2004-05	188 095 842	26 292 398	8 069 807	34 362 205
2005-06	161 803 444	23 136 004	7 003 262	30 139 266
2006-07	138 667 440	22 212 097	6 037 360	28 249 457
2007-08	116 455 343	20 627 091	5 066 745	25 693 836
2008-09	95 828 252	19 462 674	4 157 367	23 620 041
2009-10	76 365 578	19 506 236	3 259 688	22 765 924
2010-11	56 859 342	16 604 342	2 409 019	19 013 361
2011-12	40 255 000	10 155 000	1 777 336	11 932 336
2012-13	30 100 000	6 895 000	1 389 810	8 284 810
2013-14	23 205 000	4 035 000	1 093 549	5 128 549
2014-15	19 170 000	4 170 000	880 052	5 050 052
2015-16	15 000 000	4 000 000	678 563	4 678 563
2016-17	11 000 000	4 000 000	483 438	4 483 438
2017-18	7 000 000	4 000 000	287 813	4 287 813
2018-19	3 000 000	2 500 000	92 188	2 592 188
2019-20	500 000	500 000	14 063	514 063

1. As of June 30 of the previous fiscal year.

DEBT RATIOS

Population ¹	Assessed Value ²	Net Direct Debt ³	Ratio of Net Direct Debt to Assessed Value	Net Direct Debt Per Capita
101,355	\$ 17,750,735,596	\$ 71,411,272	0.4%	\$ 705

¹ The population figure is from the 2000 U.S. Census. Source: U.S. Department of Commerce Bureau of Census

² The assessed value reflects full market value as of January 1, 2002.

³ The net direct debt is as of June 30, 2002.

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 2 1/2 percent 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 State Emergency Finance 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, and 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), and electric and gas (subject to a separate limit equal to the General Debt Limit, including the same doubling provision). Industrial revenue bonds, electrical revenue bonds and water pollution abatement revenue bonds are not subject to these debt limits. The General Debt Limit and the special debt limit for water bonds apply at the time the debt is authorized. The other special debt limits general apply at the time the debt is incurred.

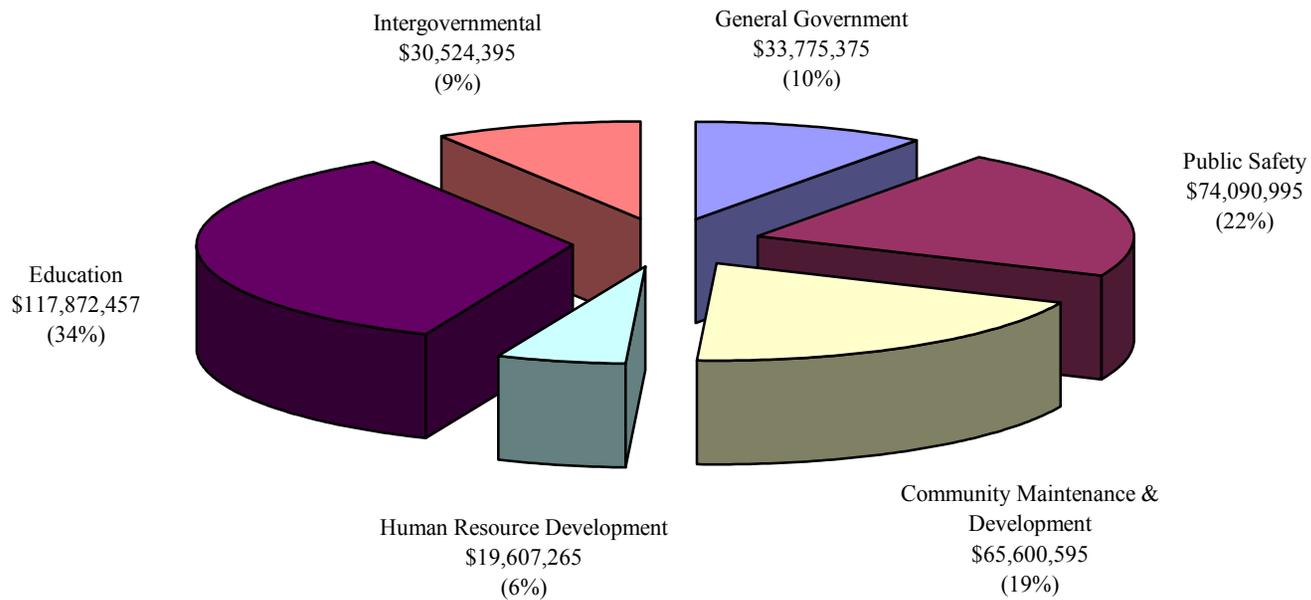
DEBT LIMIT CALCULATION

Equalized Valuation as of January 1, 2002	<u>\$ 18,243,245,900</u>
Debt Limit (2.5% of equalized Valuation)	<u>\$ 456,081,148</u>
Total Outstanding Debt as of June 30, 2003	\$ 216,151,932
Total Authorized / Unissued Debt as of June 30, 2003	<u>148,981,653</u>
Total Outstanding Debt Plus Total Authorized / Unissued Debt	<u>\$ 365,133,585</u>
Amount of Outstanding Debt Outside the Debt Limit	\$ 92,040,295
Amount of Authorized / Unissued Debt Outside the Debt Limit	<u>4,200,000</u>
Outstanding Debt plus Authorized / Unissued Outside the Debt Limit	<u>\$ 96,240,295</u>
Total Outstanding Debt Plus Total Authorized / Unissued Debt	\$ 365,133,585
Outstanding Debt plus Authorized / Unissued Outside the Debt Limit	<u>\$ 96,240,295</u>
Debt Subject to the Debt Limit	<u>\$ 268,893,290</u>
Debt Limit (2.5% of equalized Valuation)	<u>456,081,148</u>
Remaining Borrowing Capacity Under Debt Limit	<u>\$ 187,187,858</u>

FY04 DEBT DISTRIBUTION

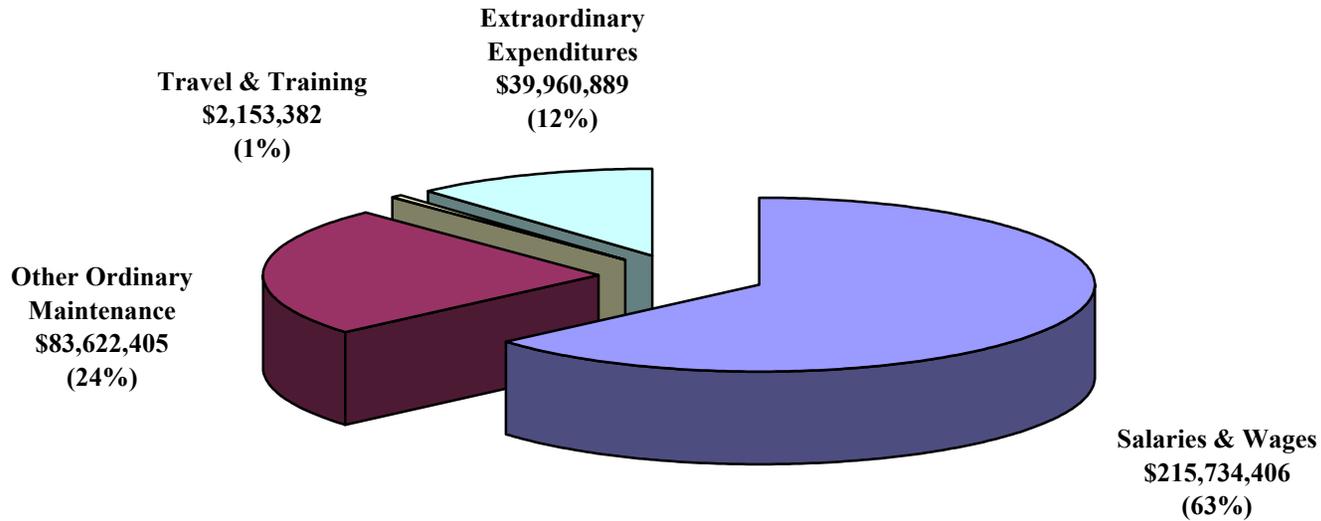
	Debt Payment	Interest	Appropriation
City	\$ 16,218,308	\$ 5,027,305	\$ 21,245,613
School	5,868,000	1,141,509	7,009,509
Water	<u>5,969,782</u>	<u>3,063,071</u>	<u>9,032,853</u>
Total	<u>\$ 28,056,090</u>	<u>\$ 9,231,885</u>	<u>\$ 37,287,975</u>

APPROPRIATION BY FUNCTION



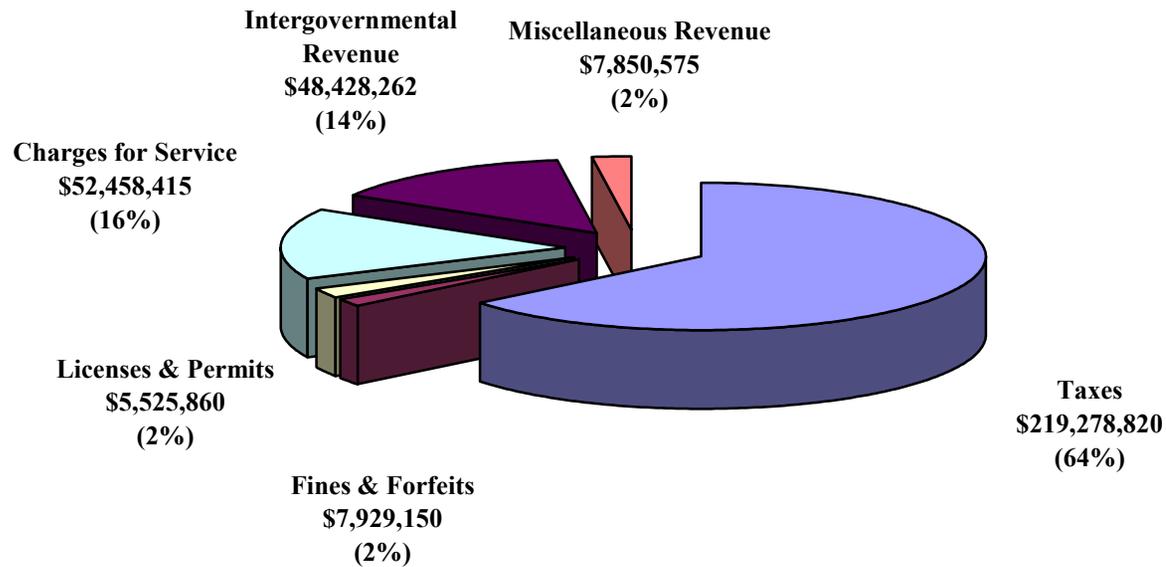
TOTAL BUDGET \$341,471,082

APPROPRIATION BY STATUTORY CATEGORY



TOTAL BUDGET \$341,471,082

REVENUE BY SOURCE



TOTAL BUDGET \$341,471,082

THIS SPACE RESERVED FOR COUNCILLORS' NOTES

GENERAL FUND

TOTAL \$331,754,397

The General Fund is the basic operating fund of the City. It is used to account for all financial resources except those required to be accounted for in another fund. For budget purposes, Community Development Block Grant funds are included in the General Fund. The total General Fund appropriation is \$324,534,012 (which is the City Appropriation of \$341,471,082 less the Water Fund appropriation of \$16,759,655), with an additional \$7,042,970 in General Fund revenues raised to support a wide range of projects in the Public Investment Fund. The \$7,042,970 is the Public Investment Appropriation of \$11,141,405 less \$1,322,820 in Chapter 90, \$500,000 in Parking Fund revenue, \$1,100,000 in Water Service Charges, \$1,039,455 in Street Preservation Offset Fund revenue, and \$136,160 in MWRA Grant revenue.

Salaries & Wages
\$ 211,056,091

Other Ordinary Maintenance
\$ 80,642,180

Travel & Training
\$ 2,130,127

Extraordinary Expenditures
\$ 37,925,999

Taxes
\$ 220,778,820

Licenses & Permits
\$ 5,525,860

Fines & Forfeits
\$ 7,929,150

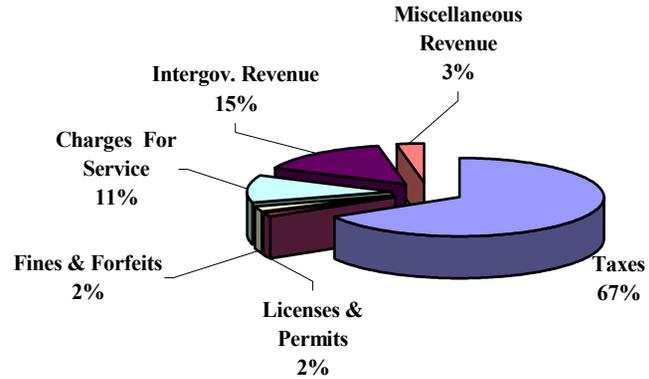
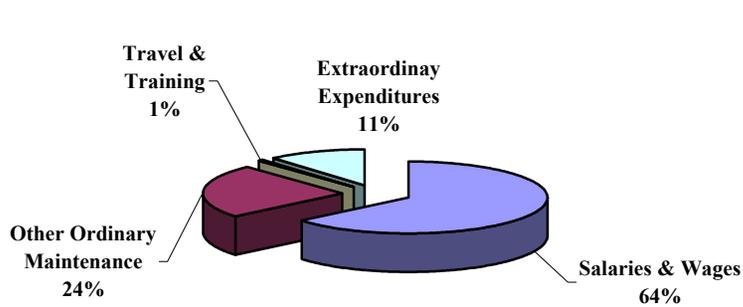
Charges For Service
\$ 38,059,560

Intergovernmental Revenue
\$ 49,385,432

Miscellaneous Revenue
\$ 10,075,575

Expenditures

Revenues



GENERAL FUND THREE YEAR HISTORY

FY04 Total \$331,754,397

The General Fund is the basic operating fund of the City. It is used to account for all financial resources except those required to be accounted for in another fund. For budget purposes, Community Development Block Grant funds are included in the General Fund. The total General Fund appropriation is \$324,534,012 (which is the City Appropriation of \$341,471,082 less the Water Fund appropriation of \$16,759,655), with an additional \$7,042,970 in General Fund revenues raised to support a wide range of projects in the Public Investment Fund. The \$7,042,970 is the City Public Investment Appropriation of \$11,141,405 less \$1,322,820 in Chapter 90, \$500,000 in Parking Fund revenue, \$1,100,000 in Water Service Charges, \$1,039,455 in Street Preservation Offset Fund revenue, and \$136,160 in MWRA Grant revenue.

Salaries & Wages \$ 211,056,091	Other Ordinary Maintenance \$ 80,642,180	Travel & Training \$ 2,130,127	Extraordinary Expenditures \$ 37,925,999		
Taxes \$ 220,778,820	Licenses & Permits \$ 5,525,860	Fines & Forfeits \$ 7,929,150	Charges For Service \$ 38,059,560	Intergovernmental Revenue \$ 49,385,432	Miscellaneous Revenue \$ 10,075,575

FY03 Total \$324,278,745

The General Fund is the basic operating fund of the City. It is used to account for all financial resources except those required to be accounted for in another fund. For budget purposes, Community Development Block Grant funds are included in the General Fund. The total General Fund appropriation is \$315,064,325 (which is the City Appropriation of \$332,178,570 less the Water Fund appropriation of \$17,114,245), with an additional \$9,214,420 in General Fund revenues raised to support a wide range of projects in the Public Investment Fund. The \$9,214,420 is the City Public Investment Appropriation of \$15,373,248 less \$661,410 in Chapter 90, \$340,000 in Parking Fund revenue, \$1,000,000 in Retained Earnings / Water Fund, \$1,724,955 in Street Preservation Offset Fund revenue, and \$2,432,463 in MWRA Grant revenue.

Salaries & Wages \$ 207,075,000	Other Ordinary Maintenance \$ 76,833,010	Travel & Training \$ 2,133,820	Extraordinary Expenditures \$ 38,236,915		
Taxes \$ 204,282,535	Licenses & Permits \$ 5,665,210	Fines & Forfeits \$ 7,942,590	Charges For Service \$ 35,637,605	Intergovernmental Revenue \$ 58,425,005	Miscellaneous Revenue \$ 12,325,800

FY02 Total \$318,229,415

The General Fund is the basic operating fund of the City. It is used to account for all financial resources except those required to be accounted for in another fund. For budget purposes, Community Development Block Grant funds are included in the General Fund. The total General Fund appropriation is \$302,088,680 (which is the City Appropriation of \$318,427,785 less the Water Fund appropriation of \$16,339,105), with an additional \$10,640,735 in General Fund revenues raised to support a wide range of projects in the Public Investment Fund. The \$10,640,735 is the City Public Investment Appropriation of \$12,666,085 less \$687,350 in chapter 90, \$100,000 in Parking Fund revenue, \$238,000 in Water Service Charge and \$1,000,000 in Water Fund revenue and \$5,500,000 in General Fund revenues raised for the Stabilization Fund.

Salaries & Wages \$ 199,893,196	Other Ordinary Maintenance \$ 73,123,934	Travel & Training \$ 2,161,715	Extraordinary Expenditures \$ 43,050,570		
Taxes \$ 200,485,835	Licenses & Permits \$ 5,409,345	Fines & Forfeits \$ 7,478,210	Charges For Service \$ 32,097,060	Intergovernmental Revenue \$ 59,745,285	Miscellaneous Revenue \$ 13,013,680

WATER FUND

TOTAL \$17,859,655

The Water Fund is used to account for the operations and maintenance of the City's water system. The Water Fund is financed by charges for services and miscellaneous revenue. The total FY04 Appropriation is \$16,759,655. In addition, water fund revenues are raised and transferred to the Public Investment Fund (\$1,100,000 to cover improvements to the water system).

Salaries & Wages
\$ 4,678,315

Other Ordinary Maintenance
\$ 2,980,225

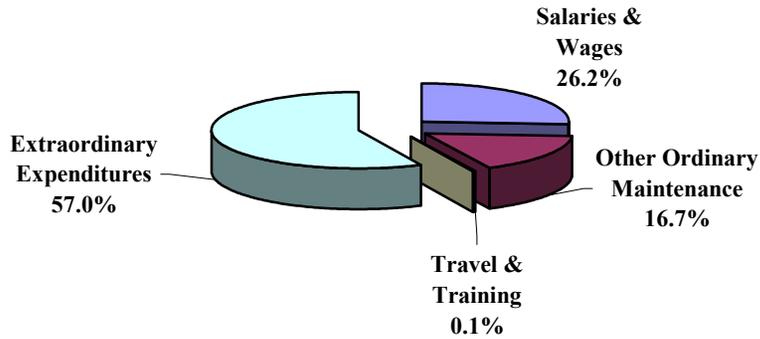
Travel & Training
\$ 23,255

Extraordinary Expenditures
\$ 10,177,860

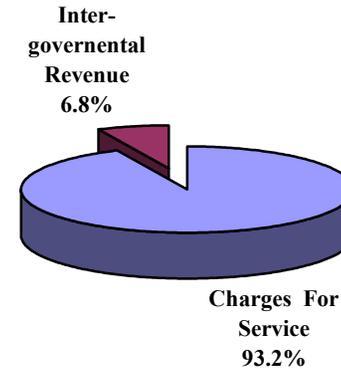
Charges for Service
\$ 16,638,855

Intergovernmental Revenue
\$ 1,220,800

Expenditures



Revenues



WATER FUND THREE YEAR HISTORY

FY04 Total \$17,859,655

The Water Fund is used to account for the operations and maintenance of the City's water system. The Water Fund is financed by charges for services and miscellaneous revenue. The total FY04 appropriation is \$16,759,655. In addition, water fund revenues are raised and transferred to the Public Investment Fund (\$1,100,000 to cover improvements to the water system).

Salaries & Wages
\$ 4,678,315

Other Ordinary Maintenance
\$ 2,980,225

Travel & Training
\$ 23,255

Extraordinary Expenditures
\$ 10,177,860

Charges for Service
\$ 16,638,855

Intergovernmental Revenue
\$ 1,220,800

FY03 Total \$18,114,245

The Water Fund is used to account for the operations and maintenance of the City's water system. The Water Fund is financed by charges for services and miscellaneous revenue. The total FY03 appropriation is \$17,114,245. In addition, water fund revenues are raised and transferred to the Public Investment Fund (\$1,000,000 to cover improvements to the water system).

Salaries & Wages
\$ 4,600,815

Other Ordinary Maintenance
\$ 3,177,350

Travel & Training
\$ 23,255

Extraordinary Expenditures
\$ 10,312,825

Charges for Service
\$ 16,844,790

Intergovernmental Revenue
\$ 1,269,455

FY02 Total \$17,577,105

The Water Fund is used to account for the operations and maintenance of the City's water system. The total FY02 appropriation is \$16,339,105. In addition, water fund revenues are raised and transferred to the Public Investment Fund (\$1,238,000 to cover improvements to the water system).

Salaries & Wages
\$ 4,344,695

Other Ordinary Maintenance
\$ 3,177,225

Travel & Training
\$ 23,255

Extraordinary Expenditures
\$ 10,031,930

Charges for Service
\$ 16,260,175

Intergovernmental Revenue
\$ 1,316,930

PARKING FUND

TOTAL \$13,850,510

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 eleven budgets including an allocation to capital. It should be noted that no expenditures are charged directly to the Parking Fund; instead transfers are made from the Parking Fund to the General Fund and Public Investment Fund to cover related expenditures. The allocation of \$13,850,510 in Parking Fund revenues in the FY04 Budget is as follows: transfer to General Fund (\$13,350,510) and the Public Investment (\$500,000). \$7,636,345 is used for the Traffic, Parking and Transportation Department and the remaining \$5,714,165 will offset salary costs for other City departments (\$5,096,350) debt service on two projects (\$171,875), and cover state assessments (\$445,940).

Salaries & Wages
\$ 9,764,655

Other Ordinary Maintenance
\$ 3,319,580

Travel & Training
\$ 19,400

Extraordinary Expenditures
\$746,875

Licenses & Permits
\$ 220,000

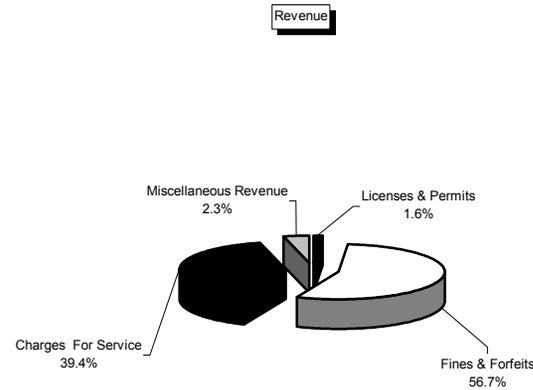
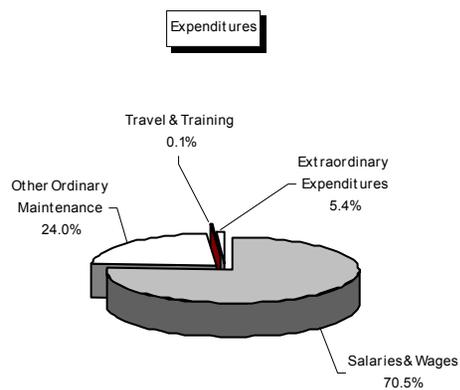
Fines & Forfeits
\$ 7,855,850

Charges for Service
\$ 5,457,020

Miscellaneous Revenue
\$317,640¹

¹\$50,000 of this revenue appears as a private grant. (See page III-52 Traffic Mitigation Funds.)

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



PARKING FUND THREE YEAR HISTORY

FY04 Total \$13,850,510

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 eleven budgets including an allocation to capital. It should be noted that no expenditures are charged directly to the Parking Fund; instead transfers are made from the Parking Fund to the General Fund and Public Investment Fund to cover related expenditures. The allocation of \$13,850,510 in Parking Fund revenues in the FY04 Budget is as follows: transfer to General Fund (\$13,350,510) and the Public Investment (\$500,000). \$7,636,345 is used for the Traffic, Parking and Transportation Department and the remaining \$5,714,165 will offset salary costs for other City departments (\$5,096,350) debt service on two projects (\$171,875), and state assessments (\$445,940).

Salaries & Wages \$ 9,764,655	Other Ordinary Maintenance \$ 3,319,580	Travel & Training \$ 19,400	Extraordinary Expenditures \$746,875
Licenses & Permits \$ 220,000	Fines & Forfeits \$ 7,855,850	Charges for Service \$ 5,457,020	Miscellaneous Revenue \$317,640 ¹

¹\$50,000 of this revenue appears as a private grant. (See page III-52 Traffic Mitigation Funds.)

FY03 Total \$13,757,870

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 eleven budgets including an allocation to capital. It should be noted that no expenditures are charged directly to the Parking Fund; instead transfers are made from the Parking Fund to the General Fund and Public Investment Fund to cover related expenditures. The allocation of \$13,757,870 in Parking Fund revenues in the FY03 Budget is as follows: transfer to General Fund (\$13,417,870) and the Public Investment (\$340,000). \$7,708,930 is used for the Traffic, Parking and Transportation Department and the remaining \$5,708,940 will offset salary costs for other City departments (\$5,256,600) and state assessments (\$452,340).

Salaries & Wages \$ 10,016,490	Other Ordinary Maintenance \$ 3,306,980	Travel & Training \$ 19,400	Extraordinary Expenditures \$ 415,000
Licenses & Permits \$ 250,000	Fines & Forfeits \$ 7,305,290	Charges for Service \$ 5,727,580	Miscellaneous Revenue \$ 475,000 ¹

¹\$50,000 of this revenue appears as a private grant.

FY02 Total \$12,441,570

The Parking Fund is used to record revenue from meter permits, meter collection, resident parking stickers, parking lots and garages, parking fines, and interest earnings. These revenues support a wide range of programs in accordance with Chapter 844 of the General Laws. With limited tax revenues, the Parking Fund is a critical source of City revenue, providing funds to 11 budgets including an allocation to capital. It should be noted that no expenditures are charged directly to the Parking Fund; instead, transfers are made from the Parking Fund to the General Fund and Public Investment Fund to cover related expenditures. The allocation of \$12,441,570 in Parking Fund revenues in the FY02 Budget is as follows: transfer to General Fund (\$12,341,570) and the Public Investment (\$100,000). \$7,231,550 is used for the Traffic, Parking and Transportation Department and the remaining \$5,110,020 will offset salary costs for other City departments (\$4,642,600) and state assessments (\$467,420).

Salaries & Wages \$ 9,517,030	Other Ordinary Maintenance \$ 2,765,140	Travel & Training \$ 19,400	Extraordinary Expenditures \$ 140,000
Licenses & Permits \$ 165,000	Fines & Forfeits \$ 6,834,910	Charges for Service \$ 4,941,660	Miscellaneous Revenue \$ 500,000 ¹

¹\$50,000 of this revenue appears as a private grant. (Traffic Mitigation Funds.)

PROJECTED FUND BALANCES

The projections that are shown in the following two tables are made on a cash basis which is the method on which the City's operating budget is based. The General Fund budget includes expenditures that are financed through transfers from the Health Claims Trust, School Debt Stabilization, Block Grant Health Claims Trust and School Debt Stabilization are included with the Fiduciary Funds. The Water Fund includes all expenditures related to the operation of the water system including the debt service on bonds issued to finance construction of a water treatment plant as well as other improvements to the water system and transfers to the Public Investment Fund to finance certain capital projects.

Projected General Fund Unreserved Fund Balance as of June 30, 2003

Projected FY03 revenues and other financing sources	\$ 318,535,000
Projected FY03 expenditures and other financing uses	<u>\$ 314,035,000</u>
FY03 excess of revenues over expenditures	\$ 4,500,000
Free Cash as of June 30, 2002	\$ 28,706,934
FY03 excess of revenues over expenditures	<u>\$ 4,500,000</u>
Projected Free Cash as of June 30, 2003	\$ 33,206,934
Portion of Free Cash used to fund FY04 budget (including overlay)	<u>\$ 4,025,000</u>
Projected net Free Cash as of June 30, 2003	\$ 29,181,934

Projected Water Fund Unreserved Balance as of June 30, 2003

Projected FY03 revenues and other financing sources	\$ 16,059,455
Projected FY03 expenditures and other financing uses	<u>\$ 18,244,695</u>
FY03 excess of revenues over expenditures ⁽¹⁾	\$ (2,185,240)
Undesignated fund balance as of June 30, 2002	\$ 7,382,899
FY03 deficiency of expenditures over revenues	<u>\$ (2,185,240)</u>
Projected undesignated fund balance as of June 30, 2003	\$ 5,197,659

⁽¹⁾ The FY03 Budget includes the use of \$2,635,000 in Retained Earnings from the Water Fund to cover a portion of the operating budget (\$1,635,000) and \$1,000,000 appropriated in the Public Investment Fund for water system improvements.

HEALTH CLAIMS TRUST AND STABILIZATION FUNDS

HEALTH CLAIMS TRUST FUND

This fund was established by the City during FY85 to act as a contingency against possible deficits in health insurance allotments due to higher than anticipated claims. Employee deductions for healthcare coverage are deposited into this fund and interest earned by the fund is recorded as income to this trust fund. It has been the City's policy to transfer a portion of the balance of this fund to the General Fund to cover a portion of health insurance costs.

Fund balance as of June 30, 2002	\$ 10,697,401
Projected FY03 revenues and other financing sources	\$ 4,000,000
Projected FY03 expenditures and other financing uses	<u>\$ 3,860,000</u>
Projected fund balance as of June 30, 2003	\$ 10,837,401

CITY STABILIZATION FUND

This fund is a statutory reserve account which may be used for purposes for which debt would ordinarily be used. It has several years since a transfer was made from this fund so the balance has increased each year by the amount of interest earned by the fund.

Fund balance as of June 30, 2002	\$ 6,714,522
Projected FY03 revenues and other financing sources	\$ 100,000
Projected FY03 expenditures and other financing uses	<u>\$ -</u>
Projected fund balance as of June 30, 2003	\$ 6,814,522

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. In many cases, reimbursements from the School Building Assistance Bureau (SBAB) to cover debt service costs on bonds issued for either renovations to existing schools or the construction of new schools are received prior to the actual debt service payments. In order to match the revenues and expenditures for these costs, it is necessary to set the revenues aside in this fund until the costs come due.

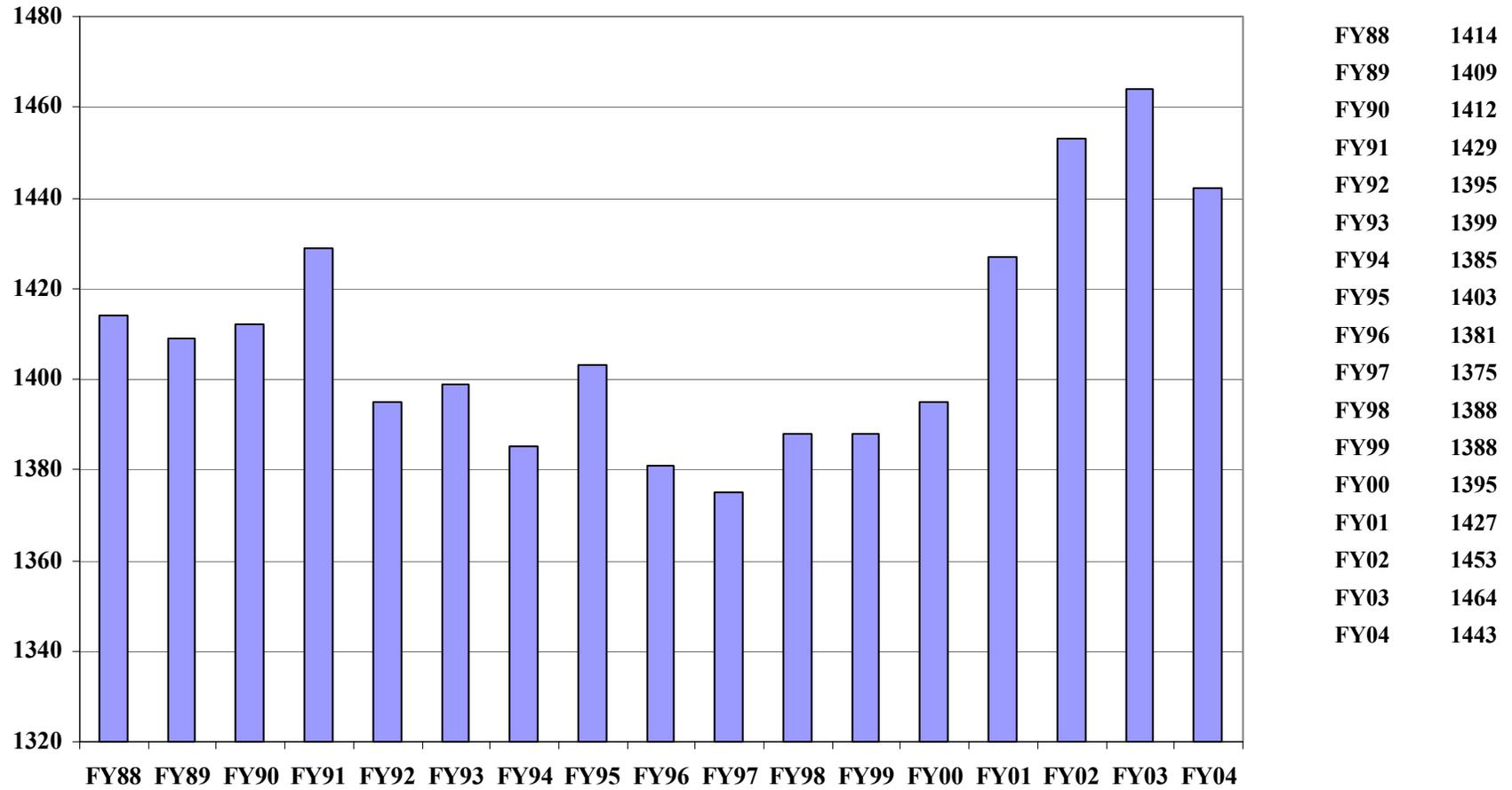
Fund balance as of June 30, 2002	\$ 34,240
Projected FY03 revenues and other financing sources	\$ 500
Projected FY03 expenditures and other financing uses	<u>\$ 34,740</u>
Projected fund balance as of June 30, 2003	\$ -

SCHOOL STABILIZATION FUND

This fund is a statutory reserve account which may be used only for the purpose of offsetting future costs related to the school early retirement program. Interest earned on the balance of this fund is recorded as revenue to the fund.

Fund balance as of June 30, 2002	\$ 441,339
Projected FY03 revenues and other financing sources	\$ 5,000
Projected FY03 expenditures and other financing uses	<u>\$ 265,260</u>
Projected fund balance as of June 30, 2003	\$ 181,079

POSITION LIST COMPARISON Excluding Schools



Only Full Time Positions Are Included in This Chart

POSITION LIST

	FY02 Staff Posts	FY03 Staff Posts	FY04 Staff Posts	FY03-04 Variance + / (-)
MAYOR				
Chief of Staff	1	1	1	-
Asst. to Mayor/School Liaison	1	1	1	-
Secretary to Mayor	1	0	0	-
Executive Secretary/Mayor	0	1	1	-
Asst. to the Mayor/Project Manager	1	0	0	-
Asst. to Mayor/Vice Mayor	0	1	1	-
Asst./Mayor's Constituent Services	1	0	0	-
Manager of Constituent Services	0	1	1	-
TOTAL	5	5	5	-
EXECUTIVE				
City Manager	1	1	1	-
Deputy City Manager	1	1	1	-
Asst. to the City Manager	1	1	1	-
Affirmative Action Director	1	1	1	-
Executive Assistant to the City Manager	1	1	1	-
Administrative Assistant	1	1	1	-
Director/Positive Edge Management Intern	1	0	0	-
Public Information Officer	1	1	1	-
Dir. Citizen Asst. & Services	0	1	0	(1)
PTDM Planning Officer	1	1	1	-
Youth Advocate/Schools/PE	1	0	0	-
TOTAL	11	9	8	(1)
CITY COUNCIL				
Assistant to the City Council	1	1	1	-
Administrative Assistant	1	1	1	-
TOTAL	2	2	2	-
CITY CLERK				
City Clerk	1	1	1	-
Deputy City Clerk	1	1	1	-
Operations Manager	1	1	1	-
Senior Clerk & Stenographer	5	5	6	+1

	FY02 Staff Posts	FY03 Staff Posts	FY04 Staff Posts	FY03-04 Variance + / (-)
CITY CLERK (cont.)				
Senior Clerk & Typist	1	1	0	(1)
Administrative Asst./City Clerk	1	1	1	-
TOTAL	10	10	10	-
LAW				
First Assistant to the City Solicitor	1	1	1	-
Supervising Legal Counsel	1	1	0	(1)
Senior Clerk & Typist	1	1	1	-
City Solicitor	1	1	1	-
Deputy City Solicitor	1	1	1	-
Legal Counsel	5	5	5	-
Office Manager	1	1	1	-
Administrative Assistant	1	1	1	-
TOTAL	12	12	11	(1)
FINANCE/ADMINISTRATION				
Assistant City Manager/ Fiscal Affairs	1	1	1	-
Assistant Finance Director	1	1	0	(1)
Dir. of Financial Systems/Operations	0	0	1	+1
Manager of Financial Systems	1	0	0	-
System Accountant	1	0	0	-
TOTAL	4	2	2	-
FINANCE/BUDGET				
Budget Director	1	1	0	(1)
Budget Dir./Deputy Finance Dir.	0	0	1	+1
Principal Budget Analyst	1	1	1	-
Budget Analyst III	1	0	1	+1
Budget/Financial System Specialist	0	1	0	(1)
Administrative Assistant	1	1	1	-
TOTAL	4	4	4	-
FINANCE/PERSONNEL				
Personnel Director	1	1	1	-

	FY02 Staff Posts	FY03 Staff Posts	FY04 Staff Posts	FY03-04 Variance + / (-)
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FINANCE/PERSONNEL (cont.)

Deputy Personnel Director	1	0	0	-
Employee Relations Manager	1	1	1	-
Personnel Analyst	1	1	1	-
Clerk	1	0	0	-
Claims Manager	1	1	1	-
Personnel Specialist	1	1	1	-
Personnel Generalist	0	0	1	+ 1
Employee Benefits Service Rep.	1	1	1	-
Manager of Employment Services	1	1	1	-
Manager of Benefits & Training	1	0	0	-
Administrative Assistant	1	1	0	(1)
Account Coordinator	0	0	1	+ 1
Employment Resource Specialist	2	2	1	(1)
Sr. Clerk Typist	0	1	1	-
Manager/Training & Development	0	1	1	-
Manager/Benefits & Compensation	0	1	1	-
TOTAL	13	13	13	-

FINANCE/ASSESSING

Director of Assessment	1	1	1	-
Assessor	2	2	2	-
Executive Assistant	1	1	1	-
Property Lister/Data Collector	4	3	3	-
Assessment Analyst	1	1	1	-
Commercial Review Appraiser	1	1	1	-
Senior Assistant Assessor	2	2	2	-
Administrative Assistant	1	1	0	(1)
Customer Service Supervisor	0	0	1	+ 1
Account Clerk	2	2	2	-
Director/Valuation Systems	1	0	0	-
Manager/Residential Valuation	0	1	1	-
TOTAL	16	15	15	-

FINANCE/PURCHASING

Purchasing Agent	1	1	1	-
Assistant Purchasing Agent	1	1	1	-
Mngr. of Construction Procurement	0	1	1	-
Buyer	1	1	1	-
Administrative Assistant	1	0	0	-

	FY02 Staff Posts	FY03 Staff Posts	FY04 Staff Posts	FY03-04 Variance + / (-)
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FINANCE/PURCHASING (cont.)

Assistant Buyers	3	3	3	-
Clerk/Clerical Aide	1	1	1	-
TOTAL	8	8	8	-

FINANCE/AUDITING

City Auditor	1	1	1	-
Senior Clerk & Typist	2	2	2	-
Financial Analyst	1	1	1	-
Field Auditor	1	1	1	-
Manager/Financial Reports Control	1	1	1	-
Jr. Accountant	1	1	1	-
Account Clerk	0	1	1	-
System Accountant	0	1	1	-
TOTAL	7	9	9	-

FINANCE/REVENUE

Revenue Manager	1	1	0	(1)
Manager of Collections	0	0	1	+ 1
Account Clerk	5	4	4	-
Administrative Assistant/Fiscal	1	1	0	(1)
Customer Service Representative	0	0	2	+ 2
Accounts Receivable Assistant	1	1	0	(1)
TOTAL	8	7	7	-

FINANCE/TREASURY

Administrative Assistant/Cash Mgmt.	1	1	1	-
Account Clerk	2	0	0	-
Senior Account Clerk	0	2	2	-
Payroll Manager	1	1	0	(1)
Director of Payroll	0	0	1	+ 1
Junior Accountant	1	1	1	-
TOTAL	5	5	5	-

FINANCE/MIS

MIS Director	1	1	1	-
Deputy Director	0	0	1	+ 1
Sr. Computer Operator	1	0	0	-
Sr. Programmer/System Analyst	1	1	1	-
Information Systems Specialist I	2	3	4	+ 1
Information Systems Specialist II	1	1	1	-

	FY02 Staff Posts	FY03 Staff Posts	FY04 Staff Posts	FY03-04 Variance +/-
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FINANCE/MIS (cont.)

GIS Project Manager	1	1	1	-
MIS Network Engineer	1	1	1	-
MIS Project Engineer	2	4	4	-
GIS Specialist	1	1	1	-
System Administrator	1	1	1	-
Administrative Assistant	1	1	0	(1)
Web Administrator	1	1	0	(1)
Database Administrator	1	1	1	-
Technician Support Supervisor	1	1	0	(1)
Application Specialist	1	1	0	(1)
Operating Systems Manager	0	0	1	+ 1
Application System Analyst	0	0	1	+ 1
GIS Planner	1	1	1	-
TOTAL	18	20	20	-

**GENERAL SERVICES/
TELEPHONE**

Telephone Operator II	1	1	1	-
TOTAL	1	1	1	-

**GENERAL SERVICES/
PRINTING & MAILING**

Supervisor of Printing	1	1	1	-
Senior Offset Machine Operator	1	1	1	-
Offset Duplicating Machine Operator	2	2	2	-
Laborer	1	1	1	-
TOTAL	5	5	5	-

ELECTION

Commissioner	4	4	4	-
Data Entry Operator	1	0	0	-
Executive Director	1	1	1	-
Assistant Director	1	1	1	-
Senior Clerk & Typist	0	1	1	-
Administrative Assistant	1	1	1	-
TOTAL	8	8	8	-

PUBLIC CELEBRATIONS

Executive Director	1	1	1	-
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	FY02 Staff Posts	FY03 Staff Posts	FY04 Staff Posts	FY03-04 Variance +/-
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PUBLIC CELEBRATIONS (cont.)

Administrative Assistant	1	1	1	-
Dir. of Public Arts Program	1	1	1	-
Public Arts Administrator	1	1	1	-
Arts Administrator	1	1	1	-
Events Producer/Community Arts Dir.	1	1	1	-
TOTAL	6	6	6	-

ANIMAL COMMISSION

Director	1	1	1	-
Animal Control Officer	2	2	2	-
TOTAL	3	3	3	-

FIRE

Chief	1	1	1	-
Deputy Chief	12	12	12	-
Captain	18	18	20	+ 2
Lieutenant	49	49	50	+ 1
Firefighter	198	198	193	(5)
Apparatus Repairperson	2	2	2	-
Asst. Apparatus Repairperson	1	1	1	-
Administrative Assistant	2	1	1	-
Account Clerk	0	2	2	-
Info. System Specialist	1	1	1	-
TOTAL	284	285	283	(2)

POLICE

Police Commissioner	1	1	1	-
Superintendent	2	2	2	-
Deputy Superintendent	4	4	5	+ 1
Captain	1	1	1	-
Lieutenant	12	13	14	+ 1
Sergeant	33	33	34	+ 1
Police Officer	219	221	216	(5)
Police Planner	1	0	1	+ 1
Dir. of Planning/Budget Personnel	0	1	0	(1)
Training Coordinator	1	1	1	-
Crime Analyst	1	1	1	-
Crime Analyst III	1	1	1	-

	FY02 Staff Posts	FY03 Staff Posts	FY04 Staff Posts	FY03-04 Variance +/-
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POLICE (cont.)

Personnel Assistant	1	1	1	-
Identification Technician	2	2	2	-
Administrative Assistant	1	1	2	+1
Account Clerk	2	2	2	-
Clerk & Typist	7	7	8	+1
Clerk/Clerical Aide	5	5	3	(2)
Data Entry Operator	1	1	0	(1)
Domestic Violence/Program Asst.	1	1	1	-
Automotive Mechanic	3	3	3	-
Property Clerk/Armorer	2	2	2	-
Student Intern	3	3	3	-
Senior Clerk & Typist	2	2	2	-
Junior Accountant	1	1	1	-
Information Systems Manager	1	1	1	-
Staff Assistant/Legal	1	1	1	-
TOTAL	309	312	309	(3)

**TRAFFIC, PARKING &
TRANSPORTATION**

Dir./Traffic, Prkg. & Transportation	1	1	1	-
Deputy Director	1	1	1	-
Assistant Director	1	1	0	(1)
Principal Electrical Engineer	1	1	1	-
Jr. Traffic Engineering Aide	1	1	1	-
Assistant Traffic Engineer	1	1	1	-
Traffic Investigator	2	2	2	-
Parking Coordinator	1	1	1	-
Admin. Hearings Officer	1	1	1	-
Senior Clerk & Typist	1	0	0	-
Parking Services Supervisor	1	1	1	-
Clerk/Clerical Aide	1	1	1	-
Parking Violation Cashier	5	5	5	-
Parking Ticket Analyst	1	1	1	-
Working Foreperson/ Traffic Maintenance Person	5	5	5	-
Traffic Maintenance Person	9	9	12	+3
Working Foreperson/ Parking Meter Repairperson	3	3	3	-

	FY02 Staff Posts	FY03 Staff Posts	FY04 Staff Posts	FY03-04 Variance +/-
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**TRAFFIC, PARKING &
TRANSPORTATION (cont.)**

Laborer	3	3	0	(3)
Senior Storekeeper	1	1	1	-
Operational Foreperson	1	1	1	-
Parking Control Officer	33	33	33	-
Parking Control Supervisor	3	3	2	(1)
Administrative Assistant	1	2	2	-
Parking Service Coordinator	1	1	1	-
Asst. Parking Services Coord.	0	0	1	+1
E. Cambridge Traffic Coordinator	1	1	1	-
Permit Supervisor	1	1	1	-
Admin. Aide	1	1	1	-
TOTAL	82	82	81	(1)

**POLICE REVIEW &
ADVISORY BOARD**

Executive Secretary	1	1	1	-
TOTAL	1	1	1	-

INSPECTIONAL SERVICES

Commissioner	1	1	1	-
Assistant Commissioner- Zoning/Building	1	1	1	-
Senior Building Inspector	1	1	1	-
Building Inspector	5	5	5	-
Inspector of Gas Fittings/ Plumbing & Gas Inspector	2	2	2	-
Wire Inspector	2	2	2	-
Code Inspector/Constable	1	1	1	-
Senior Sanitary Inspector	1	1	1	-
Sanitary Housing/ Inspector	5	5	5	-
Senior Clerk & Typist	1	2	2	-
Clerk & Typist	3	2	2	-
Assistant Building Inspector	1	1	1	-
Administrative Assistant	1	1	1	-
Senior Code Enforcement Inspector	1	1	1	-
Assistant to Commissioner/ Operation	1	1	1	-

	FY02 Staff Posts	FY03 Staff Posts	FY04 Staff Posts	FY03-04 Variance +/(-)
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INSPECTIONAL SERVICES (cont.)

Zoning Specialist	1	1	1	-
TOTAL	28	28	28	-

LICENSE COMMISSION

Chairperson	1	1	1	-
Dir./Consumer Commissioner	1	1	1	-
Information and Referral Assistant	1	1	1	-
Senior Clerk & Typist	1	2	2	-
Executive Secretary	1	1	1	-
Chief Licensing Investigator	1	1	1	-
Administrative Assistant	1	1	1	-
Clerk & Typist	1	0	0	-
Executive Assistant	1	1	1	-
TOTAL	9	9	9	-

WEIGHTS & MEASURES

Sealer of Weights & Measures	1	1	1	-
TOTAL	1	1	1	-

ELECTRICAL

City Electrician	1	1	1	-
Electrician	5	5	5	-
Signal Maintainer	2	2	2	-
Signal Maintainer Helper	1	1	0	(1)
Administrative Assistant	1	1	1	-
Assistant City Electrician	2	2	2	-
Network Manager	1	1	1	-
TOTAL	13	13	12	(1)

EMERGENCY MANAGEMENT

Emergency Management Director	1	1	1	-
Administrative Assistant	0	1	1	-
TOTAL	1	2	2	-

EMERGENCY COMMUNICATIONS

Emergency Communications Dir.	1	1	1	-
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	FY02 Staff Posts	FY03 Staff Posts	FY04 Staff Posts	FY03-04 Variance +/(-)
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EMERGENCY

COMMUNICATIONS (cont.)

Administrative Assistant/ Emergency Communications Public Safety Computer System Manager	1	1	1	-
Chief Supervisor/Emergency Fire Alarm Operator	1	1	1	-
Communication Supervisor	6	6	5	(1)
Emergency Telecom Dispatcher	6	6	6	-
Info. System Specialist/Public Safety	22	22	23	+1
TOTAL	39	39	39	-

PUBLIC WORKS

Commissioner	1	1	1	-
Asst. Commissioner /Operations	1	1	1	-
Superintendent of Streets	1	1	1	-
Facilities Supervisor	1	1	1	-
Superintendent/Construction Public Buildings	1	1	1	-
Superintendent of Cemeteries	1	1	1	-
Refuse & Parks Inspector	1	1	1	-
Compliance Officer	0	1	1	-
Inventory Control Specialist	0	0	1	+1
Asst. Commissioner/Administration	1	1	1	-
Payroll Analyst	1	1	1	-
Clerk & Typist	2	1	0	(1)
Senior Clerk & Typist	1	1	1	-
Asst. Commissioner/City Engineer Engineer II	1	1	1	-
Sr. Sewer Collection System Engr.	1	0	1	+1
Jr. Sewer System Collection Engr.	2	2	2	-
Administrative Asst. Engineering	1	1	1	-
Autocad/GIS Technician	1	1	1	-
Highway Foreperson	6	6	0	(6)
Public Works Supervisor	0	0	10	+10
Working Foreperson	21	21	21	-
MEO III	5	4	3	(1)
MEO II	11	11	12	+1

	FY02 Staff Posts	FY03 Staff Posts	FY04 Staff Posts	FY03-04 Variance +/(-)
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PUBLIC WORKS (cont.)

MEO I	7	7	6	(1)
Laborer	65	65	64	(1)
Skilled Laborer	46	46	45	(1)
Dispatcher	1	1	1	-
Account Clerk	1	1	1	-
Master Mechanic	1	1	1	-
City Arborist	1	1	1	-
Asst. Business Manager	1	0	0	-
Parks Dist. Supervisor	3	3	0	(3)
Construction Utility Inspector	1	1	2	+1
Engineering Coop Student	3	3	3	-
Superintendent of Parks	1	1	1	-
Supervisor of Sanitation	1	1	1	-
Supervisor of Building Maintenance	1	1	1	-
Information System Manager	1	1	1	-
Director Recycling	1	1	1	-
Program Manager Recycling	1	1	1	-
Senior Construction Engineer	1	1	1	-
Manager Human Resource	1	1	1	-
Administrative Assistant	3	4	5	+1
Administrative Assistant Permits	1	1	1	-
Supervisor of Building Operations	1	1	1	-
Engineering Projects Coordinator	1	1	1	-
Supervisor Sewer Maintenance/Eng.	0	0	1	+1
Supervisor of Public Construction	0	1	1	-
Sewer Use Compliance Officer	2	2	2	-
Senior Engineer/Surveyor	1	1	0	(1)
Turf and Landscape Manager	1	1	1	-
Project Administrator/Landscape	1	1	1	-
Accounts Payable Assistant	1	1	1	-
Accounting Manager	0	1	1	-
Fiscal Director	1	1	1	-
Staff Engineer	1	1	0	(1)
Project Coordinator	1	1	0	(1)
Operations Manager	1	1	1	-
Off-Hours Supervisor	1	1	0	(1)
Community Relations Manager	1	1	1	-
Project Manager/Engineering	2	2	2	-
Resident Engineer	1	1	1	-

	FY02 Staff Posts	FY03 Staff Posts	FY04 Staff Posts	FY03-04 Variance +/(-)
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PUBLIC WORKS (cont.)

Fleet Maintenance Specialist	1	1	0	(1)
Project Fiscal Manager	1	1	1	-
TOTAL	223	223	220	(3)

WATER

Managing Director	1	1	1	-
Account Clerk	1	1	0	(1)
Senior Clerk & Typist	1	2	2	-
Watershed Resource Manager	1	1	1	-
Working Foreperson	6	6	6	-
Water Crafts/Skilled Laborer	7	7	8	+1
Water Quality Control Supervisor	1	0	0	-
Filter Operator IV	1	0	0	-
Treatment Operator	1	0	0	-
Water Service Inspector	3	4	4	-
Reservoir Caretaker	2	2	2	-
Water Meter Repairperson/ Installer	1	1	1	-
MEO II A	5	5	5	-
Watershed Manager	1	1	1	-
Cross Connection Inspector	3	3	3	-
Manager of Distribution	1	1	1	-
Chief Ranger	1	1	1	-
Facilities Manager	0	0	1	+1
Production Manager	0	0	1	+1
Asst. Manager Program Dev.	1	1	1	-
Business Manager	1	1	1	-
Senior Storekeeper	1	1	0	(1)
Data Entry	1	1	1	-
Asst. Manager Distribution	1	1	1	-
MEO I/Laborer	2	2	0	(2)
Distribution Supervisor	2	2	2	-
Administrative Assistant	1	0	0	-
Construction Inspector	2	2	2	-
Engineer/Water	1	1	1	-
Water Quality Technician	1	1	1	-
Instrumentation and Maint. Mngr.	1	1	1	-
Team Leader System Operator	4	4	4	-
System Operator	4	4	4	-

	FY02 Staff Posts	FY03 Staff Posts	FY04 Staff Posts	FY03-04 Variance +/-
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WATER (cont.)

Water Quality Supervisor	1	1	1	-
Treatment Plant Manager	1	1	0	(1)
Reservation Site Supervisor	1	1	1	-
Assistant Site Supervisor	1	1	1	-
Assistant Water Quality Supervisor	1	1	1	-
Manager of Engr. & Program Dev.	1	1	1	-
Assistant to Managing Director	1	1	1	-
Assistant Business Manager	0	1	1	-
Lab Manager	0	1	1	-
TOTAL	67	67	65	(2)

COMMUNITY DEVELOPMENT

Assistant City Manager/ Community Development	1	1	1	-
Deputy Director	1	1	1	-
Executive Director/JAS	1	1	1	-
Chief Project Planner/ Dir. of Community Planning	1	1	1	-
Chief Project Planner/ Dir. of Economic Development	1	1	1	-
Chief Project Planner/ Dir. of Environmental & Transportation	1	1	1	-
C.D.B.G. Manager	1	1	1	-
Chief Project Planner/ Sr. Transportation Planner	1	1	0	(1)
Chief Project Planner/Dir. of Housing	1	1	1	-
Chief Project Planner/ Sr. Land Use & Zoning Planner	1	1	1	-
Chief Project Planner/ Urban Designer	1	1	1	-
Youth Program Manager/JAS	1	1	0	(1)
Project Planner/Business/ Finance Liaison	1	1	1	-
Project Planner/Zoning Specialist	1	1	1	-
Project Planner/Construction Engr.	1	1	1	-
Project Planner/Housing	3	3	3	-
Project Planner/Transportation	1	1	1	-
Project Planner/Landscape Architect	1	1	1	-

	FY02 Staff Posts	FY03 Staff Posts	FY04 Staff Posts	FY03-04 Variance +/-
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COMMUNITY DEV. (cont.)

Project Planner/Data Manager	0	1	1	-
Project Manager/Environmental	1	1	1	-
Chief Fiscal Officer	1	1	1	-
Assistant Fiscal Officer	1	1	1	-
Associate Planner/Urban Design	1	1	1	-
Associate Planner/Data Manager	1	0	0	-
Associate Planner/Construction Mngr	2	2	1	(1)
Associate Planner/ Community Planner	3	2	2	-
Associate Planner/Traffic Calming Project Manager	1	1	1	-
Associate Planner/Land Use	0	1	1	-
Associate Planner/Transportation				
Demand Management Planner	1	1	1	-
Associate Planner/Transportation				
Improvement Plan Coordinator	1	1	1	-
Project Administrator/Administration	2	2	2	-
Assistant Planner/Housing	1	1	1	-
Administrative Asst./Administration	1	1	1	-
Administrative Assistant/Fiscal	1	1	1	-
Administrative Assistant/Housing	1	1	1	-
Senior Account Clerk	1	1	1	-
Associate Planner/Economic Dev.	2	2	2	-
Associate Planner/Block Grant	1	1	1	-
Project Planner/Environ. Proj. Mgr.	1	1	1	-
Project Administrator/Environmental	1	1	1	-
Administrative Asst./Com. Planning	1	1	1	-
GIS Specialist	1	1	1	-
TOTAL	47	47	44	(3)

HISTORICAL COMMISSION

Executive Director	1	1	1	-
Assistant Director	1	1	1	-
Oral Historian	1	1	1	-
Preservation Administrator	1	1	1	-
TOTAL	4	4	4	-

CONSERVATION COMMISSION

Director of Conservation	1	1	1	-
TOTAL	1	1	1	-

	FY02 Staff Posts	FY03 Staff Posts	FY04 Staff Posts	FY03-04 Variance +/(-)
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PEACE COMMISSION

Executive Director	1	1	1	-
TOTAL	1	1	1	-

CABLE TELEVISION

Director/Cable Television	1	1	1	-
Administrative Assistant	1	1	1	-
Municipal Production Assistant	2	2	2	-
Municipal Access Programmer	1	1	1	-
Video Tape Editor	1	1	1	-
TOTAL	6	6	6	-

LIBRARY

Director of Libraries	1	1	1	-
Assistant Director	2	2	2	-
Associate Librarian	5	5	5	-
Librarian V	4	0	0	-
Library System Analyst/Arch.	1	1	1	-
Librarian IV	11	0	0	-
Senior Librarian	0	8	8	-
Librarian III	12	0	0	-
Librarian II	7	0	2	+2
Library I	4	0	0	-
Library Technician	2	0	0	-
Administrative Assistant	1	1	1	-
Senior Building Custodian	1	1	1	-
Building Custodian	1	1	1	-
Building Maintenance Person	1	1	1	-
Laborer	2	2	2	-
Business/Facility Manager	1	1	1	-
Information System Coordinator	1	1	1	-
Senior Sub I	2	0	0	-
Branch Manager	0	6	6	-
Staff Librarian	0	12	15	+3
Literacy Specialist	0	1	1	-
Library Associate	0	7	4	(3)
Library Asst.	0	9	7	(2)
TOTAL	59	60	60	-

	FY02 Staff Posts	FY03 Staff Posts	FY04 Staff Posts	FY03-04 Variance +/(-)
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HUMAN SERVICES

Deputy Director/DHSP	1	1	1	-
Administrative Assistant/DHSP	2	2	2	-
Asst. City Manager/Human Services	1	1	1	-
Facilities Equipment/Manager	1	1	1	-
Admin. Asst./Personnel/DHSP	1	1	1	-
Senior Clerk & Typist	4	4	4	-
Senior Account Clerk	2	2	2	-
Division Head/Administrative	1	1	1	-
Personnel Administrator/Fuel Dir.	1	1	1	-
Division Head/MIS	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	-
Youth Services/MSYEP Coordinator	1	1	1	-
Career Counselor/CEP	1	1	1	-
Coordinator/CEP Services	1	1	1	-
Employment Resources Specialist	0	0	1	+1
Business Liaison	1	1	0	(1)
Youth Program Director	1	1	1	-
Division Head/Planning & Dev.	1	1	1	-
Planner	1	1	1	-
Grants Manager/DHSP	1	1	1	-
Children & Youth Services Planner	1	1	1	-
Grant Assistant/Planning/DHSP	1	1	1	-
Coordinator-ADA/Executive Dir.	1	1	1	-
Disabilities Project Coordinator	1	1	1	-
Executive Director/Kids Council	1	1	1	-
Housing Specialist/Elderly/Disab	1	1	1	-
Multiservice Center Director	1	1	1	-
Case Manager	2	2	2	-
Haitian Services Coordinator	1	1	1	-
Division Head/Community & Youth	1	1	1	-
Community School Director	13	12	11	(1)
Program Manager/Developer	2	2	2	-
Admin. Asst./Community Schools	1	1	1	-
Division Head/Recreation	1	1	1	-

	FY02 Staff Posts	FY03 Staff Posts	FY04 Staff Posts	FY03-04 Variance +/-
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HUMAN SERVICES (cont.)

Danehy Site Supervisor	1	1	1	-
Asst. Site Supervisor	2	2	2	-
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 Referral Specialist	1	1	1	-
Case Manager	1	1	1	-
Facilities Coordinator/Seniors	1	1	1	-
Meals Coordinator/COA	0	1	1	-
Food Services Manager/COA	0	1	1	-
Bus Driver/COA	1	1	1	-
Senior Center Director	1	1	1	-
Activities/Volunteer Coordinator	1	1	1	-
Div. Head/Child Care Family Services	1	1	1	-
Teacher/Daycare	10	12	12	-
Head Teacher/Daycare	7	8	6	(2)
Teacher/Director/Childcare	4	5	6	+1
Principal Clerk	1	1	1	-
Preschool Manager	1	1	1	-
Afterschool Manager	1	1	1	-
Coordinator/Childcare	1	1	1	-
Housing Search Coordinator	1	0	0	-
Chief Golf Professional	1	0	0	-
Director of Golf	0	1	1	-
Golf Professional	1	1	1	-
Groundworker II	1	1	1	-
Greenskeeper	1	1	1	-
Greens Assistant	1	1	1	-
Div. Head/Comm. Learning Center	1	1	1	-

	FY02 Staff Posts	FY03 Staff Posts	FY04 Staff Posts	FY03-04 Variance +/-
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HUMAN SERVICES (cont.)

Diploma Consultant	1	1	1	-
Teacher/Community Learning Center	5	6	6	-
Division Head/Youth Program	1	1	1	-
Youth Activities Coordinator	4	4	4	-
Youth Center Program Director	5	5	5	-
Youth Center Director	5	5	5	-
Youth Advocate/Schools	0	1	0	(1)
Director/Positive Edge	0	1	0	(1)
TOTAL	125	132	128	(4)

**COMMISSION ON THE
STATUS OF WOMEN**

Executive Director	1	1	1	-
Project Coordinator/Office Manager	1	1	1	-
TOTAL	2	2	2	-

HUMAN RIGHTS COMMISSION

Executive Director	1	1	1	-
Project Coordinator/Office Manager	1	1	1	-
TOTAL	2	2	2	-

**VETERANS' BENEFITS/
SERVICES**

Director of Veterans' Services	1	1	1	-
Deputy Director/Veterans' Services	1	1	1	-
Administrative Assistant	1	1	1	-
TOTAL	3	3	3	-

GRAND TOTAL 1 453 1 464 1 443 (21)

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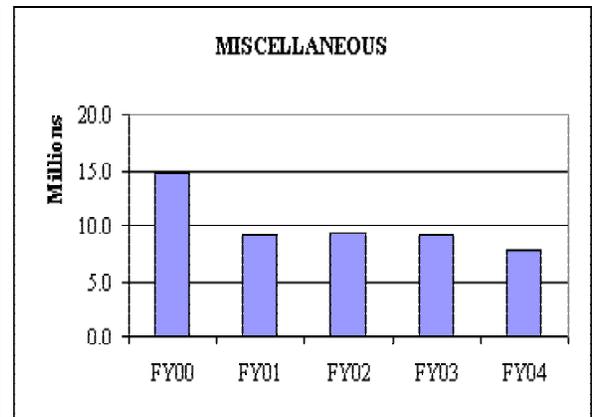
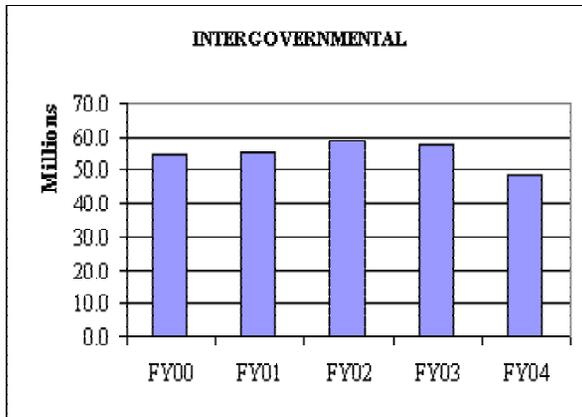
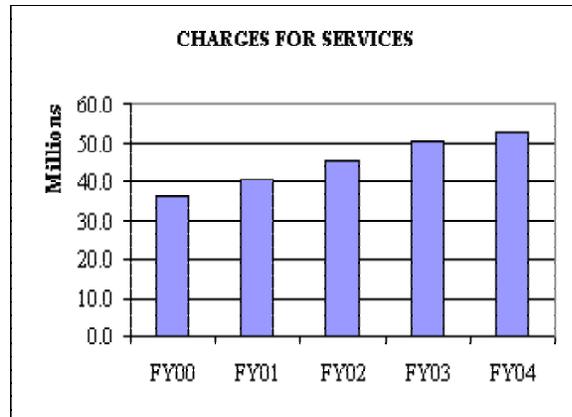
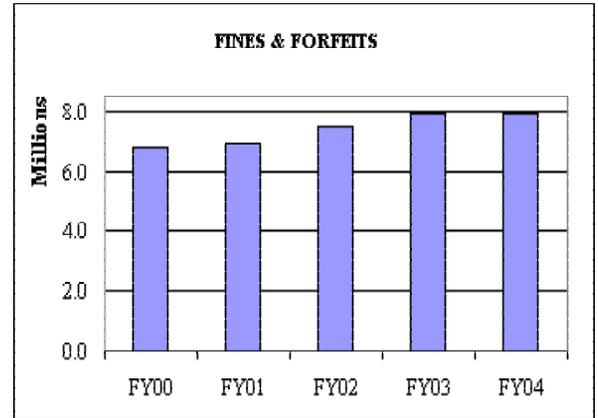
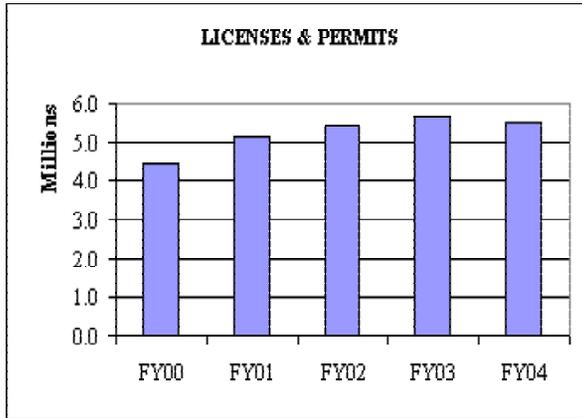
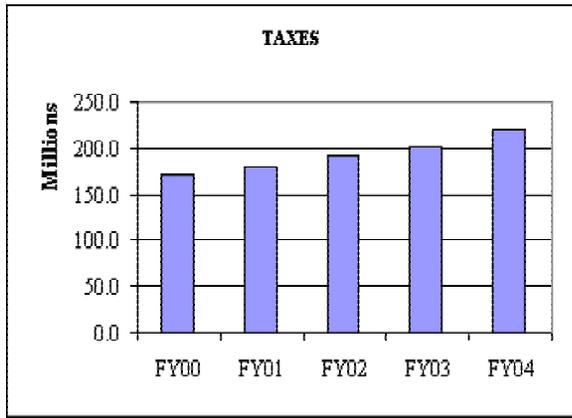
SUMMARY: OPERATING BUDGET (all funds)

FY02 ACTUAL	FY03 PROJECTED	PROGRAM EXPENDITURES	FY04 BUDGET
27 603 968	28 530 515	General Government	33 775 375
70 598 133	73 650 760	Public Safety	74 090 995
57 716 447	63 393 585	Community Maintenance & Development	65 600 595
18 244 046	19 372 835	Human Resource Development	19 607 265
112 563 834	116 562 345	Education	117 872 457
<u>28 018 936</u>	<u>29 721 125</u>	Intergovernmental	<u>30 524 395</u>
314 745 364	331 231 165		341 471 082

FINANCING PLAN	FY04 BUDGET
Taxes	219 278 820
Licenses & Permits	5 525 860
Fines & Forfeits	7 929 150
Charges for Service	52 458 415
Intergovernmental Revenue	48 428 262
Miscellaneous Revenue	<u>7 850 575</u>
	341 471 082

FIVE YEAR BUDGETED REVENUE ANALYSIS

FISCAL YEAR	TAXES	LICENSES & PERMITS	FINES & FORFEITS	CHARGES FOR SERVICES	INTER-GOVERNMENTAL	MISCELLANEOUS	TOTAL
FY00	\$171,005,395	\$4,470,225	\$6,768,840	\$36,303,885	\$54,646,740	\$14,811,150	\$288,006,235
FY01	179,351,795	5,138,105	6,925,130	40,600,900	55,288,540	9,218,180	296,522,650
FY02	191,971,835	5,409,245	7,478,210	45,409,235	58,895,480	9,263,680	318,427,685
FY03	201,297,535	5,665,210	7,942,590	50,442,395	57,605,040	9,225,800	332,178,570
FY04	219,278,820	5,525,860	7,929,150	52,458,415	48,428,262	7,850,575	341,471,082



**OPERATING BUDGET
- Summary**

ACTUAL FY02	PROJECTED FY03		BUDGET FY04
193 137 927	206 194 005	TAXES	219 278 820
7 435 908	10 581 530	LICENSES AND PERMITS	5 525 860
8 286 855	8 473 300	FINES AND FORFEITS	7 929 150
49 709 045	52 195 705	CHARGES FOR SERVICES	52 458 415
58 397 371	53 792 365	INTERGOVERNMENTAL REV.	48 428 262
<u>8 057 236</u>	<u>8 564 150</u>	MISCELLANEOUS REVENUE	<u>7 850 575</u>
325 024 342	339 801 055		341 471 082

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

MAXIMIZING NON-TAX REVENUES. The City will continue its policy of seeking alternative revenue sources to lower the tax burden for City services, enforcing its license and permits policies, charging users for specific services where feasible, and aggressively collecting outstanding parking fines. This chart shows the revenue breakdown, by percentage, of the six major revenue accounting categories for a five-year period.

FISCAL YEAR	TAXES	LICENSES & PERMITS	FINES & FORFEITS	CHARGES FOR SERVICES	INTER- GOVERN- MENTAL	MISCELLA- NEOUS
FY04	64.2%	1.6%	2.3%	15.4%	14.2%	2.3%
FY03	60.6%	1.7%	2.4%	15.2%	17.3%	2.8%
FY02	60.3%	1.7%	2.3%	14.2%	18.5%	3.0%
FY01	60.5%	1.7%	2.3%	13.7%	18.7%	3.1%
FY00	59.4%	1.5%	2.4%	12.6%	19.0%	5.1%

THIS SPACE RESERVED FOR COUNCILLORS' NOTES

**TAXES
- Summary**

ACTUAL FY02	PROJECTED FY03	BUDGET FY04
170 950 430	183 344 005	REAL PROPERTY TAX 196 263 820
5 739 618	6 900 000	PERSONAL PROPERTY TAX 7 400 000
5 895 998	5 800 000	MOTOR VEHICLE EXCISE TAX 5 600 000
4 907 532	4 600 000	HOTEL/MOTEL EXCISE TAX 4 600 000
1 673 960	1 500 000	CORPORATION EXCISE TAX 1 400 000
327 465	450 000	PENALTIES & DELINQ. INT. 415 000
<u>3 642 924</u>	<u>3 600 000</u>	IN-LIEU OF TAX PAYMENTS <u>3 600 000</u>
193 137 927	206 194 005	<u>219 278 820</u>

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

value every three years. The next revaluation will occur in FY05.

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 conduits.

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. Massachusetts law permits cities and towns to impose a local room occupancy excise tax of four percent 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.

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

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

**TAXES
- Real Property Tax**

ACTUAL FY02	PROJECTED FY03		BUDGET FY04
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170 950 430

183 344 005

REAL PROPERTY TAX 196 263 820

**TAX LEVIES AND COLLEC-
TIONS.** 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) Amount</u>	<u>% of Net Levy</u>
FY03	197 720 546	4 145 298	193 575 248	-	-
FY02	187 444 551	4 261 178	183 183 373	182 954 775	99.9%
FY01	178 484 966	4 290 541	174 194 425	173 621 734	99.7%
FY00	164 020 845	4 270 845	159 750 000	161 042 071	100.8%
FY99	159 000 006	4 250 006	154 750 000	155 715 163	100.6%

(1) Tax levy less overlay reserve for abatements.

(2) Actual collection of levy less refunds and amounts refundable including proceeds of tax titles and tax possessions but not including abatements or other credits.

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

<u>Fiscal Year</u>	<u>Net Tax Levy (1)</u>	<u>Overlay Reserve Amount</u>	<u>% of Total Levy</u>	<u>During Fiscal Year of Each Tax Levy Abatements</u>
FY03	193 575 248	4 145 298	2.1	-
FY02	183 183 373	4 261 178	2.3	807 011
FY01	174 194 425	4 290 541	2.4	862 698
FY00	159 750 000	4 270 845	2.7	1 133 600
FY99	154 750 000	4 250 006	2.7	1 463 755

ACTUAL FY02	PROJECTED FY03		BUDGET FY04
5 739 618	6 900 000	PERSONAL PROPERTY TAX	7 400 000

TAXES
- Personal Property Tax

PERSONAL PROPERTY TAX.

The Board of Assessors determines the value of all taxable personal property for 2 744 accounts. The personal property tax is projected to produce roughly five percent of the City's total property tax revenue. The delinquency rate has rarely exceeded one percent, mainly because the ten largest accounts pay approximately sixty one percent 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 (FY03)

NSTAR Electric	\$1 390 915
Verizon	998 580
MIRANT Kendall LLC	870 315
Nstar Gas	406 097
Level 3 Communications	157 259
Media One	92 204
Inter Media Communications	80 543
Alkermes, Inc	80 220
Verizon Service Group	72 819
American Tel & Tel	65 791

ACTUAL FY02	PROJECTED FY03	BUDGET FY04
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TAXES
- Motor Vehicle Excise Tax

5 895 998

5 800 000

MOTOR VEHICLE EXCISE TAX 5 600 000

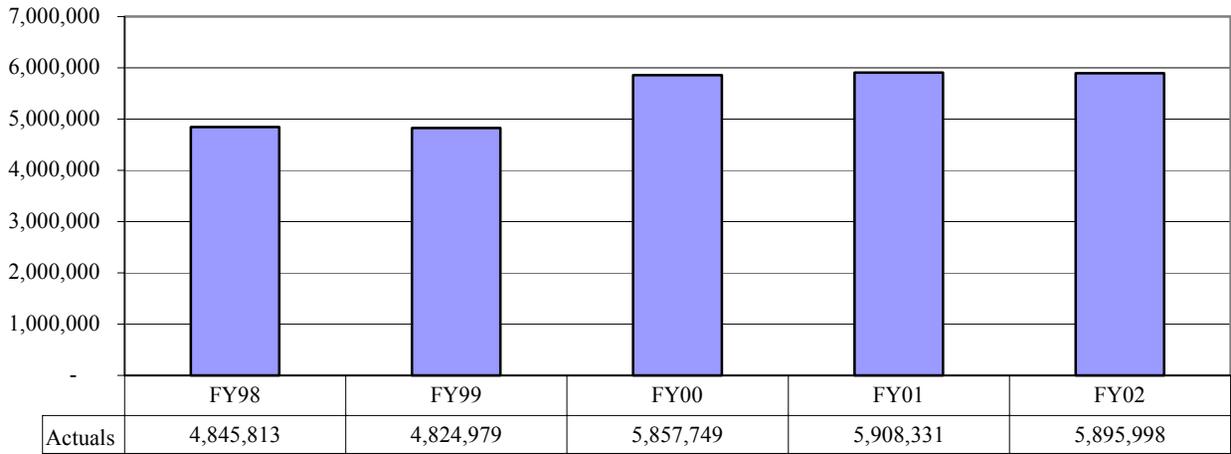
EXCISE TAX RECEIPTS. State law sets the motor vehicle excise rate at \$25 per \$1 000 valuation.

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 FY03, the City sent out approximately 65 000 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 re-new 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 implemented a Web-based payment system that allows excise taxpayers to pay their bill over the Internet. Taxpayers can use their American Express, Visa or MasterCard credit cards, or have the amount deducted from their checking account, to make payment.

FIVE YEAR HISTORY MOTOR VEHICLE EXCISE TAX



ACTUAL FY02	PROJECTED FY03		BUDGET FY04
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TAXES
- Hotel/Motel Tax

4 907 532

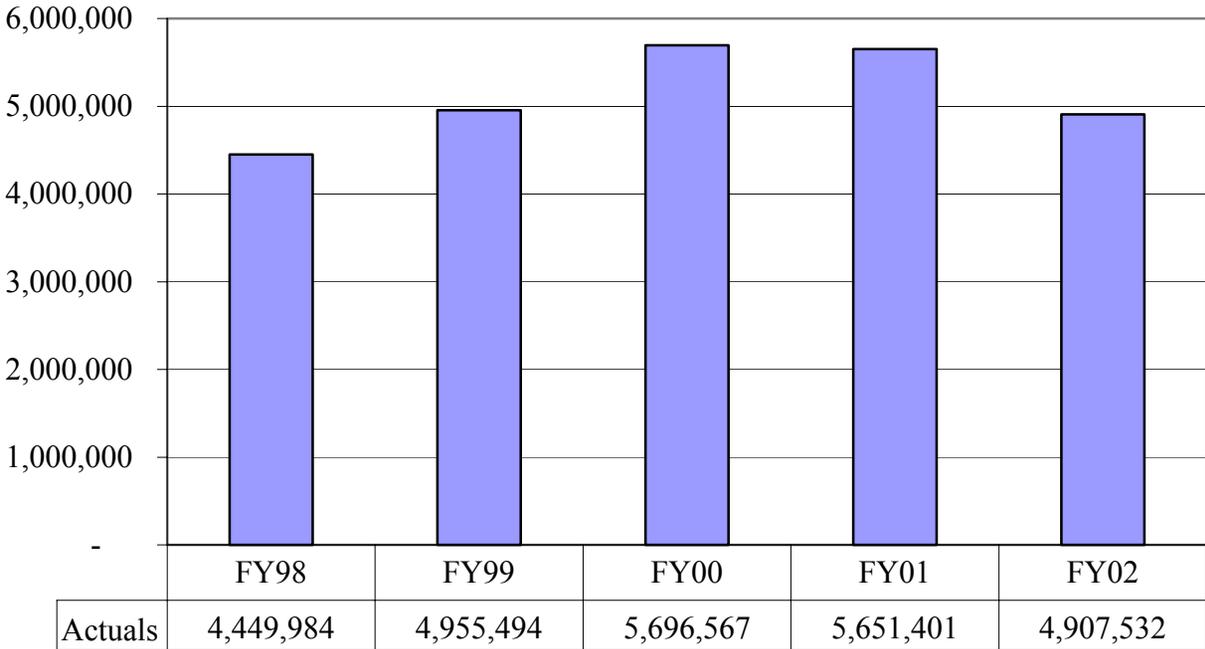
4 600 000

HOTEL/MOTEL EXCISE TAX **4 600 000**

that any city or town has authorization to impose a local excise tax upon the occupancy fee of any room or rooms in a hotel or motel located within its limits. The fee shall not exceed four percent of the total amount of the room and shall not be imposed if the total amount of the room is less than fifteen dollars per day. 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.

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

FIVE YEAR HISTORY HOTEL/MOTEL TAX



ACTUAL FY02	PROJECTED FY03		BUDGET FY04
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**TAXES
- Corporation Excise Tax**

1 673 960

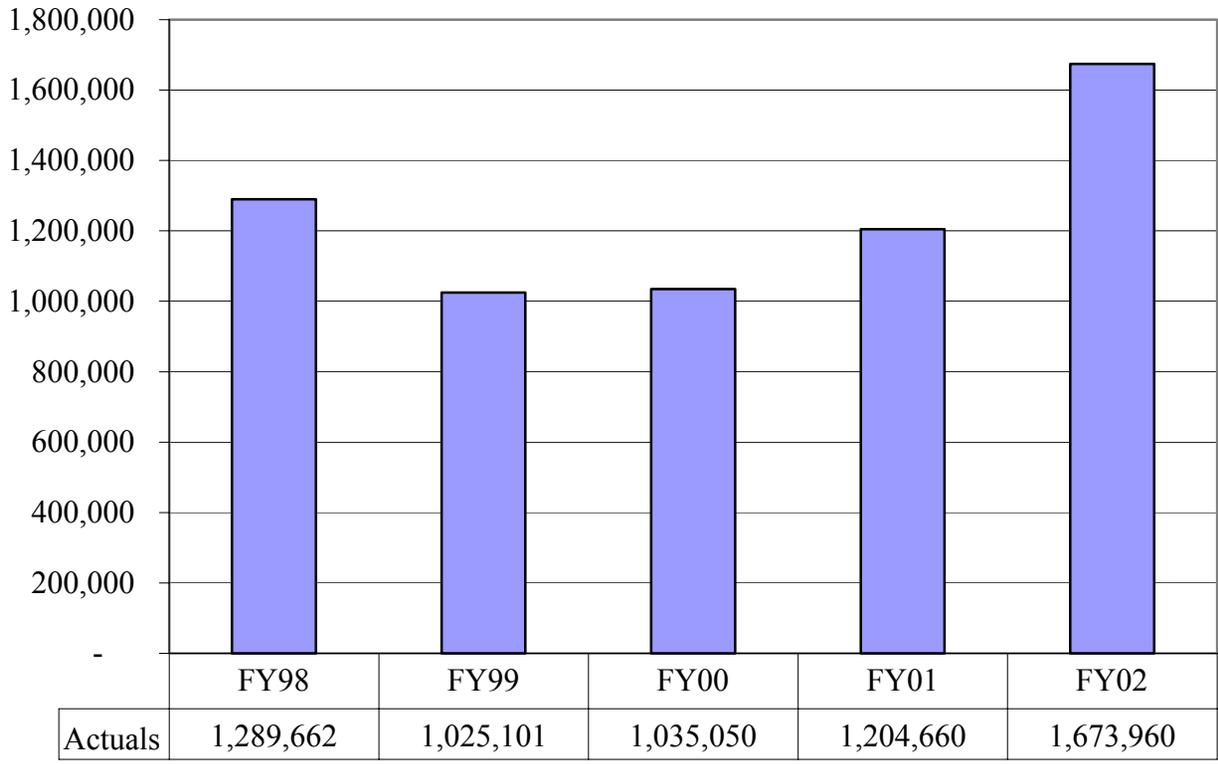
1 500 000

CORPORATION EXCISE TAX **1 400 000**

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 only valid for the first forty years of the corporation's existence in the municipality and 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.

CORPORATION EXCISE TAX.
Chapter 121A, section 10 of the
Massachusetts General Laws, states

FIVE YEAR HISTORY CORPORATION EXCISE TAX



ACTUAL FY02	PROJECTED FY03		BUDGET FY04	TAXES - Penalties and Delinquent Interest
327 465	450 000	<p data-bbox="724 196 1199 228">PENALTIES AND DELINQ. INT.</p> <p data-bbox="646 310 1957 521">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 18 percent per annum. Water interest is reported in the Water Fund and is not included in the above estimate.</p> <p data-bbox="646 565 1957 781">PENALTY CHARGES. If real and personal property taxes are not paid by May 1st 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 (\$5) and two separate notices from a deputy tax collector (\$9, \$14). The deputy collectors' earnings come solely from delinquent penalty charges in-lieu of a salary. Demands and warrants are not issued for delinquent water/sewer service accounts but are subject to a lien on the corresponding real estate tax bill.</p> <p data-bbox="646 824 1957 959">Once a delinquent real estate account goes into the process of tax title, there are numerous fees added to the property tax bills. These charges include: an advertising fee per account (\$75), preparation and recording of the tax-taking document (\$75), actual posting of the notice (\$4), the certificate of redemption fee (\$75), land court registration fee (\$310) and legal fees (\$500).</p>	415 000	<p data-bbox="1480 196 1957 228">DELINQUENT INTEREST. The City receives interest on overdue taxes and water/sewer service</p>

ACTUAL FY02	PROJECTED FY03		BUDGET FY04	TAXES - In-Lieu of Tax Payments
3 642 924	3 600 000	IN-LIEU OF TAX PAYMENTS	3 600 000	IN-LIEU OF TAX PAYMENTS. Cambridge taxpayers are constrained by the fact that slightly
		<p>over 35% of the value in the City is tax-exempt. The “in-lieu of tax” payments program was adopted in 1971 to partially offset the loss of tax revenue due to non-taxable property. The City Assessors mail out requests each year for payments, calculated at 17.5 cents per square foot of property. Harvard University and the City have had an in-lieu-of agreement since 1990 that ties Harvard’s annual payments to increases in income at Harvard’s affiliate housing buildings.</p>		
		<p>The City anticipates having a new “in-lieu of tax” agreement with Harvard University and a first time written agreement with the Massachusetts Institute of Technology before the end of the first quarter of FY04. Any additional revenue from these two agreements will be accounted for at the setting of the FY04 tax rate.</p>		
		<hr/> <p>MAJOR IN-LIEU OF TAXPAYERS IN CAMBRIDGE</p> <hr/>		<p>FY02 PAYMENTS</p>
		President and Fellows of Harvard University		\$1 624 839
		Mass. Institute of Technology		1 108 279
		Whitehead Institute		375 850

**LICENSES AND PERMITS
- Summary**

ACTUAL FY02	PROJECTED FY03		BUDGET FY04
1 954 218	1 874 760		1 852 060
<u>5 481 690</u>	<u>8 706 770</u>	LICENSE	3 673 800
7 435 908	10 581 530	PERMITS	<u>5 525 860</u>

LICENSES. License revenues arise from the City's regulation of certain activities (e.g., selling alcoholic beverages or driving a taxicab). A person or organization pays a licensing fee

to engage in the activity for a specified period. The primary licensing agency in the City is the License Commission, which consists of a police department representative, the Fire Chief and the chairperson of the License Commission. All fees are set by one of three methods: State law, City ordinance or License Commission regulation. The most common licenses are briefly described on the following pages. A complete fee structure is available at the License Commission Office at 831 Mass. Ave.

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 Mass. Ave.

ACTUAL FY02	PROJECTED FY03		BUDGET FY04
6 882	7 000	MILK	7 000
732 599	724 800	ALCOHOLIC BEVERAGES	724 800
42 473	37 000	COMMON VICTUALER	37 000
11 841	9 200	BUILDERS/BUILDING	9 200
181 082	185 000	LODGING HOUSE	185 000
227 041	273 200	GARAGE/GASOLINE	255 000
5 263	5 260	SHOPS AND SALES	5 260
76 286	77 500	HACKNEY	78 000
87 152	86 000	MOTOR VEHICLE RELATED	86 000
185 527	185 000	ENTERTAINMENT	185 000
86 239	79 500	HEALTH RELATED	79 500
12 375	14 000	MARRIAGE	14 000
7 813	7 800	DOG LICENSES	7 800
14 730	15 000	STREET PERFORMERS	15 000
228 539	115 000	POLE AND CONDUIT	115 000
4 650	4 000	TOBACCO	4 000
1 625	1 500	DISPOSAL	1 500
20 754	21 000	MISCELLANEOUS	21 000
450	2 000	RECREATION CAMPS	2 000
13 190	15 000	NEWSPAPER BOXES	10 000
<u>7 707</u>	<u>10 000</u>	MULTI-FAMILY INSPECTIONS	<u>10 000</u>
1 954 218	1 874 760		1 852 060

**LICENSES AND PERMITS
- Licenses**

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

ALCOHOLIC BEVERAGES. Under Chapter 138 of the Massachusetts General Laws, 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 day's open and whether the license is for all types of alcohol or beer and wine. The following chart is an estimate of FY04 revenues from liquor licenses.

TYPE	NO.	FEE	REVENUE
All Alcoholic Brewery	2	3 160	6 320
All Alcoholic Restaurant, 7 days, 1 a.m.	88	3 160	278 080
All Alcoholic Restaurant, 7 days, 1:30 a.m.	1	3 530	3 530
All Alcoholic Restaurant, 7 days, 2 a.m.	35	3 905	136 675
Wine/Malt Brewery 7 days	1	2 000	2 000
Wine/Malt Restaurant 7 days	43	2 000	86 000
Wine/Malt Restaurant 6 days	1	1 632	1 632
All Alcoholic Package Store	22	2 000	44 000
Wine/Malt Package Store	18	1 500	27 000
All Alcoholic Hotels, over 100 rooms	11	6 300	69 300
All Alcoholic Veterans Club	4	1 945	7 780

Other All Alcoholic Clubs	13	2 700	35 100
All Alcoholic Private Club, 3 days	1	810	810
Wine/Malt Educational Institute	5	2 040	<u>10 200</u>
Total Fees generated from annual licenses			708 427
Fees generated from one day/transfer fees			<u>16 375</u>
Total Projected Alcohol Fees			\$724 802

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: \$35, 26-49: \$50, 50-99: \$80, up to a maximum fee of \$990 for 1 300 persons and over.

BUILDERS LICENSES. The Inspectional Services Department issues a builders license to qualified individuals for specific construction categories. The initial annual license fee is \$30 and a one-year renewal is \$20.

LODGING HOUSE. The License Commission issues lodging house licenses to property owners who rent rooms. The rate is \$18.15 for the first four rooms (total) and \$18.15 for each additional room. Colleges and universities must obtain a lodging house license for the purpose of maintaining student dormitories. There are currently 136 active lodging houses in the City, 111 being college/university dormitories and houses.

GARAGE/STORAGE OF FLAMMABLES. The fee for this permit, which is issued by the License Commission is 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 and other facilities with fuel storage.

SHOPS AND SALES. The License Commission issues licenses for 40 antique stores (\$91), 4 auctioneers (\$60), and 23 second hand dealers (\$60). One day auction sales, which are charged at a rate of \$10 per day, are also covered by this category. The total revenue for these categories is estimated at \$5 260.

HACKNEY. The annual hackney inspection fee (\$165) accounts for 60% of the revenue in this category. Two hundred and fifty-five (255) taxis are inspected each April. Also included is the issuance/ renewal of approximately 800 hackney drivers' licenses (\$28/yr. or \$66/3 yr.)

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

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

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

MARRIAGE RELATED. The City Clerk issues marriage licenses to couples intending to marry. The FY04 fee is \$15 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.

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.

POLE AND CONDUIT. The City charges a fee for each digging 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 conducts with in public way.

TOBACCO. Inspectional Services issues a license for the selling of tobacco products by commercial establishments (\$25 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. Licenses for fortune tellers, carnivals, festivals and noise violations are included in this estimate.

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

NEWSPAPER BOX FEES. The City charges a newspaper box fee for all newspaper or publication boxes located on public ways. Each publisher is assessed a \$200 annual fee plus \$10 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. Buildings with more than 3 units are charged a fee of \$75 plus \$2 per dwelling unit. There is no fee for buildings with three units.

ACTUAL FY02	PROJECTED FY03		BUDGET FY04
4 325 721	7 500 000	BUILDING	2 800 000
49 019	45 000	GAS	45 000
276 399	200 000	WIRING	180 000
91 977	60 000	PLUMBING	60 000
143 646	143 000	STREET OPENING	75 000
239 440	220 000	STREET OBSTRUCTION	220 000
68 585	250 000	PLAN REVIEW	20 000
66 849	75 000	SPRINKLER	60 000
161 491	159 000	PLACE OF ASSEMBLY	159 000
18 567	13 000	OCCUPANCY CERTIFICATIONS	13 000
5 295	7 270	AIR RIGHTS/PUBLIC WAYS	7 300
738	1 000	FIREARM ID/DEALER	1 000
2 088	3 000	REVOLVER	3 000
875	500	SUNDAY	500
<u>31 000</u>	<u>30 000</u>	FIRE	<u>30 000</u>
5 481 690	8 706 770		3 673 800

**LICENSES AND PERMITS
- Permits**

BUILDING PERMITS. The Inspectional Services Department issues building permits to qualified individuals to do repairs, alterations, new construction, or demolition in the City. The cost of permits is based on the estimated cost of the project: \$10 per thousand with a \$20 minimum. The City traditionally conservatively estimates building permit revenue to guard against potential economic downturns.

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

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

PLUMBING PERMITS. The Inspectional Services Department issues plumbing permits to licensed plumbers to install and repair piping for a specific job. The fee is based on the amount and type of work being done. For example, a plumbing permit for new plumbing is \$25 for up to five fixtures plus \$5 for each additional fixture.

STREET OPENING PERMITS. The Public Works Department issues street permits for the obstruction and for excavation of a public right of way. The estimate for FY04 is based on approximately 1 500 excavation permits at \$50.

STREET OBSTRUCTION PERMITS. The Traffic, Parking & Transportation Department issues approximately 4 800 permits to close a street or to occupy the street for special events, moving vans, dumpsters and other temporary uses.

PLAN REVIEW PERMIT. Special permit fees will be generated by the Community Development Department. Project applicants requesting a special permit from the Planning Board are required to pay a 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.

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 provision of the State Building Code to insure that buildings have emergency lighting, proper egresses, 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 owners request for those older structures that predate the Building Code. The fee is \$50 for residential building. An additional amount of \$2 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 (\$25 for four years). The Department also issues firearms identification cards (\$25 for four years) 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, sprinkler, fuel storage, and other types of permits as required by state law and local ordinance.

ACTUAL FY02	PROJECTED FY03		BUDGET FY04
81 448	85 000	LIBRARY	85 000
7 762 847	7 900 000	PARKING	7 355 850
361 477	400 000	MOVING VIOLATIONS	400 000
74 318	82 000	FALSE ALARMS	82 000
2 035	2 300	ANIMALS	2 300
4 730	4 000	BICYCLE	4 000
<u>8 286 855</u>	<u>8 473 300</u>		<u>7 929 150</u>

FINES & FORFEITS

LIBRARY FINES. A fine of \$.10 per day is charged on overdue library books, audio cassettes, and CDs. (\$.02 per day on children's titles.) \$1 per day is charged on overdue videos and DVDs. Also included here is payment for lost or damaged items.

PARKING FINES. The collection of parking fines continues to be an important source of revenue to the City. Parking fund revenues are used to partially fund the budgets of eleven City departments. The timely collection of fines as supported by a computerized collection and processing database, the boot program and the fact that violators are prohibited from renewing their drivers' license and registration until all outstanding tickets are paid in full. Not included in the above amount is \$500 000 in revenue used in the funding of City capital projects.

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 a revenue in the Police Department budget.

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

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

DOG FINES. The Animal Commission collects fines for unleashed and unlicensed dogs also for failure to dispose of dog waste properly. Failure to license one's dog results in a \$25 fine. The failure to restrain and properly dispose of dog waste is a \$10 fee for the first offense, \$25 for the second and \$50 for the third.

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.

THIS SPACE RESERVED FOR COUNCILLORS' NOTES

ACTUAL FY02	PROJECTED FY03		BUDGET FY04
5 916 181	5 590 000		5 457 020
15 378 786	16 425 000	PARKING	15 915 855
23 204 414	25 000 000	WATER UTILITY REVENUE	25 850 635
3 835 773	3 970 315	SEWER SERVICE CHARGE	3 970 800
<u>1 373 891</u>	<u>1 210 390</u>	FEES	<u>1 264 105</u>
49 709 045	52 195 705	OTHER CHARGES FOR SERVICE	<u>52 458 415</u>

**CHARGES FOR SERVICES
- Summary**

SERVICE CHARGES/USER FEES. Charges for services are an important revenue source for the City 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 FY04, service charges and user fees will account for 15.4% of the total fund revenues.

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

ACTUAL FY02	PROJECTED FY03	BUDGET FY04
----------------	-------------------	----------------

2 340 230	2 250 000	METER COLLECTION 2 217 020
257 371	265 000	PARKING LOTS 265 000
2 842 073	2 650 000	PARKING GARAGES 2 550 000
62 845	30 000	USE OF METERS 30 000
350 975	340 000	RESIDENT STICKERS 340 000
62 687	55 000	BOOT REMOVAL FEES 55 000
<u>5 916 181</u>	<u>5 590 000</u>	<u>5 457 020</u>

**CHARGES FOR SERVICES
- Parking**

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

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

PARKING FUND ALLOCATIONS	FY02	FY03	FY04
Finance	\$ 23 950	\$ 23 950	\$ 23 950
Law	100 000	100 000	100 000
Police	3 143 045	3 543 045	3 543 045
Traffic, Parking & Transportation	7 181 550	7 658 930	7 586 345
Public Works	638 460	638 460	638 460
Community Development	421 895	421 895	421 895
General Services	4 000	4 000	4 000
School	100 000	100 000	100 000
Cherry Sheet Assessments	467 420	452 340	445 940
Executive	180 000	180 000	180 000
Employee Benefits	-	69 000	85 000
Debt Service	31 250	176 250	171 875
	<u>\$12 291 570</u>	<u>\$13 367 870*</u>	<u>\$13 300 510*</u>

* 50 000 private grant (see page III - 52 Traffic Migration Funds) does not appear in total.

ON-STREET PARKING METER COLLECTIONS. This revenue is derived from on-street meter collections. The rate is \$0.25 per half hour. Time limits vary by location.

OFF-STREET PARKING LOT METER COLLECTIONS. The revenue received from nine off-street metered parking lots accounts for this source of revenue. The off-street rate is \$0.25 per half hour and time limits vary by location. There are 309 off-street metered parking spaces in the city.

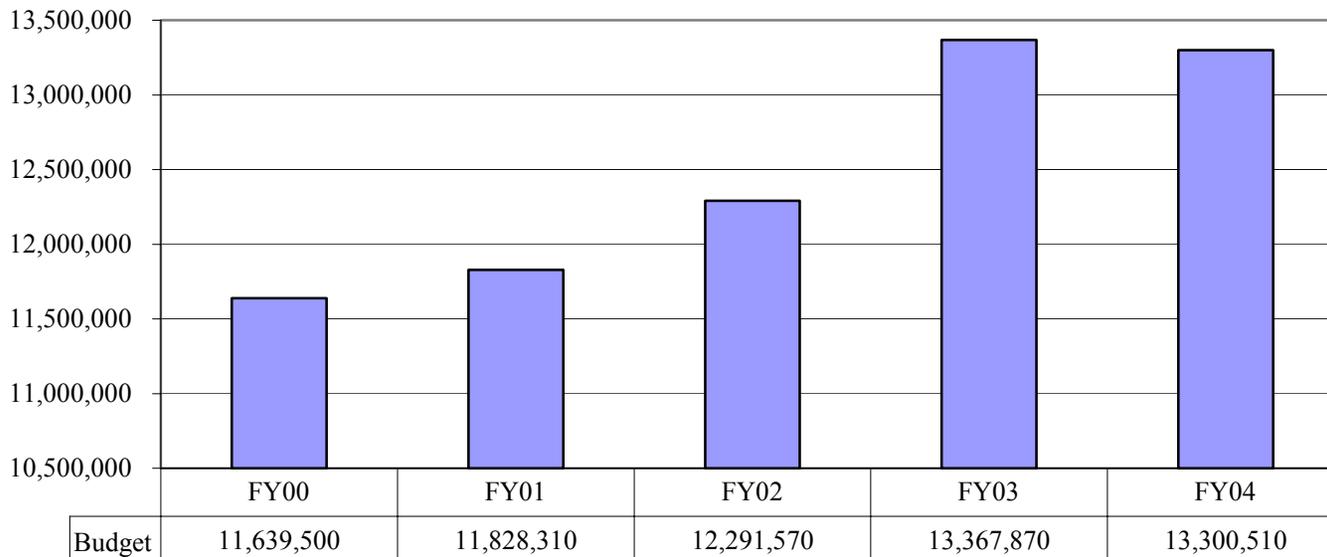
PARKING GARAGES. Revenue is raised from the following: Green Street Municipal Parking Garage (\$1 per hour) and the East Cambridge Municipal Parking Garage (\$2 first hour / \$1 for 2nd & 3rd hours / \$2 each remaining hour). There are 1 384 parking spaces in the facilities. The monthly fee is \$140.

USE OF METERS. Payment is received when a request is made to use meter spaces in conjunction with a street obstruction or closing permit when granted by the department. For example, when a company requests the use of the meter spaces for construction work. The fee is \$5/meter/day.

RESIDENT STICKERS. To control commuter parking in residential areas, the Traffic, Parking & Transportation Department issues resident parking stickers to Cambridge residents to allow them to park in permit only areas. FY04 resident parking permit fee is \$8.00.

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

FIVE YEAR PARKING FUND ANALYSIS



ACTUAL FY02	PROJECTED FY03		BUDGET FY04	CHARGES FOR SERVICES - Water																								
13 523 433 470 353 <u>1 385 000</u> 15 378 786	14 300 000 490 000 <u>1 635 000</u> 16 425 000	<p style="text-align: center;">WATER USAGE</p> <p style="text-align: center;">MISC. WATER CHARGES</p> <p style="text-align: center;">RETAINED EARNINGS</p>	13 950 855 465 000 <u>1 500 000</u> 15 915 855	<p>WATER USAGE. The municipally owned and operated public water utility system provides water to the residents of Cambridge. The City currently bills users on a quarterly basis. An increasing block rate, for</p>																								
<p>water and sewer use, is used to encourage water conservation and to provide a more equitable billing system. The new rates are effective for all water consumed as of April 1, 2003. The FY04 rates represent a 5.1% increase in water rates and a 7.2% increase in sewer rates producing a 6.4% overall water/sewer bill increase.</p>																												
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">BLOCK</th> <th style="text-align: left;">ANNUAL CONSUMPTION</th> <th style="text-align: left;">WATER RATE</th> <th style="text-align: left;">SEWER RATE</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>0-40 Ccf</td> <td>2.66</td> <td>4.99</td> </tr> <tr> <td>2</td> <td>41-400 Ccf</td> <td>2.87</td> <td>5.29</td> </tr> <tr> <td>3</td> <td>401-2 000 Ccf</td> <td>3.03</td> <td>5.68</td> </tr> <tr> <td>4</td> <td>2001-10 000 Ccf</td> <td>3.23</td> <td>6.12</td> </tr> <tr> <td>5</td> <td>over 10 000 Ccf</td> <td>3.49</td> <td>6.50</td> </tr> </tbody> </table>					BLOCK	ANNUAL CONSUMPTION	WATER RATE	SEWER RATE	1	0-40 Ccf	2.66	4.99	2	41-400 Ccf	2.87	5.29	3	401-2 000 Ccf	3.03	5.68	4	2001-10 000 Ccf	3.23	6.12	5	over 10 000 Ccf	3.49	6.50
BLOCK	ANNUAL CONSUMPTION	WATER RATE	SEWER RATE																									
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5	over 10 000 Ccf	3.49	6.50																									
<p>All consumption is measured in hundreds of cubic feet. The rates are per hundred cubic feet. One hundred cubic feet equals approximately 750 gallons of water.</p>																												
<p>The Water Fund revenues will also be used in four City departments in FY04: Finance (\$185 000); Conservation (\$15 000); Public Works (\$147 000); and Community Development (\$30 000). Not included in the above amount is \$1 100 000 in water usage used in the funding of City capital projects.</p>																												
<p>MISCELLANEOUS WATER CHARGES. The Water Department receives miscellaneous revenue from service renewals, hydrant rentals, cross connection inspections, and meter replacements, water works construction permits, fines and other services.</p>																												
<p>RETAINED EARNINGS. For the past several years, the City has allowed year-end retained earnings in the water fund to grow with the expectation that the fund balance would be gradually drawn down to offset increased costs brought on by the debt service associated with the new water treatment plant. For FY04, \$1 500 000 will offset costs.</p>																												

ACTUAL FY02	PROJECTED FY03		BUDGET FY04
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22 727 619	24 600 000		
<u>476 795</u>	<u>400 000</u>		
23 204 414	25 000 000		

CHARGES FOR SERVICES
- Sewer Service

SEWER SERVICE CHARGE	25 825 635
SEWER CONNECTION FEE	<u>25 000</u>
	25 850 635

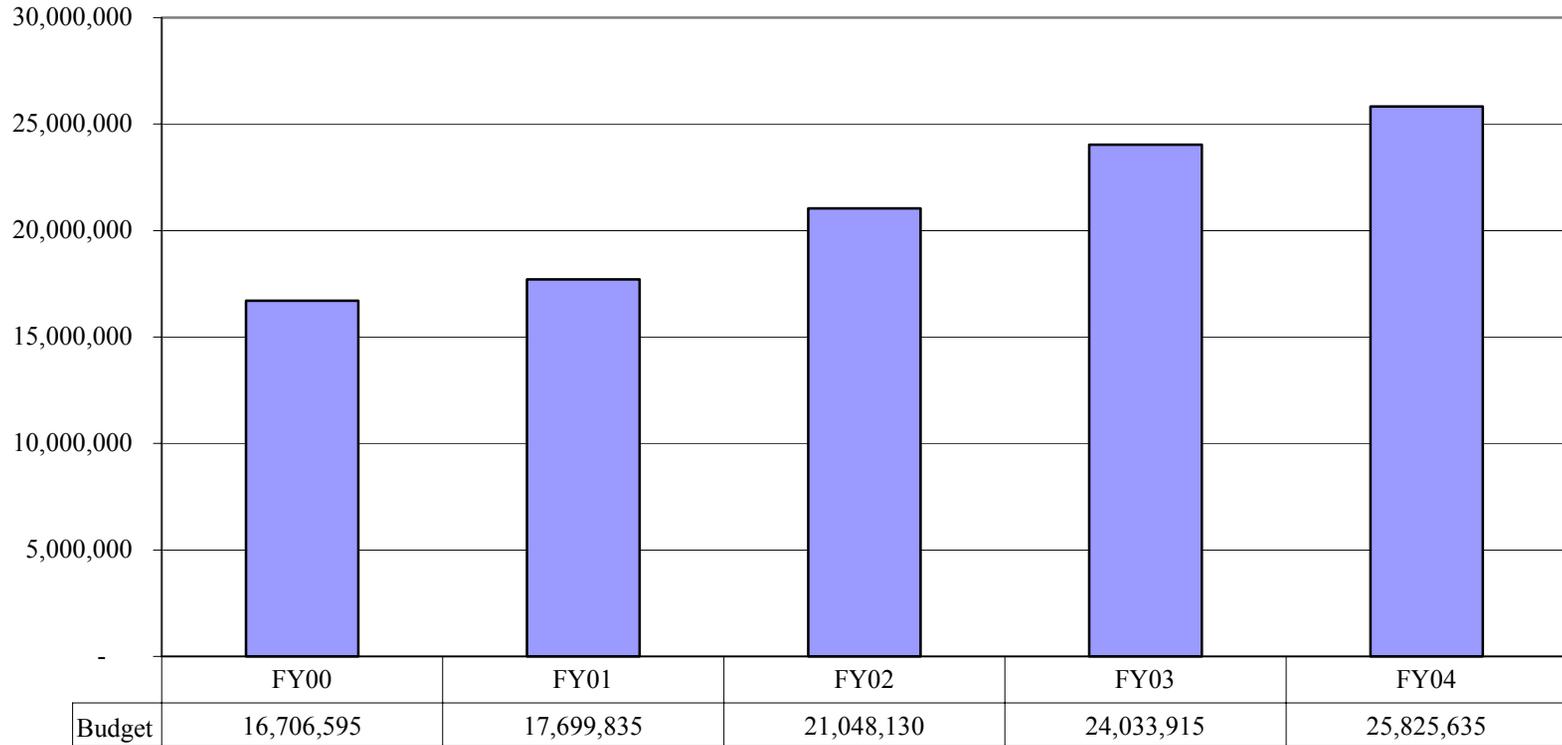
SEWER SERVICE CHARGE. Each year, the City authorizes a sewer service charge to shift sewer expenditures away from property taxes. Initiation of this charge makes

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 \$1 100 000 in sewer revenues used in the funding of City capital projects. The FY04 sewer rate can be found on the preceding Water revenue page. The sewer service revenue is allocated as follows:

SEWER SERVICE CHARGE ALLOCATIONS	AMOUNT
Finance	\$ 185 000
Public Works	1 806 315
Debt Service	7 661 190
Massachusetts Water Resources Authority	16 143 130
Community Development	<u>30 000</u>
	\$25 825 635

SEWER CONNECTION FEE. The City charges a sewer connection fee for every new plumbing connection into the City wastewater system. The fee is based on the number of plumbing fixtures, such as sinks or toilets, within the structure that is being connected to the sewer. Due to fluctuations in the amount of this revenue generated each year, the City will continue its conservative revenue approach by estimating \$25 000 in FY04.

FIVE YEAR SEWER SERVICE CHARGES

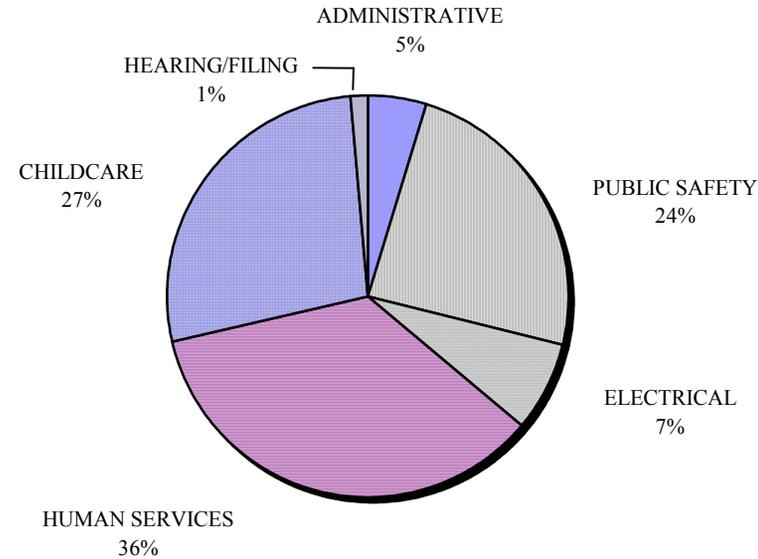


ACTUAL FY02	PROJECTED FY03		BUDGET FY04
197 661	234 515	ADMINISTRATIVE	182 100
1 011 770	929 000	PUBLIC SAFETY	967 500
320 045	285 000	ELECTRICAL	285 000
1 185 114	1 368 230	HUMAN SERVICES	1 394 970
1 061 624	1 097 570	CHILDCARE	1 085 230
<u>59 559</u>	<u>56 000</u>	HEARING/FILING	<u>56 000</u>
3 835 773	3 970 315		3 970 800

**CHARGES FOR SERVICES
- Fees**

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

FEES ANALYSIS



ACTUAL FY02	PROJECTED FY03		BUDGET FY04
99 822	96 000	CERTIFIED COPIES	96 000
830	22 340	MORTGAGE CERTIFICATES	100
58 587	75 000	MUNICIPAL LIENS	45 000
5 610	6 175	DOCUMENT SALES	6 000
13 544	14 800	PHOTOCOPY/REPRODUCTION	14 800
690	700	DOMESTIC PARTNERS	700
<u>18 578</u>	<u>19 500</u>	MISC. CLERK'S FEES	<u>19 500</u>
197 661	234 515		182 100

**CHARGES FOR SERVICES
- Fees/Administrative**

CERTIFIED COPIES OF DOCUMENTS. The City Clerk's Office issues a wide variety of certified copies of official documents. The Clerk's Office charges \$5 for birth certificates.

MORTGAGE CERTIFICATES. The Uniform Commercial Code filings at the local level were eliminated on June 30, 2001. However this office still receives revenue for the filing of Declaration of Trusts.

MUNICIPAL LIEN CERTIFICATES. The Finance Department issues a certificate indicating any amount owed on a particular parcel of property to an individual requesting the information, within ten days of the request. The costs ranges from \$10 to \$100 depending on the property. It is estimated that \$45 000 in revenue will be received from liens.

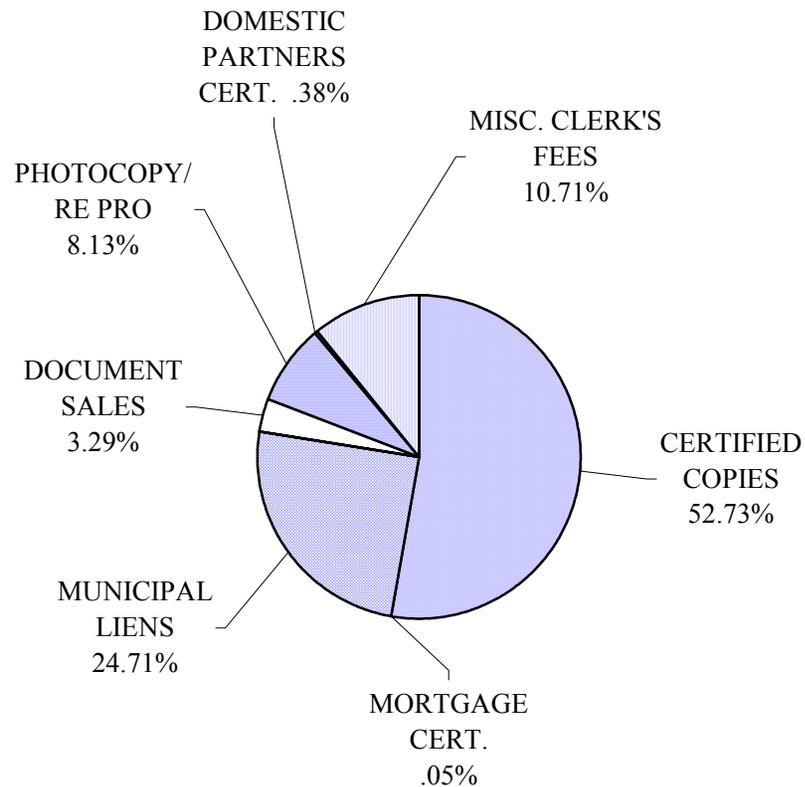
DOCUMENT SALES. The Public Works Engineering division is reimbursed for maps and other documents requested by the public. The Election Commission receives revenue from the sale of the annual street listing book. The total amount anticipated from this source is \$6 000.

REPRODUCTION SERVICES. A number of departments charge for the reproduction of department records and reports. In accordance with the regulations of the State Supervisor of Public Records (950 CMR 32.06, authorized by the Massachusetts General Laws Chapter 66, section 1, par. 10), the City limits the fee for photocopying public records to 20 cents per page, with certain exceptions. Exceptions include the Police and Fire Departments, which charge \$5 for copies of official reports. This fee is in accordance with General Laws Chapter 477, Acts of 1982. The breakdown by department: Police \$6 000; Fire \$5 000; Inspectional Services \$2 000; Library \$1 500; and License \$300.

DOMESTIC PARTNERS. The City Clerk issues a certificate of Domestic Partnership. The FY04 fee is \$15 per certificate.

MISCELLANEOUS CITY CLERK CHARGES. The City Clerk collects fees for the issuance of miscellaneous certificates such as physician and business registrations and constable fees. The estimated revenue from these fees in FY04 is \$19 500. A miscellaneous charge also includes services and sporting fees, zoning and municipal ordinance fees, filing fee for a zoning petition and fee for swearing in constable with power.

ADMINISTRATIVE FEES ANALYSIS



ACTUAL FY02	PROJECTED FY03		BUDGET FY04
24 268	29 500	SEALING INSPECTION	26 500
70 131	50 000	TOWING SURCHARGE	75 000
600 454	450 000	POLICE DETAIL SURCHARGE	450 000
9 307	16 000	AGENCY FEE	16 000
	3 500	BOARDING/RAZING FEES	20 000
27 078	25 000	SMOKE DETECTORS	25 000
193 007	250 000	RESCUE SERVICE FEES	250 000
21 295	30 000	INSPECTIONAL DETAILS	30 000
66 230	75 000	FIRE DETAIL SURCHARGE	75 000
<u>1 011 770</u>	<u>929 000</u>		<u>967 500</u>

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

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

TOWING SURCHARGE. The City receives \$7.00 of each towing charge paid in the City. The revenue

is used in the Police budget and is estimated at \$75 000 for FY04.

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

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

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

SMOKE DETECTORS. A \$25.00 fee is charged for a smoke detector, compliance inspection as mandated by MGL Chapter 148.

RESCUE SERVICE FEES. The Fire Department bills for the use of the City rescue service. This per transport fee, which only partially offsets ambulance service costs, is reimbursed by third party payments from insurance companies, Medicare, and Blue Cross.

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

FIRE DETAIL SURCHARGE. The City receives a ten 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 FY02	PROJECTED FY03		BUDGET FY04
79 253	80 000	FIRE ALARM BOX CHARGE	80 000
222 224	190 000	SIGNAL MAINTENANCE FEE	190 000
<u>18 568</u>	<u>15 000</u>	CUT-OUT/PLUG-OUT FEE	<u>15 000</u>
320 045	285 000		285 000

**CHARGES FOR SERVICES
- Fees/Electrical**

FIRE ALARM BOX CHARGE. The Electrical Department receives an annual fee of \$300 for every private master fire alarm box connected to the City's alarm system.

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

CUT-OUT/PLUG-OUT FEE. The Electrical Department assesses a fee of \$25.00 to private concerns for the disconnection and reconnection of private systems to the City's system for repairs and maintenance to the private system. This fee is assessed for disconnects and reconnects that exceed three in one week.

ACTUAL FY02	PROJECTED FY03		BUDGET FY04	
67 011	73 425	SWIMMING POOLS	73 445	
681 805	700 000	GOLF COURSE	765 920	
50 554	66 335	RECREATIONAL ACTIVITIES	66 335	
11 770	10 000	ATHLETIC LEAGUES	13 650	
4 525	4 525	SPECIAL NEEDS	8 000	
20 370	20 000	SENIOR ACTIVITIES	20 000	
38 790	46 350	FIELD PERMITS	55 620	
310 289	392 595	COMMUNITY SCHOOL	337 000	
	20 000	SENIOR CENTER MEALS	20 000	
	35 000	COMMUNITY & YOUTH ACTIVITY	35 000	
<u>1 185 114</u>	<u>1 368 230</u>		<u>1 394 970</u>	
			<u>RESIDENT</u>	
			<u>NON RESIDENT</u>	
		per swim (child)	\$ 1.00	\$ 1.25
		per swim (adult)	3.25	3.75
		yearly (child)	35.00	55.00
		yearly (adult)	140.00	180.00
		yearly (family)	185.00	265.00
		monthly pass (adult)	40.00	45.00
			<u>RESIDENT</u>	<u>NON RESIDENT</u>
		weekdays (9 holes)	\$ 15.00	\$ 18.00
		weekdays (18 holes)	25.00	28.00
		weekends/holidays (9 holes)	23.00	23.00
		weekends/holidays (18 holes)	36.00	36.00
		monthly	325.00	550.00
		yearly	600.00	950.00
		juniors	250.00	395.00
		seniors	300.00	950.00
		senior plus	425.00	N/A

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

POOLS. The Department of Human Service Programs receives revenue for the use of the War Memorial and Gold Star swimming pools. The Gold Star, open in July and August, charges a flat rate of \$0.75 cents per admission. The War Memorial pool fee schedule for FY04 is as follows:

GOLF COURSE. In FY04, the Thomas P. O'Neill, Jr. Golf Course at Fresh Pond will again be a self-supporting operation. The following chart illustrates the green fees and membership rates for the coming season, which began in March 2003. Not included in the FY04 revenue estimates are Golf Course fees used in the capital budget: \$40 000.

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

ATHLETIC LEAGUES. In FY04, the Department of Human Service Programs will sponsor men's and women's softball leagues (42 teams) in the summer. The Recreation division charges \$325 per softball team.

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

SENIOR ACTIVITIES. These funds are generated from ceramic classes, the Walking Club and various other senior recreational/leisure activities. This also includes classes and activities at the Central Square Senior Center.

FIELD PERMITS. A fee of \$60 per two-hour period is required for permits. A waiver of fees will be granted to all schools, youth leagues and City sponsored fund-raising events.

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

SENIOR CENTER MEALS. Funds are received from Somerville Cambridge Elder Services to support the breakfast and lunch program for seniors, which is operated by the Council on Aging 365 days a year.

YOUTH PROGRAM. 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.

ACTUAL FY02	PROJECTED FY03		BUDGET FY04
------------------------	---------------------------	--	------------------------

**CHARGES FOR SERVICES
- Fees/Childcare Tuition**

1 061 624	1 097 570	CHILDCARE TUITION	1 085 230	<p>CHILDCARE TUITION. The Department of Human Service Programs administers childcare programs serving approximately 290 children throughout the city. Pre-school programs are held at King, East Cambridge, Morse, Fitzgerald and Longfellow (full-time) Haggerty (part-time). After-school programs are located at the Graham and Parks, Morse, King, Fletcher/Maynard Academy and Fitzgerald Schools. The fees projected for FY04 are \$290 per month for after-school care and \$680 per month for full-time pre-school enrollment. Revenue from tuition is used to fund teachers' salaries and benefits, classroom and teaching supplies, equipment purchases, food, substitute teachers, special events, and field trip transportation. The FY04 increase in childcare revenue is due to program cost increases.</p>
		<u>PROGRAM</u>	<u>FY04 RATE/MO.</u>	<u>PROJECTED ENROLLMENT</u>
		King Pre-School full-time	\$680	33
		Longfellow Pre-School full time	680	16
		Haggerty pre-school (2 days)	150	7
		(3 days)	200	7
		(5 days)	305	10
		East Cambridge Pre-School full-time	680	17
		Morse Pre-School full-time	680	16
		Fitzgerald Pre-School full-time	680	16
		All after-school	290	170

ACTUAL FY02	PROJECTED FY03		BUDGET FY04
38 130	30 000	BOARD OF ZONING APPEALS CONSERVATION COMMISSION LICENSE HEARING FEES	30 000
	1 000		1 000
<u>20 882</u>	<u>25 000</u>		<u>25 000</u>
59 559	56 000		56 000

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

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

CONSERVATION COMMISSION. Under Massachusetts General Laws, Chapter 131, section 40, any individual who proposes to alter lands adjacent to waterbodies, bordering vegetated wetlands, or within 100 feet of same, or land subject to flooding, must apply to the local conservation commission for a permit. The state regulations define the filing fees associated with these applications on a sliding scale based on location and the nature of the proposed alteration. Fifty percent of the filing fee, in excess of \$25, is payable to the city.

LICENSE HEARING FEES. The License Commission charges a hearing and advertising fee for all applicants who apply for a hearing before the Commission. There are an estimated 200 hearings per year.

ACTUAL FY02	PROJECTED FY03		BUDGET FY04
37 885	30 000	COMMERCIAL RUBBISH FEES	30 000
300 632	320 000	CEMETERY FEES	275 000
1 581	1 500	ANIMAL BOARDING	1 500
1 006 447	830 190	MUNICIPAL ACCESS FEES	919 940
27 346	26 000	WHITE GOODS	35 000
	2 700	SALE OF COMPOSTING BINS	2 665
<u>1 373 891</u>	<u>1 210 390</u>		<u>1 264 105</u>

**CHARGES FOR SERVICES
- Other**

RUBBISH TICKETS. Commercial establishments in Cambridge pay a fee based on a sliding scale for rubbish pick-up by the Public Works Department.

CEMETERY FEES. The Public Works Department maintains the Cambridge Cemetery. The services

provided by the department include the opening of graves for a standard fee of \$640.

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

MUNICIPAL ACCESS FEE. The Cable Television Department receives semi-annual payments from AT&T for support of municipal programming. The FY03 Projected decline over the FY02 actual is a result of a federal communications ruling on internet service.

WHITE GOODS. City residents wishing to have their large appliances picked up and disposed of by Public Works are required to obtain an orange-colored sticker, costing \$15 per appliance or \$10 for senior citizens. There are approximately 40 appliances picked up each week.

SALE OF COMPOSTING BINS. The Recycling Division of the Department of Public Works sells home composting bins to residents. Two models are available: the Earth Machine, which sells for \$16, and the Soilmaker, for \$25.

ACTUAL FY02	PROJECTED FY03		BUDGET FY04
4 186 664	3 944 510	FEDERAL GRANTS	1 787 955
4 536 140	4 266 490	STATE GRANTS	3 853 995
41 511 057	38 022 500	STATE CHERRY SHEET REV.	35 213 552
<u>8 163 510</u>	<u>7 558 865</u>	OTHER INTERGOV. REVENUE	<u>7 572 760</u>
58 397 371	53 792 365		48 428 262

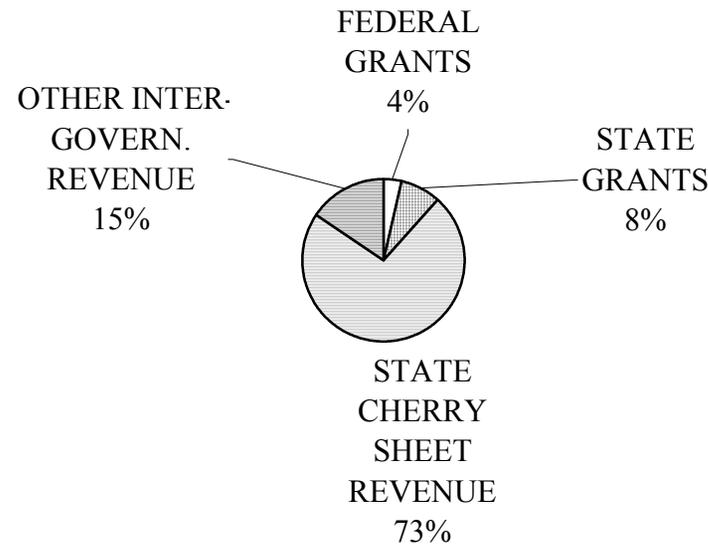
**INTERGOVERNMENTAL REV.
- Summary**

GRANT FUND. In FY04, the City will continue to accept, appropriate, and expend grants in a special revenue fund. Grants are accepted and appropriated year-round by the City Council at the time of notification by the grantor to the City.

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

CHERRY SHEET REVENUE. State Cherry Sheet revenue funds are the primary intergovernmental revenue. Cherry Sheet revenue consists of direct school aid, local aid, and specific reimbursements and distributions such as aid to public libraries, veterans' benefits, police career incentives and a number of school related items. Due to a reduction in state revenues, state cherry sheet revenue to the City has declined over the last two years. The revenue assumption used in the FY04 budget are based on the State Legislature One Proposal which calls for a 20% reduction in Chapter 70 funds and a 6.2% reduction in additional assistance and lottery funds. Also, the Police Career Incentive item has been reduced by 15%.

INTERGOVERNMENTAL REVENUE ANALYSIS



ACTUAL FY02	PROJECTED FY03		BUDGET FY04
3 901 188 280 976 <u>4 500</u> 4 186 664	3 856 010 85 000 <u>3 500</u> 3 944 510	COM. DEV. BLOCK GRANT EMERGENCY MGMT. REIMB. VETERANS' REIMBURSEMENT	1 700 030 83 425 <u>4 500</u> 1 787 955

**INTERGOVERNMENTAL REV.
- Federal Grants**

FEDERAL GRANTS. The following federal grants will be appropriated in the FY04 General Fund budget process. All other federal grants will be accepted and appropriated individually by the City

Council upon receipt of notice of grant to the City.

COMMUNITY DEVELOPMENT BLOCK GRANT. The primary objectives of the federally funded Community Development Block Grant are the funding of programs that develop viable urban communities by providing decent housing, enhancing the City's physical environment, preserving the City's diversified employment base and improving the quality of public services. The FY04 allocation of the CDBG fund is as follows: Community Development, \$1 074 530, Department of Human Service Programs, \$620 500 and Historical Commission, \$5 000. The FY04 budgeted amount represents only that portion of CDBG funds used in operating budgets; the Public Investment Budget includes an additional \$2 177 970.

EMERGENCY MANAGEMENT REIMBURSEMENT. The federal government reimburses the City for a substantial portion of the total expenditure of this agency. Due to the merger of FEMA into the Emergency Preparedness and Response Directorate of the Department of Homeland Security the former S/LA program has ended. There now are several new grants programs available including, inter alia, Emergency Management Planning grants, Hazard Mitigation Planning grants, and Terrorism Planning grants. While the Homeland Security EP & R grants programs are very much in a state flux, it is estimated that grants could total approximately \$83 425. The FY02 actual figure includes reimbursement for the March 2001 snowstorms.

VETERANS' GRANT. In FY04, the Department of Veterans' Services and Benefits will receive approximately \$4 500 in reimbursements from the Veterans' Administration for burial plot payments.

ACTUAL FY02	PROJECTED FY03		BUDGET FY04
	22 950	ADDITIONAL VOTING HOURS	11 475
344 612	230 000	REIMB/NON-CONTRIB PENSIONS	230 000
47 000	27 000	CONSUMERS' COUNCIL GRANT	27 000
4 115 358	3 975 460	STATE MWPAT SUBSIDY	3 554 440
29 170	11 080	MASS. CULTURAL COUNCIL	11 080
		STATE GRANTS/NUTRITION	20 000
<u>4 536 140</u>	<u>4 266 490</u>		<u>3 853 995</u>

**INTERGOVERNMENTAL REV.
- State Grants**

STATE GRANTS. The following state grants will be appropriated in the General Fund in FY04. All other state grants will be appropriated in the grant fund during the course of the fiscal year.

ADDITIONAL VOTING HOURS.

In FY03, the state funded additional voting hours for both the September 2002 State Primary and the November 2002 State General Election. In FY04, the state will fund additional voting hours for the March 2004 Presidential Primary.

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

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

STATE WATER POLLUTION ABATEMENT TRUST SUBSIDY. The City currently receives subsidies from the state for nine sewer loans and two water loans. The subsidies on the sewer loans cover approximately 65% of the debt service costs with subsidies on water loans covering approximately 36% of the principal and interest on the two loans for the construction of the water treatment plant. This subsidy is scheduled to decrease from \$3 975 460 in FY03 to \$3 554 440 in FY04 due to the decrease in the balances of the loans.

MASSACHUSETTS CULTURAL COUNCIL. The Arts Council will receive a state grant for operating support, off-setting administration and programming costs. The FY03 funding was reduced by approximately 62%, due to state funding cuts, the FY03 Projected and FY04 Budget amounts have been reduced accordingly.

BUREAU OF NUTRITION. Funds are received from the Department of Education's Bureau of Nutrition to pay for snacks for after school programs at the Youth Centers and School Age Child Care programs as well as breakfasts and snacks for the Pre-Schools.

ACTUAL FY02	PROJECTED FY03		BUDGET FY04	INTERGOVERNMENTAL REV. - State Cherry Sheet Revenue																																															
36 633 709 3 609 234 <u>1 268 114</u> 41 511 057	32 437 740 4 255 915 <u>1 328 845</u> 38 022 500	SCHOOL/LOCAL AID EDUCATION REIMBURSEMENT GEN. GOVT REIMB/DISTRIB	28 793 067 5 215 790 <u>1 204 695</u> 35 213 552	<p>CHERRY SHEET. Every year the Commonwealth sends to each municipality a “Cherry Sheet” named for the pink colored paper on which it was originally printed. The Cherry Sheet comes in two parts, one listing the state assessments to municipalities for MBTA, MAPC, air pollution control districts and the other state programs; the other section lists the financial aid the City will receive from the state for funding local programs. Each Cherry Sheet receipt is detailed on the following pages. Cherry Sheet revenue is used in the funding of twenty-one City departmental operating budgets.</p>																																															
		<table border="0"> <thead> <tr> <th data-bbox="751 597 982 633"><u>DEPARTMENT</u></th> <th data-bbox="1150 597 1228 633"><u>FY04</u></th> </tr> </thead> <tbody> <tr> <td>Mayor’s Office</td> <td>\$ 32 000</td> </tr> <tr> <td>Executive</td> <td>163 865</td> </tr> <tr> <td>City Council</td> <td>14 110</td> </tr> <tr> <td>City Clerk</td> <td>19 300</td> </tr> <tr> <td>Law</td> <td>50 000</td> </tr> <tr> <td>Finance</td> <td>605 635</td> </tr> <tr> <td>Employee Benefits</td> <td>1 684 160</td> </tr> <tr> <td>General Services</td> <td>94 825</td> </tr> <tr> <td>Elections</td> <td>82 250</td> </tr> <tr> <td>Public Celebrations</td> <td>16 500</td> </tr> <tr> <td>Police</td> <td>2 275 065</td> </tr> </tbody> </table>	<u>DEPARTMENT</u>	<u>FY04</u>	Mayor’s Office	\$ 32 000	Executive	163 865	City Council	14 110	City Clerk	19 300	Law	50 000	Finance	605 635	Employee Benefits	1 684 160	General Services	94 825	Elections	82 250	Public Celebrations	16 500	Police	2 275 065	<table border="0"> <thead> <tr> <th data-bbox="1444 597 1675 633"><u>DEPARTMENT</u></th> <th data-bbox="1801 597 1879 633"><u>FY04</u></th> </tr> </thead> <tbody> <tr> <td>Weights & Measures</td> <td>17 925</td> </tr> <tr> <td>Electrical</td> <td>207 865</td> </tr> <tr> <td>Public Works</td> <td>2 281 130</td> </tr> <tr> <td>Community Development</td> <td>16 185</td> </tr> <tr> <td>Peace Commission</td> <td>23 450</td> </tr> <tr> <td>Library</td> <td>422 150</td> </tr> <tr> <td>Human Services</td> <td>266 265</td> </tr> <tr> <td>Women’s Commission</td> <td>9 960</td> </tr> <tr> <td>Veterans’ Benefits</td> <td>193 755</td> </tr> <tr> <td>School Department</td> <td><u>26 737 157</u></td> </tr> <tr> <td>TOTAL</td> <td>\$35 213 552</td> </tr> </tbody> </table>	<u>DEPARTMENT</u>	<u>FY04</u>	Weights & Measures	17 925	Electrical	207 865	Public Works	2 281 130	Community Development	16 185	Peace Commission	23 450	Library	422 150	Human Services	266 265	Women’s Commission	9 960	Veterans’ Benefits	193 755	School Department	<u>26 737 157</u>	TOTAL	\$35 213 552
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ACTUAL FY02	PROJECTED FY03		BUDGET FY04
6 014 516	6 014 515	SCHOOL AID/CHAPTER 70 LOCAL AID/LOTTERY & ADDITIONAL ASSISTANCE	4 016 740
<u>30 619 193</u>	<u>26 423 225</u>		<u>24 776 327</u>
36 633 709	32 437 740		28 793 067

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

SCHOOL AID. In FY04, the School Department anticipates receiving \$4 016 740 in Chapter 70 school aid. This represents a decrease of approximately 20% from the Chapter 70 school aid allocation before the Charter School reduction.

The above figure also includes a \$2 774 365 reduction from the Charter School assessment an increase of \$300 000.

LOCAL AID. The two major state Cherry Sheet line item are “Additional Assistance” to communities, estimated to be \$17 956 060 and Lottery estimated to be \$6 820 267 in FY04. This represents a decrease of approximately 6.2%. Approximately 97.5% of additional assistance funds support the school budget.

ACTUAL FY02	PROJECTED FY03		BUDGET FY04
604 352 2 700 338 31 138 <u>273 406</u> 3 609 234	550 000 3 466 785 31 285 <u>207 845</u> 4 255 915	SCHOOL TRANSPORTATION SCHOOL CONSTRUCTION SCHOOL LUNCH PROGRAM CLASS SIZE REDUCTION	5 183 955 31 835 <hr/> 5 215 790

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

SCHOOL TRANSPORTATION. Under Massachusetts General Laws (MGL), Chapter 71, section 7A, municipalities are reimbursed for prior year expenses for general pupil transportation. Reimbursement is provided only for pupils transported

more than 1.5 miles, one way, to and from school, and is subject to a \$5 per pupil local share deductible. Chapter 71A, section 8, and Chapter 71B, section 13 and 14, reimburse for bilingual and special needs transportation, with special needs transportation not being subject to the 1.5 mile requirement. Chapter 71, section 37D, reimburses for the costs of transporting pupils for the purpose of eliminating racial isolation and imbalance, also without a mileage requirement. This category has been eliminated in the State Legislature local aid one proposal.

SCHOOL CONSTRUCTION. The School Assistance Acts, as amended in 1976 (Chapter 511) provides for the reimbursement of school construction projects that involve: the replacement of unsound or unsafe buildings; the prevention or elimination of overcrowding; prevention of the loss of accreditation; energy conservation projects; and the replacement of, or remedying of, obsolete buildings. The Law establishes formulas (involving equalized valuation, school population, construction costs, and interest payments) for reimbursement of costs that include fees, site development, construction, and original equipping of a school. Cambridge qualifies for 90% reimbursement under this program as a result of its Magnet School/Voluntary Desegregation Program. This revenue increase is due from late reimbursement from both the Agassiz and Haggerty School projects.

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 three percent of total program costs. Federal reimbursements and revenues from sale of meals comprise the major sources of funding for school lunch programs.

CLASS SIZE REDUCTION. This School related Cherry Sheet item was appropriated by the State beginning in FY01 to reduce class size. This category has been eliminated in the State Legislature local aid one proposal.

ACTUAL FY02	PROJECTED FY03		BUDGET FY04
118 668	106 655	LIBRARY AID	107 320
919 510	956 290	POLICE CAREER INCENTIVE	812 845
62 263	122 055	VETERANS' BENEFITS	122 055
30 952		HIGHWAY FUND	
100 136	100 135	REAL ESTATE ABATEMENTS	120 950
36 585	43 710	ELDERLY TAX EXEMPTIONS	<u>41 525</u>
<u>1 268 114</u>	<u>1 328 845</u>		<u>1 204 695</u>

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

LIBRARY AID. This sum includes a *Library Incentive Grant* of 50 cents per capita, a *Municipal Equalization Grant* apportioned according to the lottery distribution formula including equalized property valuation, and *Non-Residents Recompense* for each loan made to residents of other Massa-

chusetts towns and cities. The rate for recompense per loan is determined by dividing the amount appropriated by the legislature by the statewide total of non-resident loans in the previous year and was \$0.1068 per loan in FY03. 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.

POLICE CAREER INCENTIVE. Under MGL, Chapter 41, members of participating police departments receive a salary increase predicated on the amount of college credits earned towards a law enforcement degree. The Commonwealth will reimburse the City for one-half of this salary increase. Under the revised law, officers will be awarded a ten percent increase in their base pay for an associate's degree, a twenty percent increase for a bachelor's degree and twenty-five percent increase for a master's degree. This category is projected at a 15% decrease from FY03 actual.

VETERANS' BENEFITS AND AID TO NEEDY 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 Commissioner of Veterans' Services shall assign to the City the amount of three-quarters (75%) of the total expenditures of veterans' benefits.

HIGHWAY FUND DISTRIBUTION. The Commonwealth maintains a highway fund, which consists of all receipts of a motor vehicle nature, gasoline excise tax, and road funding. Under MGL, Chapter 81, section 31, a portion of this fund is allocated as reimbursements to municipalities for streets and roads. The category has not been funded since FY02.

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 8, 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 tax depending upon the extent of the veteran's disability. The Veterans Administration certifies eligibility. Once certified, the veteran simply files an application each year with the Assessing Department. When a veteran dies, the widow must obtain a statement from the Veterans Administration certifying the veteran's eligibility at the time of death.

MGL, Chapter 59, section 5, clause 17D, provides tax relief to certain persons over seventy, minors, and surviving spouses. Under the provisions of this clause the estate of the applicant must not exceed \$43 764, with the value of that portion of the applicant's domicile which exceeds three dwelling units having to

be counted in the calculation of total assets. The base amount of the exemption allowed is \$219.78 for fiscal year 2003. Each year this base amount is increased by the cost of living. This amount can be increased to as much as double, depending upon the tax increase experienced by the applicant from the prior fiscal year. Clause 37A provides an abatement of \$500 for a legally blind person which can be increased to a maximum of \$1 000 depending upon the tax increase over the prior year. Again, the State reimburses the City for abatement amounts in up to of the base amounts of the exemptions.

ELDERLY EXEMPTION. Under Clause 41C, persons over seventy with yearly maximum earnings of \$14 223 for a single person or \$16 412 for a married couple, minus minimum social security receipts, domiciled in the property for five years and in the state for ten years, with assets, if single, not in excess of \$30 635, or married, in excess of \$32 823 excluding the first three dwelling units of the domicile, receive a base exemption of \$500. This can be increased up to \$1 000 depending upon the applicant's tax increase.

ACTUAL FY02	PROJECTED FY03		BUDGET FY04	INTERGOVERNMENTAL REV. - Miscellaneous Intergovernmental Revenue
1 192 460	900 000	MEDICAID REIMBURSEMENT	900 000	SCHOOL MEDICAID REIM-
		CAMBRIDGE HEALTH		BURSEMENT. This revenue source
<u>6 971 050</u>	<u>6 658 865</u>	ALLIANCE	<u>6 672 760</u>	reflects reimbursements of special
8 163 510	7 558 865		<u>7 572 760</u>	education medical costs for Medicaid
				eligible students. In FY04, the reim-
				bursement estimate is \$900 000.
		<p>CAMBRIDGE HEALTH ALLIANCE. Bonds issued in the past for renovations to the Cambridge Hospital and construction of a new ambulatory care center are legal obligations of the City and principal and interest payments on these loans are included in the Debt Service budget. In FY04, this category includes the fourth debt payment for the construction of the new ambulatory care center. Reimbursement for its share of contributory retirement system costs is budgeted in the Employee Benefits Department. The detail distribution is: Employee Benefits, \$4 160 260; and Debt Service, \$2 512 500.</p>		

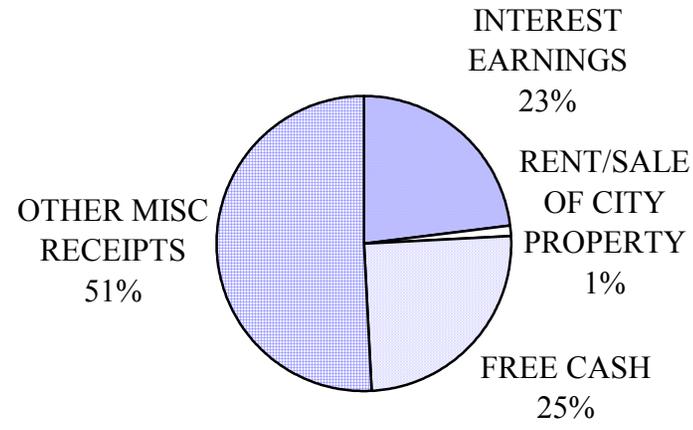
THIS SPACE RESERVED FOR COUNCILLORS' NOTES

ACTUAL FY02	PROJECTED FY03		BUDGET FY04
2 000 453	1 920 000	INTEREST EARNINGS	1 812 640
88 311	89 960	RENT/SALE OF CITY PROPERTY	89 960
1 800 000	1 800 000	FREE CASH	1 950 000
<u>4 168 472</u>	<u>4 754 190</u>	OTHER MISC. RECEIPTS	<u>3 997 975</u>
8 057 236	8 564 150		7 850 575

**MISCELLANEOUS REVENUES
- Summary**

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 2.3% of the FY04 General Fund budget.

MISCELLANEOUS REVENUES ANALYSIS



ACTUAL FY02	PROJECTED FY03		BUDGET FY04	MISCELLANEOUS REVENUES - Interest Earnings
2 000 453	1 920 000	INTEREST EARNINGS	1 812 640	<p>INTEREST EARNINGS. The City regularly invests temporarily idle cash and receives interest on these investments. Interest rates and interest earnings are subject to market conditions. Interest from the Parking Fund (\$267 640) is included in the above estimate, but interest received from trust and agency fund investments are not included. Also included is interest on perpetual care. A person purchasing a lot in the Cambridge Cemetery may make a perpetual care contribution. These amounts are invested and the interest is used for the care and beautification of the cemetery. Interest on these funds is estimated at \$45 000 in FY04.</p> <p>Interest income is used to offset expenditures in: Finance (\$1 500 000); Community Development/ Parking Fund (\$256 895); Traffic, Parking & Transportation (\$10 745); and Public Works (\$45 000).</p>

ACTUAL FY02	PROJECTED FY03		BUDGET FY04	MISCELLANEOUS REVENUES - Rent/Sale of City Property
30 386	28 810		28 810	RENT OF CITY PROPERTY. In FY04, the City will receive rent from the news stand in Harvard Square (\$28 810). These funds are used as an offset to the Public Works budget.
<u>57 925</u>	<u>61 150</u>	RENT OF CITY PROPERTY SALE OF CITY PROPERTY	<u>61 150</u>	
88 311	89 960		89 960	
<p>SALE OF CITY PROPERTY. Revenue is received from the sale of lots and graves at the City cemetery. The price of a single lot is \$520 and an individual must be a resident of Cambridge at the time of death. Revenue from this source is estimated at \$60 000 in FY04. 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 reflects the costs of the veterinary care that has been completed. The FY04 revenue estimate is \$1 000. In addition, the Cable Office charges for the tape duplication of various municipal programs. The \$20 charge covers the duplication and tape cost and will generate approximately \$150 in FY04.</p>				

ACTUAL FY02	PROJECTED FY03		BUDGET FY04	MISCELLANEOUS REVENUES - Free Cash
1 800 000	1 800 000	FREE CASH	1 950 000	APPROPRIATING FREE CASH. Under Massachusetts General Laws, Chapter 80, "free cash" is certified
		<p>at the beginning of each fiscal year by the State Bureau of Accounts. A community's free cash or budgetary fund balance is the surplus amount of funds that are unrestricted and available for appropriation. This figure is usually generated by actual revenues that exceed estimates and actual expenditures that are less than budgeted amounts. The City carefully limits its use of free cash in operating budgets. The surplus prevents short-term borrowing, bolsters the City's bond rating and earns interest that is used to fund programs. In FY04 a portion of free cash will be used as a revenue in the Police Department \$1 500 000, Employee Benefits Department \$150 000 and the School Department \$300 000 budgets. Not included in the above amount is \$2 225 000 in revenue used in the funding of City Capital Projects.</p>		

ACTUAL FY02	PROJECTED FY03		BUDGET FY04	MISCELLANEOUS REVENUES - Other Miscellaneous Revenue
7 735	3 000	RESTITUTION	2 000	RESTITUTION. This revenue
16 015	13 000	TELEPHONE COMMISSIONS	13 000	source represents restitution
388	10 000	ROYALTIES	7 500	payments made by defendants to the
12 945	25 000	MISC. SCHOOL RECEIPTS		court and is based on an average of
3 860 000	3 860 000	CLAIMS TRUST TRANSFER	3 860 000	\$17.50 per hour for court time costs
	300 000	SCHOOL DEBT STAB. TRANSFER		for a police officer.
185 115	473 190	SECTION 108 LOAN PAYMENT	45 475	
66 274	50 000	TRAFFIC MITIGATION FUNDS	50 000	TELEPHONE COMMISSIONS.
20 000	20 000	HODAG PROGRAM INCOME	20 000	Verizon pays the City a commission
<u>4 168 472</u>	<u>4 754 190</u>		<u>3 997 975</u>	on public pay telephones. The
				Electrical Department receives the
				revenue for all outdoor public tele-
				phones and the revenue from indoor pay phones goes to the department in which the phone is located.
				ROYALTIES. The Historical Commission offsets expenditures with royalties received from outside
				sales of its publications, including the series,, <i>Survey of Architectural History in Cambridge</i> . (Only
				one volume in the series is currently in print; thus royalties are much reduced). The Commission
				anticipates earning continuing revenues from sales of the Central Square oral history book. Income is
				also earned from fees for paint color and research consultations, the sale of photographic prints from
				the archives, and photocopying.
				MISCELLANEOUS SCHOOL RECEIPTS. This revenue will not be projected for the FY04
				School financing plan.
				CLAIMS TRUST TRANSFER. In an effort to lessen the impact of Employee Benefit increases on
				the property tax levy, \$3 860 000 in interest earnings and employee contributions from the Health
				Claims Trust Fund will be used as a revenue to offset health insurance, dental, and life insurance
				costs. The use of these funds is in accordance with the objective of the fund to be used as a
				contingency against higher than anticipated health insurance cost.
				SCHOOL DEBT STABILIZATION TRANSFER. This fund was established to enable the school
				system to avoid severe fluctuations in the financial impact of capital construction project revenue.
				This revenue will not be included in the FY04 school financing plan.

SECTION 108 LOAN REPAYMENT. During FY94, the City entered into a loan guarantee agreement with the Department of Housing and Urban Development (HUD) for \$1 000 000 which was loaned to Brookline Street Limited Partnership to cover a portion of the costs of the Brookline Street Housing Development. As principal and interest payments come due, the Partnership will repay the City, which will then repay HUD. The loan will be repaid over twenty years. Interest payments began in FY96 and principal payments in FY97. The amount shown as a revenue in this section will cover payments due in August, 2003 and February, 2004.

TRAFFIC MITIGATION FUNDS. The New England Development Company and their subsidiaries will contribute approximately \$50 000 to the City in FY04 to implement traffic mitigation measures set forth in their development agreement with the City.

HODAG PROGRAM INCOME. The City receives a \$20 000 annual payment on a rental housing construction loan granted by HUD. This payment must be used for similar housing purposes and is budgeted in the Community Development Department.

SUMMARY: GENERAL GOVERNMENT

FY02 ACTUAL	FY03 PROJECTED	PROGRAM EXPENDITURES	FY04 BUDGET
391 875	437 730	Mayor	430 875
1 589 289	1 302 450	Executive	1 286 685
881 995	916 345	City Council	927 460
622 987	676 665	City Clerk	671 930
1 862 159	2 489 810	Law	1 719 545
7 570 569	8 024 085	Finance	8 247 735
12 488 160	12 319 720	Employee Benefits	18 096 355
861 852	958 130	General Services	957 530
690 588	726 980	Election	739 735
644 494	678 600	Public Celebrations	660 025
		Reserve	37 500
<u>27 603 968</u>	<u>28 530 515</u>		<u>33 775 375</u>

FINANCING PLAN	FY04 BUDGET
Taxes	20 134 665
Licenses & Permits	31 500
Fines & Forfeits	281 500
Charges for Service	642 250
Intergovernmental Revenue	7 175 460
Miscellaneous Revenue	5 510 000
	<u>33 775 375</u>

ACTUAL FY02	PROJECTE D FY03		BUDGET FY04
303 302 17 983 65 156 <u>5 434</u> 391 875	341 170 20 500 70 500 <u>5 560</u> 437 730	ADMINISTRATION GOVERNMENTAL RELATIONS CEREMONIAL FUNCTIONS COMMUNITY LEADERSHIP	334 315 20 500 70 500 <u>5 560</u> 430 875
<p>also serves as chair of the School Committee. The Mayor provides leadership to the community.</p> <p>The Mayor’s Office serves as a resource for residents seeking information and addresses concerns regarding City government and municipal services. Offering immediate assistance to these inquiries is a top priority of the Mayor and his staff.</p> <p>The Mayor and the Mayor’s staff have a broad range of duties and responsibilities. These include the organization, sponsorship and implementation of diverse citywide public events and celebrations throughout the year, conducting public policy research, drafting legislation and serving as a liaison between City, federal and state agencies, community groups and citizens. The Mayor serves as the City’s official receiver of visiting dignitaries and distinguished visitors.</p> <p>FY03 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:</p> <p>EDUCATION/LITERACY PROGRAMS</p> <ul style="list-style-type: none"> • Focused the Mayor’s Office resources in conjunction with those of the Kid’s Council and the Agenda for Children to promote literacy initiatives, including the “Let’s Talk” Campaign, “Share A Book Anytime Anywhere” Initiative and the Back Pack Express mailing encouraging home based literacy. To support these initiatives the Mayor read at numerous pre-school programs and invited students to City Hall, giving books to all the children to take home. • Testified before the Joint Committee on Ways and Means relative to the importance of Literacy Programs for Children and Families. • Working with the School Committee and Superintendent, developed the Committee’s first concise statement on goals. 			

PURPOSE & OVERVIEW: Upon organization of each new City Council, the Councilors elect one of their members to serve as Mayor. The Mayor serves as chief legislative officer, presiding over all meetings of the Council. The Mayor

- Worked with the School Committee and staff to conduct an efficient and effective search for a new Superintendent of Schools.
- Implemented policies with the School Committee and Superintendent addressing concerns raised in the Spence Report.
- Worked with the School Superintendent and her leadership team, School Committee and parents to develop a school consolidation plan that addresses decade old unresolved issues in our educational system that will lead to a system providing quality education for all children.
- Coordinated with the City Manager the first Mayor/City Manager appointed committee to address concerns relative to achievement gaps in the Cambridge Public Schools.
- Sponsored and promoted the City's initial citywide book club encouraging people of all ages to read the same book, participate in book club discussions and visit the Cambridge Public Library.
- Re-established the practice of holding joint City Council and School Committee meetings to address educational issues.
- Promoted school art programs by sponsoring an art contest inviting students to submit their work for display in the Mayor's Office and City Hall. Hosted an event in the Mayor's Office for artists and their parents and guardians.

HOUSING

- Worked with the Housing Authority to increase the number of landlords participating in the Section 8 Program.
- Assisted with the groundbreaking and dedication of new affordable housing units.
- Continued to work with members of the City Council on efforts to establish both affordable and moderate, middle and low income housing for families and individuals.

LIVABLE COMMUNITY

- Responded to concerns raised in neighborhoods throughout the City relative to quality of life and the delivery of City services. Followed up action items with the appropriate City administrators.
- Sponsored and attended numerous civic celebrations that support Council policy goals and enrich diversity.
- Coordinated with Office of Workforce Development the most successful Mayor's Summer Work Program.
- Met with CEOs of large and small Cambridge businesses to promote volunteerism and good corporate citizenship and to address issues of mutual concern.
- Assisted Cambridge senior citizens in addressing issues of concern and followed up with the City administration on implementation of solutions. Also assisted in lobbying efforts regarding housing, medical care and prescription drug policy.
- Coordinated the City's September 11th commemorative ceremonies at City Hall and other locations in Cambridge with various City agencies, departments and citizens.
- Oversaw implementation of the Night Time Curfew on Use of City Streets by Through Trucks.

TOWN GOWN AND INTER-GOVERNMENTAL RELATIONS

- Organized and hosted the first meeting of Cambridge state legislative delegation with Cambridge City Council and various administrators.
- Collaborated with other Massachusetts Mayors to stress municipal concerns to the Governor and Lt. Governor.
- Worked with members of the City's Congressional delegation on a series of issues, including: affordable housing, open space, homeland security.
- Continued to work with the City Council Committee on University Relations to create a positive dialogue to bring into focus long-term planning, in lieu of taxes agreements, educational initiatives and philanthropic policies.

- Worked with Council members to provide support and assistance around Council Policy.

FY04 GOALS

- *GOAL 1: Monitor the implementation of the school consolidation plan.*
- *GOAL 2: Assist the new Superintendent with his/her acclimation to the Cambridge community.*
- *GOAL 3: Assist School personnel to ensure the accreditation of CRLS.*
- *GOAL 4: Develop and implement a full literacy program that promotes family literacy and helps children learn to read, thus uniting families and the community, and enabling children to be successful readers.*
- *GOAL 5: Produce a cable television show depicting various Cambridge residents and employees reading to preschoolers and promoting literacy.*
- *GOAL 6: Continue to develop and implement policies on University Relations.*
- *GOAL 7: Collaborate with our state and federal legislative delegation on mutual concerns.*
- *GOAL 8: Improve workforce development by continuing to meet and encourage local employers to provide employment opportunities for Cambridge residents.*
- *GOAL 9: Continue to work with Cambridge seniors and the City Manager in an effort to address their areas of concern while maintaining the high level of services provided through our Senior Centers and other resources.*
- *GOAL 10: Continue to work as a liaison between the City Council and School Committee on issues involving both bodies.*
- *GOAL 11: Coordinate and facilitate review of public policy issues facing the City, including education, housing, transportation, economic development and employment and use of Mayor's Office to coordinate the analysis and development of important public policy initiatives.*

FINANCING PLAN. This budget is supported by \$398 875 in property taxes, and \$32 000 in cherry sheet revenue.

STATUTORY ANALYSIS. Salaries and Wages, \$298 935; Other Ordinary Maintenance, \$111 440; and Travel and Training, \$20 500.

ACTUAL FY02	PROJECTE D FY03		BUDGET FY04	EXECUTIVE
1 035 080 305 000 155 913 <u>93 296</u> 1 589 289	855 235 305 000 <u>142 215</u> 1 302 450	LEADERSHIP TOURISM POSITIVE EDGE PUBLIC INFORMATION OFFICE	831 665 305 000 <u>150 020</u> 1 286 685	<p>PURPOSE & OVERVIEW: The City Manager is the Chief Executive Officer of the City and 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 decisions. The City Manager and his staff respond to citizen inquiries and complaints regarding City services and departmental policies and conduct numerous neighborhood meetings regarding community concerns.</p> <p>Included in this department are the Affirmative Action Office and the Public Information Office. The Cambridge Office for Tourism, which is a non-profit agency, receives City funds budgeted in this department; the Deputy City Manager also serves as a Board member. The operation of the Positive Edge program was moved to the Human Services Department in FY03.</p> <p>FY03 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:</p> <ul style="list-style-type: none"> Continued participation, in cooperation with chief executives from neighboring communities and the Metropolitan Area Planning Council (MAPC), in a planning process to determine areas for future mutual coordinated efforts such as emergency management planning and response, energy consumption, and group health insurance. Continued to provide leadership in areas regarding City policy, which included participating in the ongoing regional truck study, a collaboration between Cambridge, Boston, Watertown, Somerville and Belmont, to create a viable solution to our regional trucking issues. Through the appointment of the Community Preservation Act Committee, made formal recommendations to the City Council for additional funding of affordable housing, historical preservation and open space acquisition under the Community Preservation Act.

- Continued to lead the planning and construction of Area IV Parks, including completion of a total reconstruction of the Fletcher-Maynard Academy school play area. Continued planning for construction of a new park at the Squirrel Brand site and the neighborhood park at 238 Broadway. Began the community process and design for the renovation of Donnelly Field.
- Hired the contractor for and initiated complete interior reconstruction of the City Hall Annex at 57 Inman Street. The building was designed as a “green building” using the LEED Green Building Rating System™ (LEED: Leadership in Energy and Environmental Design). In addition, the City applied for and received a Construction Assistance Grant from the Renewable Energy Trust Fund of the Massachusetts Technology Collaborative for the renewable and energy efficiency features of the building.
- Continued to work with the design team toward completion of conceptual and schematic design of the new Main Library on Broadway. Initiated a public process and appointed an 18-member Design Advisory Committee to advise the City on library design issues during the 18-month design period. The fully renovated building will include a major addition that will preserve the historical integrity of the building and surrounding grounds, while providing increased energy efficiency and enhanced pedestrian and vehicular access.
- Continued to work with the Metropolitan District Commission (MDC) in a unique partnership where the City will provide funds to renovate Magazine Beach Park in exchange for priority scheduling for Cambridge residents. This situation will provide the opportunity to prioritize Cambridge youth sports, such as Little League, at the site.
- Continued joint planning process with City of Somerville on issues of stormwater management for Beacon Street and participated in discussions of issues related to the future development of North Point.
- Completed the design process for the new William Maher Park and environmental improvements in the Northeast Sector of Fresh Pond Reservation, adjacent to Neville Manor. The park will include a youth soccer field and community garden as well as pathways, natural areas for passive recreation and constructed wetlands for treatment of stormwater. All aspects of the project are designed to protect water quality and improve habitat and other ecological functions, in accordance with the goals and recommendations of the Fresh Pond Master Plan.
- Organized the seventh Annual Danehy Park Family Day, held in September 2002. Many City employees generously volunteered their Saturday to help make this event a great success. Family Day provides Cambridge’s residents an opportunity to enjoy free rides and food, experience the arts, learn about public safety, and enjoy the outdoors on our award winning recycled open space facility.

- Completed negotiations for a successor agreement with the Cambridge Health Alliance.
- Negotiated the first ever formal Payment in Lieu of Taxes (PILOT) agreement with MIT and renegotiated Harvard University's PILOT agreement.
- Produced the FY02 City of Cambridge Annual Report, containing the quick and easy reading format that features department overviews and highlights.
- Planned and implemented a comprehensive community survey which was completed in the Fall of 2002. The survey included in-depth telephone interviews with 400 residents as well as a questionnaire that can be completed by any interested resident on the Cambridge Web site. The results of the telephone survey are statistically significant and comparable to the community survey completed in 2000.
- Completed the process of selecting a new Chief Executive Officer for the Cambridge Health Alliance.
- Played a lead role in organizing the September 11th commemoration activities, which involved a variety of City departments, as well as the public schools, MDC, area religious organizations, veteran's organizations and community groups.
- Coordinated the planning for all City departments and other local agencies in the area of Homeland Security.
- Worked with a Cambridge Tourism Task Force, consisting of Cambridge hotels, restaurants and attractions to develop an effective advertising effort for "drive market" business into Cambridge.
- Distributed a CD ROM presentation to hotels and other venues to assist them in promoting Cambridge as a destination.
- The Office of Affirmative Action assisted major City departments in establishing specific affirmative action goals.
- Collaborated with the State Human Resources Division and several City departments to promote the Municipal Police Examination, launching recruitment campaigns targeting under-represented, protected status groups. Also prepared Cambridge residents in test taking skills for the exam.

- Worked with the Affirmative Action Advisory Committee (AAAC) to revise plan goals based on updated census figures specific to the City of Cambridge.
- Continued to work with Simmons College Sociology Department on an internship opportunity for an undergraduate student to gain an understanding of affirmative action in a municipal setting. This intern had the opportunity to work with some of the larger City departments on an employee self-identification project.
- Continued attendance at diversity-focused job fairs for recruitment of City employees.
- Worked closely with MIS to plan, redesign and launch a new City Web site in August 2002 that is more user friendly, enabling residents and others to access the information they need easily and quickly. The new Web site includes on-line bill payments, a Citywide Calendar, a City News and Information section that is updated daily by the Public Information Officer, and key sections on Living in Cambridge and Resident Services.
- The Public Information Officer received special training on the Web site's new Content Management Tool in order to directly coordinate and manage the flow of information on the front page and other key pages of the Web site.
- Published the first edition of *Living in Cambridge*, a Guide to City Resource & Services.
- Created *Settling In*, a quick reference guide for people moving to Cambridge.
- Redesigned a new 8-page community newsletter, *CityView*, that was distributed to 44 000 Cambridge households.
- Created a new City Hall Information Area to provide residents with easy access to a variety of brochures, newsletters and publications produced by City departments.
- Set up a new Directory to help provide better guidance to visitors of City Hall.
- Created a new tabletop flip chart to easily display letters of appreciation the City receives.
- Began working on ideas to improve the City's Intranet site by identifying the types of information that would be useful for employees to access at a given time, such as benefits and personnel related items.

- Continued to keep employees informed of relevant City news through the *PIO Update*, a weekly e-mail bulletin and special *PIO Alerts* or *Messages from the City Manager*.
- Continued to produce *Cityline*, the employee newsletter.

FY04 GOALS:

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

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of requests tracked in automated complaint system	569	970	825	875
2. Number of requests resolved	484	910	720	770
3. Number of requests outstanding	85	60	105	105

- *GOAL 2: The City Manager will continue to chair the Affordable Housing Trust Fund, which over the years has leveraged millions of dollars in private and other public funds resulting in the creation or rehabilitation of numerous family units, single room occupancies, 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: Work towards identifying a suitable location for a new Police Station, a West Cambridge Youth Center, the relocation of the Public Works/Water Department storage yards, and for additional open space.*

TOURISM. The Cambridge Office for Tourism (COT), a non-profit agency that receives City funding, serves as the central clearinghouse for all tourism marketing and visitor information in Cambridge. The Office seeks to enrich the City of Cambridge by promoting its many special attractions and cultural amenities for the enjoyment of both residents and visitors. By coordinating tourism marketing efforts, the Office for Tourism seeks to increase recognition of Cambridge as an important component of the Greater Boston destination, thereby developing a stable and consistent tourism base in the local economy. The Office produces information to help visitors, including a Cambridge Bookstore Guide, a seasonal Calendar of Events, a marketing brochure, and a comprehensive Visitors Guide. The Office for Tourism also produced sales and marketing materials for the hotels to use to attract convention and conference business to Cambridge. This collaborative effort between the Cambridge hotels and meeting sites is called the Cambridge Conference Collection and has received wide acclaim from the hotels and the Greater Boston Convention and Visitors Bureau.

This year, the Cambridge Office for Tourism marks its eighth year anniversary. It continues to be a challenging year for the entire tourism and hospitality industry with the aftermath of September 11th coupled with the current economic straits. In response to the ensuing downturn in the travel industry, COT has continued to direct marketing efforts to a targeted “drive market”, coming from within a 300-mile radius and to form strategic alliances with restaurants, hotels and attractions to develop enticing packages for that market.

Over the past four years, the Tourism Office has been fortunate to obtain additional funding from outside grant sources which has enabled us to produce many useful marketing tools for Cambridge. Projects funded this year from outside sources include *A Visitor Guide to the City*, a *Walking Guide to Historic Cambridge* (now available in French, German, Spanish and Japanese), and a redesigned *Bookstore Guide*. These funds also enabled us to hire a public relations firm to continue to promote all that Cambridge offers and to develop advertising campaigns for local and national exposure. This year the COT was invited to become a member of

the Board of Directors for the Greater Boston Convention and Visitors Bureau (GBCVB). In this capacity, we will become extensively involved in the planning and execution of events surrounding the Democratic National Convention in Boston/Cambridge in 2004. We have also been invited to participate in a small Marketing Advisory Board now being established by the Massachusetts Office for Travel and Tourism (MOTT) to assist in developing a marketing plan for the state. COT gave a presentation in January at the Massachusetts Lodging Association's Annual Meeting on forming successful partnerships and developing marketing and PR programs for promoting a destination. COT has been very successful in securing extensive press exposure for our new publications and marketing efforts as well as for many smaller local non-profit organizations that sponsor events in Cambridge. The Cambridge Tourism Web site continues to gain popularity with over 2.5 million hits in FY03 and serves as a major source of visitor requests for the City.

- *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.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Total number of visitor requests for information via telephone, e-mail, and at information booth	107 500	110 000	111 000	104 500
2. Number of brochures distributed at state visitor centers and area hotels	130 000	175 000	150 000	142 000
3. Number of Calendar of Events distributed to visitors and local residents	48 000	48 000	48 000	48 000

■ *GOAL 1: (continued)*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
4. Number of journalists, travel agents, and tour operators who participated in a tour	170	150	150	100
5. Total number of hits on the Cambridge Tourism Web site	2 234 318	1 500 000	2 500 000	2 250 000

■ *GOAL 2: Assist hotels in their marketing and sales efforts to attract convention and conference business to Cambridge by promoting partnerships with Boston meeting facilities, including the new Convention Center under construction in South Boston.*

■ *GOAL 3: Continue to identify additional sources of income through grant applications, sponsorships and private sector donations.*

AFFIRMATIVE ACTION

PURPOSE & OVERVIEW: A part of the Executive Department, the Affirmative Action Office assists the City in achieving workforce parity. The goal is to reflect at all levels, and in all types of positions, the race, sex, disability or other protected status of the labor markets from which employees are drawn. 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 and achieving 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 bi-annual reports for the Equal Employment Opportunity Commission (EEOC).

The Affirmative Action Director monitors construction contracts in excess of \$50 000 to ensure that a minimum of ten percent of sub-contract business is awarded to minority owned businesses that are

certified by the State Office of Minority Business & Women Association, (SOMBWA).

The City’s affirmative action recruitment goals are linked with local labor market statistics. The City of Cambridge workforce should have, as a legally defensive goal, a mirroring of the local labor force, taking into account state and federal guidelines on affirmative action plans and on the definition of underutilization contained in those guidelines.

Goals are set for each of the eight Equal Employment Opportunity (EEO-4) categories based on the local labor market pool of available applicants with the requisite skills.***

When a goal in any of the EEO-4 categories is met or exceeded the emphasis is redirected to those areas where there is significant underutilization.

- *GOAL 1: Maintain people of color and women’s participation in the City’s total workforce in proportion to their representation in the City’s labor market. Take affirmative steps to ensure that the City’s workforce, at all levels and in all positions, reflects the race or other minority status of the labor market from which such employees are drawn.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03** BUDGET	FY03 PROJECTED	FY04** PROPOSED
1. Percent people of color in Cambridge workforce*	25.5%	25.5%	25.5%	25.5%
2. Percent people of color employed by the City	26.7%	25.5%	25.5%	25.5%
3. Percent women in Cambridge workforce*	49.9%	49.9%	49.9%	49.9%
4. Percent women employed by the City	39.7%	49.9%	40.2%	49.9%
5. Percent people of color in EEO categories:				
Officials & Administrators				
Professionals	17%	16.3%	17%	16.3%
Technicians	15.9%	15.6%	15.9%	15.6%
Protective Services	23.9%	20.7%	25.4%	20.7%
Paraprofessionals	23.7%	25.5%	23.7%	25.5%
	37.2%	25.5%	36.4%	37.2%

■ *GOAL 1: (continued)*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
Administrative support	36.8%	25.5%	39.4%	36.8%
Skilled craft	16.1%	16.4%	15.4%	16.4%
Service Maintenance	30.2%	25.5%	27.4%	25.5%
* Based on 1990 Census Data				
** Reflects the goals of the City's Affirmative Action Plan				
*** Local labor market census data is scheduled to be released in mid-2003				

■ *GOAL 2: Work with departments to determine Affirmative Action goals for the hiring of people of color and women in their departments; this analysis will take labor market statistics and the anticipated number of vacancies into consideration. Assist departments in recruiting and hiring processes to ensure a diverse pool of qualified applicants.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of departments met with to set goals	20	25	25	25
2. Meet with all departments that are hiring Department Heads, Professionals and Administrators	100%	100%	100%	100%

PUBLIC INFORMATION OFFICE

PURPOSE & OVERVIEW: The Public Information Officer (PIO) serves as the City's liaison/spokesperson to the media, helps publicize City programs and services, and manages the flow of information on the front and main pages of the City's Web site. The PIO produces various City publications, including the City of Cambridge Annual Report, the new booklet *Living in Cambridge...A Guide to City Resources and Services* and *Settling In...for New Cambridge Residents.*

The PIO also communicates relevant City information to employees and various external audiences on a regular basis.

FY04 GOALS

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

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Develop news releases, Web site informational pieces	70	70	85	85
2. Produce <i>CityView</i> semi-annual community newsletter	0	2	2	2
3. Produce the City's Annual Report	1	1	1	1

- *GOAL 2: Communicate City news/information to employees.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Publish PIO Update, weekly E-mail bulletin for employees	65	65	70	70
2. Produce <i>CityLine</i> employee newsletter	4	4	1	1

- *GOAL 3: Respond to media inquiries in a timely manner.*
- *GOAL 4: Manage daily flow of information on the main pages of City's Web Site and identify improvements to the main information sections for residents, businesses, and visitors. Continue to work on enhancements to the Citywide Calendar on Web.*
- *GOAL 5: Respond to community inquiries via Web, e-mail and telephone in a timely manner. Identify community relations opportunities or customer service improvements that can be made.*
- *GOAL 6: Maintain City publications and information in the City Hall Information Area.*
- *GOAL 7: Work with the Finance Department to improve marketing efforts related to the City Scholarship Program.*

FINANCING PLAN. This budget is supported by \$449 030 in property taxes; \$163 865 in cherry sheet revenue; \$493 790 in hotel/motel tax; and \$180 000 in parking fines.

STATUTORY ANALYSIS. Salaries and Wages, \$860 220; Other Ordinary Maintenance, \$396 500; and Travel and Training, \$29 965.

ACTUAL FY02	PROJECTED FY03		BUDGET FY04
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CITY COUNCIL

<p>675 456 176 894 <u>29 645</u> 881 995</p>	<p>700 135 188 210 <u>28 000</u> 916 345</p>	<p>POLICY MAKING/LEGISLATION COUNCIL SERVICES GOVERNMENTAL RELATIONS</p>	<p>716 475 172 985 <u>38 000</u> 927 460</p>
<p>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. It authorizes public improvements and expenditures, adopts regulations and ordinances, levies taxes, controls the finances and property taxes of the City, and performs many related legislative tasks.</p> <p>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 committees which have become increasingly active over the past few years, providing much of the research and legislative analysis on major policy issues before the Council.</p> <p>COUNCIL SERVICES. The City Council is served by two staff members who perform administrative duties and provide clerical support to the Councilors. The general administration of the Council budget and the purchase of all supplies and services are also included in the duties of the staff.</p> <p>GOVERNMENTAL RELATIONS. This allotment supports the Council’s efforts to secure federal and state 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 the federal and state governments. This allotment also 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.</p> <p>FY03 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:</p> <ul style="list-style-type: none"> • Upgraded and improved City Council Web Site. • Provided staff support to the City Council in goal setting activities and evaluation of the City Manager. 			

- Restructured the City Council Office budget to more closely reflect the operation and services provided by the City Council Office.

FY04 GOALS

- *GOAL 1: Provide high quality ongoing services to residents, improve access to these services and provide increased opportunities for public participation in local government.*
- *GOAL 2: Preserve and expand the supply of permanent affordable housing, supporting socio-economic diversity.*
- *GOAL 3: Strengthen and support public education and other learning in Cambridge for the benefit of residents of all ages.*
- *GOAL 4: Foster community. Support opportunities for citizens to know each other within their neighborhoods and across the City.*
- *GOAL 5: Support neighborhood preservation and enhancement.*
- *GOAL 6: Foster creative approaches to traffic, parking and transportation needs of residents and businesses within the context of growing congestion, and the need to improve air quality.*
- *GOAL 7: Maximize the benefits of new and existing economic development and university activities to improve the life of the City.*

FINANCING PLAN. This budget is supported by property taxes, \$913 350; and cherry sheet revenue, \$14 110.

STATUTORY ANALYSIS. Salaries and Wages, \$847 560; Other Ordinary Maintenance, \$41 900; and Travel and Training, \$38 000.

ACTUAL FY02	PROJECTE D FY03		BUDGET FY04
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CITY CLERK

622 987	676 665	CITY CLERK	671 930	<p>PURPOSE & OVERVIEW: As charged by statute and ordinance, the City Clerk's Office records, pre-serves 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 recordations required by statute. The City Clerk's Office also provides records, information and parliamentary assistance to enable the City Council to fulfill its legislative purposes 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 variety of inquiries from the public.</p> <p>FY03 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:</p> <ul style="list-style-type: none"> ● Implemented a new electronic recording and indexing system for birth, death and municipal ticket records and contracts. ● Provided staff support for 16 City Council committees, including the Government Operations Committee as it led the City Council's development of goals and evaluation of the City Manager. ● Worked with the City Manager's Office and the MIS Department to increase the accessibility of and search capability for information about City Council actions and decisions on the City of Cambridge Web site. ● Improved archival storage methods for recent original City Council records. Began implementation of similar improvements for recent original vital statistic records. ● Repaired and rebound record and index books in need of restoration due to age and use. ● Cleaned and inventoried 17th and 18th Century original City Council records. Upgraded the storage method and relocated them to a better site.
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FY04 GOALS

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

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of records recorded, indexed and certified	40 612	34 800	23 400	23 400
2. Number of certified records issued	n/a	n/a	20 700	20 700
3. Number of licenses issued	2 053	2 100	2 040	2 040

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

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Agenda ready for distribution 72 hours prior to regular City Council meeting	100%	100%	100%	100%
2. Notification of Council actions completed 38 hours after meeting	100%	100%	100%	100%
3. Permanent bound record produced within 18 months after completion of legislative year	50%	75%	50%	50%
4. Update the Municipal Code and distribute updates to subscribers; number of updates	2	2	1	1
5. Eliminate City Council record backlog	0%	10%	50%	50%

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

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
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1. City Council agenda published accurately on the City's Web site 72 hours prior to meeting	100%	100%	100%	100%
2. Each member of the Clerk's Office attends at least one professional development program each year	8	10	10	10

FINANCING PLAN. This budget is supported by property taxes, \$522 330; marriage licenses, \$14 000; fees, \$19 500; certified copies, \$96 000; mortgages, \$100; domestic partnerships, \$700; and cherry sheet, \$19 300.

STATUTORY ANALYSIS. Salaries and Wages, \$611 400; Other Ordinary Maintenance, \$59 780; and Travel and Training, \$750.

ACTUAL FY02	PROJECTE D FY03		BUDGET FY04
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LAW DEPARTMENT

<p>1 656 741 205 418 <u>1 862 159</u></p>	<p>1 539 810 950 000 <u>2 489 810</u></p>	<p style="text-align: center;">LEGAL COUNSEL DAMAGES</p> <p>1 469 545 <u>250 000</u> 1 719 545</p> <p>PURPOSE & OVERVIEW: Established by Chapter 2.26 of the Cambridge Municipal Code, the Law Department is charged with the prosecution and defense of all suits in which the City is a party in state and federal courts, and in administrative agencies. The Department now employs eight full-time attorneys, an office manager, one administrative assistant, one clerk-typist, and a part-time investigator. The Department functions as a full-time law office, handling nearly all of the City's litigation in-house. In addition to this primary litigation function, Department attorneys furnish legal opinions on a daily basis on matters referred to them by the City Manager, Mayor, City Council, School Committee, and Department Heads. Attorneys regularly attend meetings of the City Council and its sub-committees. Attorneys also 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.</p> <p>FY03 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:</p> <ul style="list-style-type: none"> ● Continued representation of the City in all pending and newly filed litigation matters. ● Continued frequent outreach and training to various departments regarding measures to improve risk analysis and control. ● Focused significant resources on analysis, review, and advice relating to: major proposed zoning amendments; cable television license renewal and compliance; large project developments; development of new Neville Manor skilled nursing facility; sewer/storm drain reconstruction; truck issues; utility infrastructure issues; and provided legal advice on contracting issues related to all major public construction projects, and advice as to the acquisition and disposition of real estate and layout of public ways. <p>FY04 GOALS</p> <ul style="list-style-type: none"> ■ <i>GOAL 1: Manage litigation and other legal functions in-house to the maximum extent possible.</i> 	
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PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of cases referred to outside counsel	4	-	4	-
2. Number of written opinions and City Council Order responses issued	24	-	20	-
3. Number of claims filed against City				
4. Number of lawsuits filed against City	243	-	240	-
	50	-	40	-

- *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, when appropriate.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of training sessions conducted	6	7	5	5
2. Number of employees in attendance				
3. Number of departments affected	92	50	50	50
	21	10	10	10

FINANCING PLAN. This budget is supported by \$100 000 in parking funds; \$50 000 in cherry sheet revenue; and \$1 569 545 in property taxes.

STATUTORY ANALYSIS. Salaries and Wages, \$950 645; Other Ordinary Maintenance, \$509 225; and Travel and Training, \$259 675.

ACTUAL FY02	PROJECTE D FY03		BUDGET FY04
535 435	446 260	ADMINISTRATION	438 865
317 208	300 825	BUDGET	320 305
1 314 669	1 418 935	PERSONNEL	1 418 055
1 281 853	1 326 725	ASSESSORS	1 411 700
452 791	497 945	PURCHASING	513 535
479 919	561 505	AUDITING	565 485
556 651	535 695	REVENUE	541 675
413 176	438 935	TREASURY	446 615
		MANAGEMENT INFORMATION	
		SYSTEMS	
<u>2 218 867</u>	<u>2 497 260</u>		<u>2 591 500</u>
7 570 569	8 024 085		8 247 735

PURPOSE & OVERVIEW: The Finance Department, under the direction of the Assistant City Manager for Fiscal Affairs, is responsible for the planning, implementation, oversight, integrity and reporting of the City's operating and capital finances. The Finance Department is comprised of the Budget, Personnel, Assessing, Purchasing, Treasury, Revenue, and Management Information Systems functions. The Auditing Department

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

FY03 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Prepared the FY04 Budget and posted it on the City's Web site to increase public access to this information.
- Received for the 17th consecutive year, the Government Finance Officers Association Distinguished Budget Presentation Award.
- Published the Comprehensive Annual Financial Report, which received the Government Finance Officers Award for Excellence in Financial Reporting for the 17th consecutive year, and posted it on the City's Web site to increase public access to this information.
- Prepared all documents for a \$28.7 million bond sale for the financing of sewer reconstruction, street reconstruction, renovations to the City Hall Annex, Taylor Square Fire Station, 57 Inman Street and the Area IV Youth Center, Golf Course and Open Space improvements and Phase One of Harvard Square Enhancements. The City's Aaa bond rating allowed the City to sell these bonds at the low interest rate of 3.1%. The final official statement for this issue was posted to the City's Web site for the first time and provides certain information not found in other financial documents.

- Successfully upgraded PeopleSoft HR/Payroll system to an internet browser based system.
- Implemented a new receivable system for real estate taxes, motor excise taxes, water/sewer charges, and departmental revenues.
- Began a series of joint training sessions with the staff of the Revenue and Assessing Departments that focus on customer service, time management skills and team building.
- Coordinated the Early Retirement Incentive Program with the Cambridge Retirement Board.
- Negotiated several labor contracts with substantial FY04 and FY05 salary savings.
- Re-bid the City's Life Insurance program, resulting in expanded coverage and reduced costs for retirees.
- Upgraded the Human Resources/Benefits system from PeopleSoft 7.51 to PeopleSoft 8.3.
- In conjunction with the City's Affirmative Action Director and the Police Department, worked to maximize local participation in the civil service examination for police officers.
- Entered into a partnership with a diversity-recruiting firm to target persons of color and female professionals.
- Implemented an orientation program for new City employees.
- Developed a Supervisory Management certificate program, which includes training on City policies and procedures, effective communication, handling conflict, and performance management.
- Issued RFP for and selected new Computer Assisted Mass. Appraisal System (CAMA). Implementation of new system anticipated for June 30, 2003.
- Implemented a residential inspection program to ensure that at least 70% of all residential properties are inspected prior to the FY2005 triennial revaluation.
- Contracted with a professional appraisal firm to measure, list, take digital photographs and prepare property record cards for Cambridge's large number of exempt properties. This is required by the State Department of Revenue prior to the FY2005 triennial revaluation.

- Upgraded the Purchasing Department's Web site to make it more interactive for users and vendors.
- Began pro-active campaign advocating for the purchase of environmentally preferred products.
- Encouraged all departments under the sound business practice threshold to do business with local and minority owned businesses.
- Initiated training for senior staff to achieve the Massachusetts Certified Public Purchasing Official designation.
- Launched the new look and feel for City's Web site, which improves navigation and usability for residents, business, and visitors. Received recognition from Massachusetts Interactive Media Council (MIMC) and was selected as a finalist for Best Web Site, Municipal Government, Massachusetts Municipal Association (MMA) for Best Practices in Web Development. We also received an honorable mention "Top Pick" among government Web sites in the country from MuniNet Guide & Review.
- Upgraded all City employees to one e-mail application, Microsoft Exchange. This program offers new features such as remote access to e-mail and calendar via a Web browser, dynamically updated global address book, inter-departmental meeting scheduling and improved support.
- Implemented new Property Database search capability from the City Web site which improves residents and others ability to find information more easily and with more accuracy.
- Made substantial improvements to the PeopleSoft environment and in-house expertise which is now capable of handling yearly tax upgrades. This resulted in a cost savings of \$100 000 during tax processing season by not requiring outside consulting support.
- Audit and MIS team implemented a new Asset Management system, which produced the first GASB34 reports to the government.
- Hired a CAMA Project Manager, evaluated and chose new CAMA system and completed implementation which offers improved processing of property valuation.
- Implemented an Enterprise Backup solution that automatically performs a backup of all City data, securing intellectual properties and reducing the overhead and support.

- Configured and installed approximately 160 new professional computers (PC's) across City departments.
- Implemented new Web based problem ticketing system that will improve City staff access to desktop and application support. This system will better manage the rising cost to support technology.
- Upgraded City Internet capacity to provide better performance. This was accomplished with a yearly cost saving of \$30 000 per year.
- Maintained 99.9% uptime of network.

FINANCING PLAN	DETAIL	SUMMARY
TAXES		
Property Tax	(3 482 060)	
Motor Vehicle Tax	5 600 000	
Hotel/Motel Tax	3 170 210	
Penalties & Delinquent Interest	415 000	5 703 150
CHARGES FOR SERVICES		
Parking Fund Parking Usage	23 950	
Sewer Service Charges	185 000	
Municipal Lien Certificates	45 000	
Water Fund Transfer	185 000	438 950
INTERGOVERNMENTAL		
Cherry Sheet Local Aid Distribution	443 160	
Cherry Sheet Loss of Taxes (abatements)	120 950	
Cherry Sheet Loss of Taxes (elderly exempt)	41 525	605 635
MISCELLANEOUS		
Interest Earnings	1 500 000	<u>1 500 000</u>
		8 247 735

STATUTORY ANALYSIS. Salaries and Wages, \$5 905 095; Other Ordinary Maintenance, \$2 088 860; Travel and Training, \$175 980; and Extraordinary Expenditures, \$77 800.

ACTUAL FY02	PROJECTE D FY03		BUDGET FY04
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286 382
<u>249 053</u>
535 435

247 485
<u>198 775</u>
446 260

<p>LEADERSHIP</p> <p>INDEPENDENT AUDIT</p>	<p>238 865</p> <p><u>200 000</u></p> <p>438 865</p>
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PURPOSE & OVERVIEW: The Administration Division of the Finance Department provides leader-ship to the operating divisions of the Department, as well as policy direc-
tion for staff and coordination with other City departments, state and federal regulatory agencies. In addition, the annual independent audit of the City’s financial records is budgeted in this division. The audit is performed in accordance with generally accepted accounting principles, and assures potential purchasers of the City’s notes and bonds of the City’s fiscal soundness; the independent auditor also makes recommendations to improve the City’s financial management.

FY04 GOALS

- *GOAL 1: Maintain the financial information systems by ensuring for timely software upgrades and implementation of new revenue billing and collection system.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Percent completion of implementa- tion of new revenue billing and collection system	0%	75%	25%	100%
2. Upgrade PeopleSoft Financials from version 7.52 to version 8.4	0	n/a	0	100%

- *GOAL 2: Manage the City Scholarship program by soliciting donations, promoting the program, processing applications, and ensuring timely payments of scholarship awards.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Amount of donations received	\$60 700	n/a	\$65 000	\$70 000
2. Number of donations received	n/a	n/a	750	800
3. Number of applications received	101	n/a	115	125



ACTUAL FY02	PROJECTE D FY03	BUDGET FY04
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317 208

300 825

BUDGET 320 305

PURPOSE & OVERVIEW: The primary responsibility of the Budget Office is to prepare the annual

operating and capital budgets for submission by the City Manager to the City Council as required by Chapter 44 of the Massachusetts General Laws. In order to produce a fiscally sound budget for an upcoming fiscal year, it is necessary to consistently monitor and analyze the activities of the current fiscal year, as well as those of prior fiscal years, to detect trends in both revenue and expenditure categories which may have an impact on future budgets. The Budget Department is also involved in the preparation of official statements and other related documents for bond sales, calculation of the tax rate, and preparation of financial statements which are the basis for the Comprehensive Annual Financial Report (CAFR). The above-mentioned documents have a direct impact on the City's budget and it is essential they be prepared in a timely and efficient manner. Office staff members continually work with each department and members of the public providing financial information and advice.

FY04 GOALS

- *GOAL 1: Develop a performance based budget which contains quantifiable performance measures and concise statements of services. Implement and assist departments in tracking performance measures in the FY04 Budget Document through quarterly reviews.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
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1. Average number of meetings per department while developing the annual budget	7	8	8	8
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- *GOAL 2: Identify potential strategies for maintaining the City's long-term financial viability; forecast the City's funding sources; monitor revenue and expenditures on a regular basis; identify potential financial problems.*
- *GOAL 3: Prepare the City's Annual Budget in a thorough and timely manner.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Date Budget submitted to Council	4-22-02	4-21-03	5-12-03	5-3-04

- *GOAL 4: Oversee and process all transfers of City funds from one budget code to another.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of transfers processed	574	700	650	650
2. Process City Council appropriations or transfers within 48 hours of notification from the City Clerk	97%	98%	98%	98%

- *GOAL 5: Coordinate the anticipated sale of General Obligation bonds to finance a wide range of capital projects. As in previous bond sales, staff will work with the City's fiscal advisors and bond counsel to prepare the Official Statement as well as all other required documents including presentations made to credit rating agencies.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Value of bonds issued	\$32.6 M	\$30.7 M	\$28.7	\$37.6
2. Number of issues	1	1	1	1

- *GOAL 6: Work with MIS to place the City Manager's Submitted Budget on the City's Web site in a timely manner.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of days from submitted budget to transmission on the Web	2	2	1	1

- *GOAL 7: Lead training classes for City employees in the People Soft Financial System for inquiry and reporting.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of training classes	6	10	5	5

- *GOAL 8: Identify and review a budget application that is user friendly and will integrate with ease into our overall financial systems structure.*
- *GOAL 9: Institute monthly meetings with department staff responsible for fiscal operations to improve communications, identify operational issues for resolution or improvement, share best practices and review general, grant and capital expenditures and revenues.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number meetings	0	n/a	2	12

ACTUAL FY02	PROJECTE D FY03	BUDGET FY04
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930 999
213 287
170 383
1 314 669

1 044 010
217 925
157 000
1 418 935

ADMINISTRATION 1 036 560
INSURANCE 224 495
EMPLOYEE BENEFITS 157 000
1 418 055

PURPOSE & OVERVIEW: The Personnel Department budget includes three separate cost centers. The Administrative unit serves the public through its effort to promote City employment opportunities and

to provide information and guidance regarding Massachusetts Civil Service examination procedures. Comprehensive centralized human resources management services provided to all City departments includes oversight of employment activities to ensure compliance with the Cambridge Affirmative Action Plan, state civil service procedures, collective bargaining agreements, unemployment and workers compensation law, and sound personnel practices. The Insurance unit administers health and life insurance and deferred compensation programs for eligible employees and retirees. The Employee Benefits budget provides for coordination of citywide employee training programs.

FY04 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	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of community agencies and organizations contacted regularly to “get the word out” regarding City job opportunities	242	235	250	250
2. Total applicants, all positions	5 009	3 600	5 000	5 000
3. Total job postings	201	175	120	150
4. Track applicants for source of job/position information; percent tracked	60%	95%	90%	95%

■ *GOAL 1: (continued)*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
5. Number of outreach events, such as career fairs, meetings with community groups, civil service exam preparation, in which Personnel representatives participate	16	18	15	18
6. Percentage of new employees successfully completing initial six month employment period	91%	95%	95%	95%

■ *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 with making appropriate and effective hiring decisions to assure qualified employees.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Provide training sessions citywide and to specific departments on Personnel policies and procedures	8	8	8	8
2. Number of Cambridge residents submitting applications or résumés (excluding Labor Service)	905	750	800	850
3. Percent of new hires who are Cambridge residents	78%	70%	70%	70%
4. Number of (voluntarily self-identified) people in racially protected groups submitting applications or resumes (excluding Labor Service)	340	350	250	300
5. Number of (voluntarily self-identified) women submitting applications or resumes (excluding Labor Service)	297	300	200	250

- *GOAL 3: Provide training and professional development opportunities to all employees through internal and external training and through the tuition reimbursement program.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Total attendance at all training events (includes internal workshops and external programs paid through Personnel budget)	1 043	1 000	1 000	1 000
2. Number of attendees at management development workshops and performance management training	233	250	295	280
3. Number of courses offered on improving customer service skills of City employees	4	6	8	8
4. Provide and/or participate in providing diversity training events and activities (number of events/ activities)	11	12	12	12
5. Number of courses and workshops offered in general skills development, business skills, technical skills, mentoring career development opportunities, and health, safety and lifestyles	93	60	80	80
6. Number of employees receiving tuition assistance or funding for professional conference attendance (funded through Personnel Department account)*	178	100	100	100
* Conference, tuition, and travel is also funded separately through several departments				

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

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of City collective bargain-ing agreements open/settled	0/2	0/2	0/4	0/6
2. Number of City collective bargain-ing agreements unsettled one year after expiration	0	0	0	0
3. Number of City grievances reaching third step	16	30	30	30
4. Number of City grievances resolved by arbitration	1	8	8	8
5. Maintain and modify as needed essential Personnel policy documents. Use Web site and hard-copy distribution methods to ensure access to up-to-date information	75%	100%	100%	100%

- *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; increase participation of Medicare eligible retirees in HMOs.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Percentage of Medicare eligible retirees in HMOs	37%	35%	37%	37%
2. Cost per contract (employees and retirees)	\$5 329	\$6 137	\$6 137	\$6 435

■ *GOAL 5: (continued)*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
3. Codify employees' and retirees' eligibility rules and guidelines for health and life insurance	25%	75%	75%	100%
4. Provide and/or participate in providing wellness training events and activities (number of events/ activities)	5	4	4	4

■ *GOAL 6: Maintain responsive Workers' Compensation, Unemployment Compensation, Deferred Compensation and other statutory benefit programs, administering systems fairly and consistent with Massachusetts law.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Total new workers' comp claims resulting in time lost from work	28	30	30	30
2. Percentage of workers' comp claimants with earning capacity	28%	30%	40%	35%
3. Total number of unemployment claims filed	139	139	160	160
4. Number of administrative hearings held on unemployment claims disputed by City	8	8	8	8
5. Total unemployment claim findings where City's position was upheld	7	6	6	6

ACTUAL FY02	PROJECTE D FY03		BUDGET FY04
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1 281 853

1 326 725

ASSESSORS	1 411 700								
<p>value for all Cambridge real estate and business personal property. These values are the means for the distribution of the City's property tax levy on an equitable basis, as mandated by State laws. To accomplish its mandate, the Department must discover and list all taxable property, maintaining accurate ownership and property information. The Assessing Department must be prepared to reasonably adjust or to defend values which are challenged through the appeal process. The Assessing Department also administers the motor vehicle excise tax. It is the mission of the Assessing Department to provide quality service to taxpayers and ensure fair and equitable administration of property appraisal laws as defined by the general laws of the Commonwealth of Massachusetts.</p> <p>FY04 GOALS</p> <ul style="list-style-type: none"> ■ <i>GOAL 1: Ensure the accuracy of real property valuation through the routine re-inspection of all houses on an eight-year cycle and the annual inspection of all 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 three years.</i> 									
PERFORMANCE MEASURES	<table border="0"> <tr> <td>FY02</td> <td>FY03</td> <td>FY03</td> <td>FY04</td> </tr> <tr> <td>ACTUAL</td> <td>BUDGET</td> <td>PROJECTED</td> <td>PROPOSED</td> </tr> </table>	FY02	FY03	FY03	FY04	ACTUAL	BUDGET	PROJECTED	PROPOSED
FY02	FY03	FY03	FY04						
ACTUAL	BUDGET	PROJECTED	PROPOSED						

PURPOSE & OVERVIEW: The Assessing Department is responsible for establishing full and fair cash



1. Number of 1, 2 & 3 family houses with attempted inspections	1 500	3 000	4 000	4 000
2. Number of 1, 2 & 3 family houses with interior inspections	600	700	750	750
3. Number of interior apartment building inspections attempted	90	250	200	200
4. Number of interior apartment building inspections accomplished	3	50	200	200
5. Number of condominium unit inspections attempted	200	500	900	900
6. Number of condominium unit inspections accomplished	30	400	700	700

■ *GOAL 1: (continued)*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
7. Number of commercial buildings inspected	80	150	175	250

■ *GOAL 2: Collect market data for annual revaluation of property. Residential property values will be estimated using sales analysis for houses and condominiums and the income approach for apartment buildings. For commercial properties, income and expense data will be requested from commercial property owners and analyzed to develop the income approach to value.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of deeds processed	1 500	3 000	3 100	3 400
2. Number of residential sales verification mailers	264	1 000	1 200	1 200
3. Number of commercial sales verification mailers	40	40	30	30
4. Number of apartment building Income & Expense requests mailed	950	980	984	980

■ *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 2000 are valued and billed for FY03.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of existing accounts inspected	820	500	790	780
2. Number of new accounts listed and inspected	175	170	180	155
3. Number of personal property accounts surveyed	2 471	2 750	2 730	2 700

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

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of residential applications	300	1 800	1 000	800
2. Number of commercial applica-tions	53	200	161	200
3. Number of Statutory & Residential Exemption applications	513	700	850	925
4. Number of motor vehicle excise applications	2 615	1 500	2 780	
5. Number of personal property applications	120	200	200	180
UNIT COST MEASURE*				
1. Cost per motor vehicle excise abatement	\$35	\$36	\$55	\$58
* Does not include administrative overhead.				

■ *GOAL 5: Expand and improve the Assessing Department's office automation.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Implement installation of a new vision valuation system - for property valuation including MRA, cost income also maintenance of exempt property data	n/a	n/a	n/a	150 000
2. Enhance web access to assessing department database providing additional property characteristic data	n/a	n/a	25%	70%
3. Install public access terminal for taxpayer inquiry and research	0	n/a	0	1

■ *GOAL 5: (continued)*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
4. Digitize existing building pictures and build digital photo database	35%	50%	50%	70%

- *GOAL 6: Continue educational support to raise level of professionalism among Assessing Department staff.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Course/seminar attendance by the residential division staff members	5	6	6	8
2. Provide cross training workshop for entire Assessing Department staff	n/a	n/a	10	10

- *GOAL 7: Improve public understanding of the property tax and encourage access to the taxpayer assistance that is available.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Send professionally designed informational brochure to all residential taxpayers	100%	100%	100%	100%
2. Provide taxpayer assistance/ general property valuation information workshops annually	n/a	n/a	5	6
3. Redesign Assessing department web page to provide more comprehensive information - including the ability to download applications for various exemptions and abatements	n/a	n/a	25%	75%

ACTUAL FY02	PROJECTE D FY03	BUDGET FY04
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452 791

497 945

PURCHASING	513 535																																								
<p>PURPOSE & OVERVIEW: The Purchasing Office implements and administers the purchasing policies and practices of the City. It ensures that all purchases of goods and services, including public construction, are made in accordance with State law and City ordinance and are open, fair, competitive and obtained at the lowest possible cost without sacrificing best quality. The Purchasing Office encourages the participation of and outreach to minority businesses in the bidding process through the City’s Minority Business Enterprise (MBE) program, and by including minority vendors on bid lists whenever possible. The Purchasing Office also encourages the purchase of environmentally preferred products. The Office also disposes of surplus property and oversees the Print Shop.</p> <p>FY04 GOALS</p> <ul style="list-style-type: none"> <i>GOAL 1: Procure materials, supplies, equipment and services in accordance with the State laws and City ordinances at the lowest possible cost. Encourage participation in bids and quotes by Minority Business Enterprise (MBE) bidders.</i> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">PERFORMANCE MEASURES</th> <th style="text-align: center;">FY02 ACTUAL</th> <th style="text-align: center;">FY03 BUDGET</th> <th style="text-align: center;">FY03 PROJECTED</th> <th style="text-align: center;">FY04 PROPOSED</th> </tr> </thead> <tbody> <tr> <td>1. Number of formal bids</td> <td style="text-align: center;">75</td> <td style="text-align: center;">75</td> <td style="text-align: center;">75</td> <td style="text-align: center;">80</td> </tr> <tr> <td>2. Number of informal bids/quotes</td> <td style="text-align: center;">100</td> <td style="text-align: center;">100</td> <td style="text-align: center;">100</td> <td style="text-align: center;">120</td> </tr> <tr> <td>3. Number of construction bids</td> <td style="text-align: center;">30</td> <td style="text-align: center;">35</td> <td style="text-align: center;">35</td> <td style="text-align: center;">30</td> </tr> <tr> <td>4. Number of Request-for-Proposals (RFP’s)</td> <td style="text-align: center;">25</td> <td style="text-align: center;">30</td> <td style="text-align: center;">30</td> <td style="text-align: center;">27</td> </tr> <tr> <td>5. Number of purchase orders issued</td> <td style="text-align: center;">13 500</td> <td style="text-align: center;">14 000</td> <td style="text-align: center;">14 000</td> <td style="text-align: center;">14 000</td> </tr> </tbody> </table> <ul style="list-style-type: none"> <i>GOAL 2: Confirm and issue purchase orders for purchases made independently by departments within 1 day.</i> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">PERFORMANCE MEASURES</th> <th style="text-align: center;">FY02 ACTUAL</th> <th style="text-align: center;">FY03 BUDGET</th> <th style="text-align: center;">FY03 PROJECTED</th> <th style="text-align: center;">FY04 PROPOSED</th> </tr> </thead> <tbody> <tr> <td>1. Purchase orders issued within 1 day</td> <td style="text-align: center;">80%</td> <td style="text-align: center;">80%</td> <td style="text-align: center;">80%</td> <td style="text-align: center;">80%</td> </tr> </tbody> </table>		PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED	1. Number of formal bids	75	75	75	80	2. Number of informal bids/quotes	100	100	100	120	3. Number of construction bids	30	35	35	30	4. Number of Request-for-Proposals (RFP’s)	25	30	30	27	5. Number of purchase orders issued	13 500	14 000	14 000	14 000	PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED	1. Purchase orders issued within 1 day	80%	80%	80%	80%
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1. Purchase orders issued within 1 day	80%	80%	80%	80%																																					

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

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Purchase orders issued within 2 days	85%	80%	85%	85%

- *GOAL 4: Receive informal bids/quotes for evaluation within 3 weeks of receipt of requisitions.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Quotes received within 3 weeks	90%	95%	95%	95%

- *GOAL 5: Notify departments of contract expiration 3 months prior to the expiration date to reduce lapses in contracts bid by Purchasing.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Timely mailing of notices of bid expiration to affected departments	90%	95%	95%	95%

- *GOAL 6: Distribute and update construction contracts and bidding documents on Common Ground.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Documents on Common Ground	100%	100%	100%	100%

- *GOAL 7: Implement new interactive web site allowing vendors to sign up for the bid list and to electronically download bids.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Percent complete	0	n/a	75%	100%

ACTUAL FY02	PROJECTE D FY03		BUDGET FY04											
479 919	561 505	AUDITING	565 485	<p>PURPOSE & OVERVIEW: The City Auditor provides independent, timely oversight of the City's finances and operations and ensures that the City's programs are being executed legally, efficiently, and effectively. The Office serves as a barrier to potential fraud or misuse of City resources. The Office provides financial and other information to the City Council, City Manager, City Departments, the investment community, federal, state and other levels of government, and to the citizens of Cambridge. The Office also provides assistance to the City Council in its review of the proposed City budget.</p> <p>FY03 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:</p> <ul style="list-style-type: none"> • Developed a “one stop shopping” service for vendor inquiries. • Prepared City's annual financial statements entirely in-house including the requirements of GASB 34. • Implemented the PeopleSoft Fixed Asset module into the Financial Information System. • Assisted in the preparation of the City's Comprehensive Annual Financial Report. • Continued to teach basic training for other departments in new procedures related to PeopleSoft accounting/billpaying functions. <p>FY04 GOALS</p> <ul style="list-style-type: none"> ■ <i>GOAL 1: Modify and enhance accounting and financial reporting standards (GASB 34) for City's annual financial reports.</i> <table border="1" data-bbox="640 1250 1927 1364" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">PERFORMANCE MEASURES</th> <th style="text-align: center;">FY02 ACTUAL</th> <th style="text-align: center;">FY03 BUDGET</th> <th style="text-align: center;">FY03 PROJECTED</th> <th style="text-align: center;">FY04 PROPOSED</th> </tr> </thead> <tbody> <tr> <td>1. Modify and enhance system</td> <td style="text-align: center;">0%</td> <td style="text-align: center;">n/a</td> <td style="text-align: center;">85%</td> <td style="text-align: center;">95%</td> </tr> </tbody> </table>	PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED	1. Modify and enhance system	0%	n/a	85%	95%
PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED										
1. Modify and enhance system	0%	n/a	85%	95%										

- *GOAL 2: Develop orientation that is proactive, interdepartmental in approach, and based on a customer/citizen service orientation.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Develop policy and procedures manual Citywide	25%	75%	85%	95%
2. Implement training program for Accounts Payable personnel in other departments	50%	100%	95%	97%

- *GOAL 3: Provide independent financial oversight for the City's accounting system so that financial transactions are recorded timely and accurately. Develop indicators to measure unit costs of the Department's operations. Continue timeliness of postings prepared in one day at 90%.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of accounting adjustments	1 926	1 600	1 895	1 800
2. Percent posted within one day	90%	90%	90%	90%
3. Numbers of purchase orders processed	26 000	26 000	29 600	27 000
4. Percent posted within one day	91%	90%	90%	90%

- *GOAL 4: Prevent loss of funds by reviewing contracts for goods and services, purchase orders, and bills for payment. Develop indicators to measure dollar amounts of errors detected.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of invoices processed	64 414	65 000	65 000	65 000
2. Percent posted within one day	70%	70%	75%	75%

- *GOAL 5: Report the City's financial operations to the City Council, City Manager, City departments, the investment community, federal, state and other levels of government, and the citizens of Cambridge. Prepare the year-end financial reports in accordance with generally accepted accounting principles (GAAP).*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of fund statements prepared according to GAAP	14	14	11	11
2. Number of days to prepare Annual Report	180	180	150	150
3. Number of audit findings:				
Total	0	0	0	0
New	0	0	0	0
Cleared	0	0	0	0
4. Number of days to prepare Schedule A	191	160	180	160

- *GOAL 6: Pursue advanced technological methods for conducting City business. Explore the possibility of web based products and scanning documents into a shared drive for users of the financial system to access.*
- *GOAL 7: Conduct internal audits of cash control procedures of City departments and private contractors operating City facilities.*

ACTUAL FY02	PROJECTE D FY03	BUDGET FY04
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556 651

535 695

REVENUE 541 675

PURPOSE & OVERVIEW: The Revenue Division's responsibility is to collect and record all of the City's

receivables in a timely and accurate manner and to provide a high level of customer service to taxpayers requesting assistance. During the course of a year, the Division issues more than 200 000 bills and notices and processes over \$250 million in receipts. The office files for title accounts with the Legal Department to initiate tax title and foreclosure procedures for severely delinquent properties in order to protect the City's legal interests.

FY04 GOALS

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

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Percent of real estate levy collected	63%	99%	99%	99%
2. Percent of personal property levy collected	70%	99%	99%	99%
3. Percent of motor vehicle excise tax collected	82%	90%	90%	90%
4. Percent of water/sewer bills collected	90%	97%	97%	97%

- *GOAL 2: Enforce the timely collection of delinquent real estate taxes through the issuance of demand notices and warrants, and when necessary, by tax title procedures.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of demands issued	0	1 700	1 700	1 700
2. Percent of real estate levy collected before demand notices and warrants are issued	0%	97%	97%	97%

■ *GOAL 2: (continued)*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
3. Number of accounts transferred to tax title	370	375	375	375
4. Average dollar value of tax title accounts	\$2 725	\$2 725	\$3 000	\$3 300

■ *GOAL 3: Enforce collection of delinquent motor excise tax bills by the issuance of demand notices and warrants, and by the timely Registry of Motor Vehicles notification to initiate the Registry Hold Program.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of excise accounts marked at Registry	0	3 500	4 000	4 000

■ *GOAL 4: Issue correct municipal lien certificates within 10 business days of request.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of municipal lien certificates issued	2 965	3 500	3 500	3 500
2. Percent issued within 10 days	99%	99%	99%	99%

■ *GOAL 5: Monitor lockbox services to ensure payment volume continues to increase while maintaining the lowest cost possible to process this type of payment.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Percent of real estate bills paid through automated clearing house	16%	30%	25%	25%

■ *GOAL 5: (continued)*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
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2.	Percent of real estate bills paid through automated clearing house	16%	30%	25%	25%
3.	Percent of real estate bills paid via lockbox	35%	43%	52%	52%
4.	Percent of real estate bills paid through in-house cashier	19%	22%	23%	23%
5.	Percent of personal property tax bills paid via lockbox	57%	75%	88%	88%
6.	Percent of motor excise tax bills paid via lockbox	72%	80%	80%	80%
7.	Percent of motor excise tax bills paid via Web site	n/a	10%	4%	5%
8.	Percent of water/sewer bills paid via lockbox	82%	81%	83%	83%
9.	Percent of water/sewer bills paid via Web site	n/a	10%	1%	2%

- *GOAL 6: Analyze the costs and benefits of providing web-payments for real estate and personal property bills in conjunction with implementing new billing system.*

ACTUAL FY02	PROJECTE D FY03	BUDGET FY04
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229 609
183 567
413 176

235 230
203 705
438 935

CASH MANAGEMENT
PAYROLL MANAGEMENT

235 760
210 855
446 615

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 the City's 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's primary responsibility is the timely weekly payment of approximately 3 000 employees. Payroll is also responsible for paying federal, state and medicare withholdings, health and life insurance, deferred compensation, retirement, MBTA pass purchases, and administering garnishments and attachments to employees' wages. At year-end, Payroll prepares and distributes approximately 5 500 W2's.

FY04 GOALS

- *GOAL 1: Invest idle funds in a safe manner that maximizes yield and provides liquidity to meet funding needs, and administer the City's banking agreement. Ensure the City receives the most competitive rate for invested funds by obtaining a minimum of three bids for each investment.*
- *GOAL 2: Make debt service payments promptly.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of individual loan payments	22	45	45	45
2. Issue payments on time	100%	100%	100%	100%

- *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 all incoming receipts, including state and federal funds received via bank wire, are recorded in the financial system in a timely and accurate manner.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Percent of bank accounts reconciled within 20 days upon receipt	100%	100%	100%	100%
2. Percent of cash and investment accounts reconciled within 45 days after close of calendar quarter	100%	100%	100%	100%
3. Percent of state grant funds recorded within 60 days of receipt	94%	90%	90%	90%

- *GOAL 4: Review vendor files to determine appropriate 1099 status, and issue 1099s to every qualified vendor by January 31.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of 1099's issued	1 253	800	425	425
2. Percent of vendor files reviewed	99%	99%	99%	99%

- *GOAL 5: Provide for timely processing and disbursement of weekly employee paychecks, prompt payment of federal, state and medicare withholding taxes, and issuance of W-2 forms no later than January 31.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of payroll checks issued	78 101	165 000	165 000	165 000
2. Number of W2's issued	5 450	5 500	5 500	5 500

■ *GOAL 1: (continued)*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
3. Convert department legacy data-base to improve access to data for staff and City residents and include potential for Self Service via the Web	n/a	n/a	8	8

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

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Conduct GIS User Group meetings	2	8	6	4
2. Conduct GIS Training classes and workshops	1	6	6	8
3. Develop interactive GIS Intranet Web page using ARCIMS	25%	n/a	50%	100%
4. Meet end user requests and expectations	98%	98%	98%	98%
5. Develop interactive GIS Internet Web Page	0	n/a	50%	100%

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

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Percent of “uptime” for the City network	99.8%	99.5%	99.5%	99.5%

■ *GOAL 4: Increase access to and usage of City of Cambridge Internet/Intranet providing a use- ful tool for obtaining/disseminating information.*

FY02 FY03 FY03 FY04

PERFORMANCE MEASURES	ACTUAL	BUDGET	PROJECTED	PROPOSED
1. Provide content management tool and improve navigation and usability for Internet home pages and key departments	0	n/a	40%	75%
2. Provide content management tool for Intranet for key services and departments	0	n/a	0	3
3. Improve navigation and usability of Intranet for key services and departments	0	n/a	0	3

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

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of desktop upgrades	160	100	100	100
2. Number of new PC's installed	120	50	175	175
3. Number of MIS classes conducted on Content Management, MSEX-change and PeopleSoft	n/a	n/a	23	33

- *GOAL 6: Enterprise application upgrades or implementations.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Upgrade PeopleSoft Financials to version 8.3	n/a	n/a	n/a	75%

■ *GOAL 6: (continued)*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
2. Upgrade ADMINS Revenue Billing and Collection to Windows 2000	n/a	n/a	50%	100%
3. Implement new CAMA system	n/a	100%	90%	100%
4. Evaluate and select Citywide CRM solution	10%	n/a	75%	100%
5. Select and implement Citywide CRM solution	0	n/a	0	90%

■ *GOAL 7: Provide citizens with greater access to government services through the Web. City will review opportunities to allow citizens the ability to pay real estate tax bill on the web.*

**EMPLOYEE BENEFITS
- Summary**

ACTUAL FY02	PROJECTE D FY03	BUDGET FY04
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10 027 797	10 695 365	PENSIONS 14 410 605
1 735 769	1 534 355	INSURANCE 1 805 750
724 594	90 000	COLLECTIVE BARGAINING 1 880 000
<u>12 488 160</u>	<u>12 319 720</u>	<u>18 096 355</u>

PURPOSE & OVERVIEW: The primary purpose of this allotment is to provide funding for all employee benefit programs which are not included in departmental budgets and for costs related to the non-

contributory retirement system and health insurance costs for retirees. In addition, all funds budgeted in the individual departments are transferred to cost centers within this department at the beginning of the fiscal year to facilitate payments to the Cambridge Retirement System and various health insurance carriers. The Collective Bargaining unit of this budget includes funds to cover salary increases for all collective bargaining units that have not yet settled and additional costs related to the Living Wage Ordinance which are not included in departmental budgets.

SIGNIFICANT BUDGET MODIFICATIONS: The total Employee Benefits budget has increased from its FY03 budgeted level of \$13 319 720 to \$18 096 355 in FY04. The primary reasons for this 35.9% increase are the transfer of health insurance costs previously budgeted at the departmental level to the Pensions budget to more accurately reflect the cost of retirees' health costs, inclusion of cost-of-living-allowances (COLA) for more bargaining units, and the first appropriation for the Early Retirement Incentive to be included in the submitted budget.

HEALTH COSTS INCREASE. As can be seen from the chart below, health costs have increased \$10 411 810, or 47.5% from FY00 to FY04. Of this amount, \$4 216 740, or 15.0%, is attributable to the increase from FY03 projected costs to FY04 budgeted amounts and reflects the increase in health care costs which is currently taking place in the Commonwealth.

	FY00 Actual	FY01 Actual	FY02 Actual	FY03 Budget	FY03 Projected	FY04 Budget	Variance FY00-04
Blue Cross / Medex	15 702 975	17 164 919	19 372 254	21 197 130	20 510 505	22 892 595	7 189 620
HCHP	3 777 595	4 106 867	3 956 207	5 136 670	4 580 200	5 618 205	1 840 610
Tufts	2 418 695	2 306 920	2 223 407	3 062 790	3 003 630	3 800 275	1 381 580
TOTAL	21 899 265	23 578 706	25 551 868	29 396 590	28 094 335	32 311 075	10 411 810

EARLY RETIREMENT INCENTIVE COSTS INCLUDED. The chart below shows a comparison of pension costs for the various components of the Cambridge Retirement System for FY03 and FY04. It is important to note that the amounts required to cover additional costs incurred as a result of the implementation of the Early Retirement Incentive Program are included in both the FY03 and FY04 City allotments. The FY03 amount, \$1 226 950, was not included in the original FY03 budget but was appropriated on a supplemental basis and is included in the City allotment for FY03.

	FY03	FY04	Variance
City	14 565 110	14 744 220	179 110
Cambridge Health Alliance	4 078 685	4 160 260	81 575
Schools	2 569 015	2 620 395	51 380
Water	457 275	524 770	67 495
Cambridge Housing Authority	916 876	953 559	36 683
Cambridge Redevelopment Authority	<u>38 740</u>	<u>37 211</u>	<u>(1 529)</u>
	22 625 701	23 040 415	414 714

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

	City Departments	Schools	Water	Cambridge Health Alliance	Employee Benefits	Total
Health Insurance						
Blue Cross/Medex	\$ 8 433 305	\$7 121 730	\$475 965	-	\$6 861 600	\$22 892 600
Harvard Pilgrim	3 132 445	1 667 875	111 860	-	706 020	5 618 200
Tufts	2 125 500	1 094 865	73 425	-	506 485	3 800 275
TOTAL	\$13 691 250	\$9 884 470	\$661 250	-	\$8 074 105	\$32 311 075

	City Departments	Schools	Water	Cambridge Health Alliance	Employee Benefits	Total
Pensions						
Contributory	\$13 917 980	\$2 620 395	\$524 770	\$4 160 260	\$ 826 240	\$22 049 645
Non-Contributory	-	-	72 045	-	1 350 000	1 422 045
TOTAL	\$13 917 980	\$2 620 395	\$596 815	\$4 160 260	\$2 176 240	\$23 471 690

FINANCING PLAN. This budget is supported by the following revenues: property taxes, \$2 926 935; corporation excise tax, \$1 400 000; in-lieu-of-tax payments, \$3 600 000; reimbursement for non-contributory cost-of-living allowances, \$230 000; Cambridge Health Alliance reimbursement, \$4 160 260; State Cherry Sheet revenue, \$1 684 160; Claims Trust Fund Transfer, \$3 860 000; free cash, \$150 000; and parking fund, \$85 000.

STATUTORY ANALYSIS. Salaries and Wages, \$17 414 615; and Other Ordinary Maintenance, \$681 740.

ACTUAL FY02	PROJECTE D FY03		BUDGET FY04
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**EMPLOYEE BENEFITS
- Pensions**

<p>4 478 155 1 489 746 <u>4 059 896</u> 10 027 797</p>	<p>4 163 685 1 250 000 <u>5 281 680</u> 10 695 365</p>	<p style="text-align: center;">RETIREMENT FUND NON-CONTRIBUTORY PENSION RETIREEES' HEALTH INSURANCE</p>	<p>4 986 500 1 350 000 <u>8 074 105</u> 14 410 605</p>
<p>PURPOSE & OVERVIEW: The Pensions budget is divided into three sections: Retirement Fund, Non-Contributory Pensions, and Retirees' Health Insurance. As previously mentioned, funding for the Retirement Board is provided through the investment earnings of the system with no appropriation required by the City Council. Non-contributory pensions are a separate category of retirement allowances that are totally financed with City funds. The Retirees' Health Insurance cost center contains funds for all health insurance costs related to retirees, including Medex.</p> <p>RETIREMENT BOARD</p> <p>PURPOSE & OVERVIEW: The Cambridge Retirement System was established in 1939 and is governed by Massachusetts General Laws, Chapter 32 for the purpose of administering a Massachusetts Retirement System for the employees of the City of Cambridge, Cambridge Health Alliance, Cambridge Housing Authority and Cambridge Redevelopment Authority. The administration includes but is not limited to Massachusetts General Laws, Chapter 32, the Public Employee Retirement Administration Rules and Regulations 840 CMR 1.00 through 25.00. These laws and rules include the fiduciary responsibility of the System's portfolio and the rights and benefits of employees, retirees and beneficiaries.</p> <p>The Retirement Board consists of five members: the City Auditor as an Ex-Officio member; two elected members, elected by active, inactive and retired members of this retirement system; one member appointed by the City Manager; and one member appointed by the other four members. 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 Public Employee Retirement Administration Commission, the regulatory authority; such reports include daily investment transactions, monthly accounting reports, retirement calculations and all accounts pertaining to active, inactive, retired and terminated employees/members. The Public Employee Retirement Administration Commission performs an audit and actuarial valuation of the system every three years.</p>			

Prior to FY98, the budget for the Retirement Board was funded through the various components of the system. In the past six years, the budget for the board has been funded through the excess investment earnings of the Contributory System with no further appropriation by the City Council required. The Retirement Board is required to file a copy of its budget with the City Council for its review.

FY03 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Conducted over 230 private and group retirement sessions and seminars.
- Processed 153 retirement applications and added 558 new members to the system.

RETIREMENT FUND. In accordance with the provisions of Massachusetts General Law Chapter 32, Section 22, (7) (c), the Commissioner of the Public Employee Retirement Administration Commission has determined that the amount the City of Cambridge will appropriate for contributory pensions in FY04 is \$23 040 415. These funds are included in the departmental budgets.

The breakdown is as follows:

	FY03	FY04	Variance
City	14 565 110	14 744 220	179 110
Cambridge Health Alliance	4 078 685	4 160 260	81 575
Schools	2 569 015	2 620 395	51 380
Water	457 275	524 770	67 495
Cambridge Housing Authority	916 876	953 559	36 683
Cambridge Redevelopment Authority	<u>38 740</u>	<u>37 211</u>	<u>(1 529)</u>
	22 625 701	23 040 415	414 714

The assets of the Cambridge Retirement System, as of December 31, 2002, were reported at approximately \$443 745 296.

NON-CONTRIBUTORY PENSION. There are 71 former employees and spouses of former employees receiving non-contributory pensions.

RETIREEES HEALTH INSURANCE. This allotment provides funds for health benefits for all retirees, including those from the School Department, for Blue Cross/Blue Shield or other HMO costs for pensioners under 65 and Medex, a supplemental insurance program primarily covering the 20% of medical expenses not covered by Medicare for retirees over 65. In addition, the City offers several Senior Care plans that provide preventative and wellness care.

ACTUAL FY02	PROJECTE D FY03		BUDGET FY04
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**EMPLOYEE BENEFITS
- Insurance**

39 073 (17 081) 853 232 (23 020) 322 239 20 000 190 639 84 000 225 820 40 867 <hr/> 1 735 769	933 735 325 620 20 000 200 000 55 000 <hr/> 1 534 355	BLUE CROSS/SHIELD HARVARD PILGRIM MEDICARE MEDICARE PAYROLL TAX LIFE INSURANCE ACCIDENT INSURANCE UNEMPLOYMENT COMP. DISABILITY INSURANCE TUFTS U.S. HEALTH CARE	1 024 010 100 000 401 740 20 000 200 000 60 000 <hr/> 1 805 750
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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, Harvard Pilgrim Health Plan, and the other health maintenance organization 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, Tufts Associated Health Plan, and Aetna/US Health Care. Over 2 700 employees are covered by these plans. The City currently funds 88% of the costs with the remaining 12% 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 rate has increased by 10% for FY04 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 3 600 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 Employment and Training.

DISABILITY INSURANCE. This allotment provides funds for disability insurance for non-union employees who suffer long-term, disabling injuries.

ACTUAL FY02	PROJECTE D FY03		BUDGET FY04
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**EMPLOYEE BENEFITS
- Collective Bargaining**

111 999 <u>612 595</u> 724 594	90 000 <hr/> 90 000	<p style="text-align: center;">SALARY ADJUSTMENT</p> <p style="text-align: center;">DENTAL PLAN</p>	1 700 000 <u>180 000</u> 1 880 000
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PURPOSE & OVERVIEW: The primary purpose of this division is to provide a place in the City budget where estimates for cost-of-living allowances and benefits for both

union and non-union employees can be set aside without being allocated to departmental budgets. Also, since most vacant positions in this budget are shown at the minimum level of funding, it is sometimes necessary to supplement the budgeted salaries with additional funds in order to attract qualified candidates for certain positions. This allotment includes funds for this purpose but are transferred to the departments only if needed.

SALARY ADJUSTMENT. All estimated cost-of-living-allowances (COLA) for FY04 for bargaining units that have not yet settled are included in this allotment. As of the date of the budget submission, this includes the Local 25 Teamsters, Childcare, Library, Police Patrol Officers, Traffic Supervisors, and Inspectional bargaining units (\$1 460 000). The second component of this budget is the pre-paid legal services allotment for all Local 25 employees (\$90 000). It is important to note that the only expenditures made directly against this appropriation are for the pre-paid legal services. The third component of this budget is an allotment to provide an incentive for early retirement for school teachers (\$150 000). The COLA portion of this allotment provides funds for transfers to other departments that are not reflected in the projected FY03 figures but are included in the FY04 Budget amounts. In order to make a direct comparison between FY03 and FY04, it is necessary to compare the original FY03 appropriation of \$750 000 with the \$1 460 000 shown above. This comparison shows an increase of \$710 000 that is due to more bargaining units being unsettled than in FY03.

DENTAL PLAN. In the FY04 budget, most dental costs have been allocated to the departmental budgets. The amount shown above represents that portion of the costs that employees are responsible for as well as additional City costs not included in departmental budgets.

**GENERAL SERVICES
- Summary**

ACTUAL FY02	PROJECTE D FY03	BUDGET FY04
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471 662 141 272 <u>248 918</u> 861 852	462 990 235 090 <u>260 050</u> 958 130	<table border="0"> <tr> <td align="center">TELEPHONE</td> <td align="right">463 455</td> </tr> <tr> <td align="center">MAILING</td> <td align="right">233 355</td> </tr> <tr> <td align="center">PRINTING</td> <td align="right"><u>260 720</u></td> </tr> <tr> <td></td> <td align="right">957 530</td> </tr> </table> <p>is managed by the Electrical Department; the Printing and Mailing budgets are managed by the Purchasing Department.</p> <p>FY03 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:</p> <ul style="list-style-type: none"> • Upgraded telephone equipment in the Women’s Commission, Peace Commission, Human Rights and Office of Fuel Assistance. • This year we will conduct a survey to verify all telephone lines in the system, for the purpose of making sure all lines are fully utilized, and billing information is correct. • Upgraded printing equipment with the purchase of a 2 head color press, high speed digital printing system and binding equipment with capability to foil print covers. These machines help us to offer a wider variety of printing and finishing services. • Refined the reporting system for tracking print jobs in order to capture the large City print jobs. • Provide ongoing education and outreach to City departments as to services offered by the Print Shop. <p>TELEPHONE</p> <p>PURPOSE & OVERVIEW: The Telephone budget includes funds for the central telephone operator at City Hall and for telephone operating costs for all City departments. There are seven City departments which 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.</p>	TELEPHONE	463 455	MAILING	233 355	PRINTING	<u>260 720</u>		957 530
TELEPHONE	463 455									
MAILING	233 355									
PRINTING	<u>260 720</u>									
	957 530									

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

FY04 GOALS

- *GOAL 1: Respond to interruption of telephone service within 24 hours.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of calls for repair	260	275	275	275
2. Initial response within 24 hours	90%	90%	90%	90%

- *GOAL 2: Renegotiate a new contract for telephone services as the current contract expires in December 2003.*

MAILING

PURPOSE & OVERVIEW: The Mailing division is responsible for processing postal mail for all City departments as well as for distributing all interdepartmental mail. In addition to postage and postal scale and meter maintenance, this budget funds one full-time staff member. This employee picks up mail at Post Office daily, sorts into interoffice mail boxes, and delivers to City Hall offices.

FY04 GOALS

- *GOAL 1: Ensure that internal and outgoing mail from City departments is distributed in a timely manner.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Process mail the same day in which it is received	98%	99%	99%	99%

- *GOAL 2: Provide training which would give guidance to City departments relative to large mailings, flyers and other mail issues.*

PRINTING

PURPOSE & OVERVIEW: The four-person staff is responsible for providing basic printing needs such as binding, collating, duplication and basic graphic services for all City departments. It is also responsible for

printing several major City documents including the Annual Budget. The staff also produces numerous pamphlets, forms, and booklets.

FY04 GOALS

- *GOAL 1: Continue to be responsible for City departments’ basic printing needs.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of orders printed in-house	1 225	1 330	1 330	1 430
2. Number of major documents printed and bound	35	40	50	57
3. Number of envelopes printed	850 000	850 000	850 000	850 000

- *GOAL 2: Educate City departments about the products and services offered by the print shop; some services are free of charge.*
- *GOAL 3: Recapture 20% of the City’s outsourced print jobs.*
- *GOAL 4: Bring the printing of the City’s business cards in-house (all cards except “raised print”).*
- *GOAL 5: Convert the City e-mail system when the digital printing system is operational.*

FINANCING PLAN. This budget is supported by \$858 705 in property taxes; \$4 000 from parking funds; and \$94 825 in cherry sheet revenue.

STATUTORY ANALYSIS. Salaries and Wages, \$364 975; and Other Ordinary Maintenance, \$592 555.

ACTUAL FY02	PROJECTE D FY03		BUDGET FY04
163 928 303 112 41 430 13 900 168 218 <hr/> 690 588	219 825 314 535 60 990 5 390 62 225 64 015 <hr/> 726 980	POLICY AND ADMINISTRATION OFFICE OPERATIONS ANNUAL CENSUS VOTER REGISTRATION PRIMARY ELECTION GENERAL ELECTION MUNICIPAL ELECTION PRE-PRESIDENTIAL ELECTION	173 055 315 745 57 810 6 015 124 035 <u>63 075</u> 739 735

ELECTION COMMISSION

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

Massachusetts General Laws, governing campaign and political finance reporting. In 1991, the Commission was also assigned the task of implementing Chapter 2.117 and 2.118 of the Cambridge Municipal Code, known as the "Ethics Ordinance."

SIGNIFICANT BUDGET MODIFICATIONS: The Election Commission FY04 budget has been increased by \$18 144 to provide funds to mail polling place notification cards to all registered voters (active and inactive) prior to the 2003 Municipal Election, the first Municipal Election since redistricting. The card will include information about the Election and a map of the precinct showing the location of the polling place. Although the mailing is not required, the Board of Election Commissioners believes that it would result in increased voter turnout. In November 2002, Cambridge sent a similar notification prior to the State General Election and recorded a 74% turnout of active voters for the General Election, exceeding the statewide average of 12%.

FY03 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Conducted State General Election on November 5 in which 32 445 voters turned out. Active voter turnout of 74% in Cambridge exceeded statewide average by 12%. Voter turnout was also higher than the 64% of active voters who cast ballots in the 1998 gubernatorial election. Over 1 550 voters applied for absentee ballots. In addition to candidates for office, there were two statewide ballot questions, with additional questions on the Cambridge ballot, one or two, depending on the voting district. Election tallies were sent by modem to tabulation headquarters at the Senior Center in Central Square and final results for the City of Cambridge were available by 9:30 p.m. on Election Night.

- Conducted State Primary Election on September 17. Voters cast a total of 18 544 ballots for candidates in the Democratic (17 189), Republican (1 177), Libertarian (36), and Green (142) Parties. Over 700 voters applied for absentee ballots in this election. The turnout was 45% of all active voters.
- Notified voters of their polling places prior to both the State Primary and State General Elections including, for the first time, maps of the precincts showing polling locations. The notices and maps, generated by the MIS/GIS Department, were mailed to all voter households for the September election and to all voters individually for the election in November.
- Conducted voting in 33 precincts (reduced from 42) for the first time since the 2001 redistricting. Increased polling place staffing from 6 to 7 pollworkers to accommodate larger number of voters per precinct and to assist in redirecting voters to correct precincts, as necessary.
- Expanded signage at polls significantly, in cooperation with the Department of Public Works. Posted signage at discontinued polling places. Increased signage on street and inside polls to assist voters in finding polling locations and improved signage to handicapped entrances for persons with disabilities. Posted signs at all subway stations, City Hall, major squares, and at numerous intersections throughout the City with information regarding voter registration and election dates. Placed signs in public and senior housing informing voters of their polling place and offering information about absentee voting.
- Created smaller, weather-proof voter listing boards for all polling places to make information easier to read, while preserving it from the weather. The boards were designed and produced with the Election Coordinator from the Department of Public Works.
- Conducted training for wardens, clerks, and inspectors for the September and November Elections, including publication of training manuals updated for each election. Expanded training for wardens and clerks in conjunction with staff from the Commission for Persons with Disabilities and revised Election Day Handbook to include procedures for ensuring access and non-discriminatory treatment of persons with disabilities at the polls. Conducted similar training and revised training brochure for inspectors.
- Completed review of all polling places for accessibility for persons with disabilities and implemented remedies in conjunction with the City's Commission for Persons with Disabilities and the Office of the Secretary of the Commonwealth.
- Conducted community voter registration training session. Invited 90 organizations citywide to learn how to register voters. Training included a review of frequently asked questions, information on how to properly fill out voter registration forms and what to do with the affidavits when they are completed.

- Staffed voter registration and education sessions at community events (Cambridge Carnival International, National Night Out, and the 2nd Annual Family Fun Fest) and held sidewalk voter registration sessions in Central, Harvard, and Porter Squares prior to the elections.
- Processed 10 268 voter registrations in 2002 and mailed acknowledgement notices in a timely manner. Produced voting lists for all elections and party caucuses. Notified approximately 6 000 inactive voters that they would be removed from the voting list due to being inactive, not having voted in two successive federal elections, and having taken no other steps to become active such as signing nomination papers or initiative petitions.
- Conducted 2003 Annual City Census. Mailed individual census forms to 44 000 households in the City including, for the first time, residences formerly treated as multi-units (those containing 9 or more units). Only universities and nursing homes were required to submit information for their residents. The goal of this revised approach was to give all residents the opportunity and responsibility to provide information for themselves, with the expectation that the resulting information would be of greater depth than was previously available. An analysis of results will be conducted after the census is complete to assess the efficacy and cost-effectiveness of this method. Produced 2003 Street Listing Book.
- Administered and enforced City of Cambridge Ethics Ordinance. Achieved 100% response to requests for Statements of Financial Interests from 176 City officials whose names were submitted by the City Manager as required to file. Explored with State Ethics Commission the feasibility of filing forms on-line. Worked with MIS Department to produce on-line filing capability to be implemented in the spring of 2003.
- Administered year-end Campaign and Political Finance Reporting for School Committee candidates and political committees. Conducted review of reports for completeness and accuracy. Arranged for posting of reports on City Web site. Arranged for routine forwarding of reports of City Council candidates, who have been required to file with the Office of Campaign and Political Finance (OCPF) since 2001, to make them more readily available to the public.
- Increased usefulness of Election Commission Web site by linking to Office of the Secretary of the Commonwealth. Enabled voters to determine their ward, precinct, and polling place online and to learn about their legislative districts and candidates for public office. Posted voter registration and election information; absentee ballot applications; campaign and political finance reports. Posted maps, produced by MIS/GIS Department, of wards and precincts, State Representative districts, and State Senate districts.

FY04 GOALS

- *GOAL 1: Conduct Year 2003 Annual City Census required by State law to maintain accurate*

voter lists and to provide resident information to the Jury Commission by: 1) contacting directly for the first time all 44 000 households in the City (with the exception of universities and nursing homes); 2) improving quality and quantity of information from multi-unit dwellings (those with 9 or more units) and from condominiums through individual household mailing; 3) reducing percentage of inactive voters through more accurate data collection; 4) analyzing responses to census to assess efficacy of individual mailings to multi-unit households; 5) maintaining reduced data collection costs through two mailings; 6) obtaining lists of students from local universities and lists of residents from nursing homes; 7) completing data entry in a timely manner through accessing the full capabilities of the Commonwealth's computerized Voter Registration Information System (VRIS); 8) producing Annual Street Listing and July 1 Voting List by statutory deadlines.

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of individual households contacted	44 840	43 008	44 840	44 840
2. Number of street list books produced	100	125	125	125
UNITS COST MEASURES				
1. Cost per individual household				
2. Cost per street list book	\$ 0.98	\$ 0.98	\$ 0.98	\$ 0.98
	\$45.00	\$38.00	\$45.00	\$45.00

- GOAL 2:** *Implement the spirit and letter of the Motor Voter Law by extending opportunities to eligible residents to register to vote through: 1) distribution of voter registration information and mail-in affidavit forms to over 70 sites citywide; 2) voter registration outreach at community events and special occasions and sidewalk sessions in the major squares prior to elections; 3) promotion of voter registration opportunities through the Annual City Census; 4) expansion of public awareness of voter registration deadlines through use of City's Web page and citywide signage prior to all elections; 5) outreach to community organizations through training opportunities; 6) publication of opportunities through the media, cable television, and community organization newsletters.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of Registered Voters	57 838	57 281	58 838	58 000
2. Number of persons eligible to vote	76 480	76 480	76 480	76 480
3. Percentage of eligible persons who are registered	76%	75%	77%	77%
4. Number of sidewalk registrations	78	100	38	100
5. Number of mail-in registrations	7 215	10 000	7 500	10 000
6. Number of census registrations	260	500	500	500
UNIT COST MEASURES				
1. Cost per sidewalk registration	\$4.93	\$2.50	\$7.89	\$5.00
2. Cost per mail-in registration	\$0.36	\$0.36	\$0.39	\$0.39
3. Cost per census registration	\$0.72	\$0.72	\$0.78	\$0.78

- GOAL 3:** *Conduct Proportional Representation (PR) Municipal Election using precinct-based computerized optical scanning system and continuing to: 1) improve timeliness of tabulating and reporting unofficial results for City Council and School Committee on election night; 2) produce voter-friendly ballot and provide visual aids at polls; 3) aggressively ensure compliance with Americans with Disabilities Act for all polling places; 4) enhance and strengthen pollworker training to develop sensitivity to voters with disabilities; 5) utilize media and citywide signage at subways, major squares and intersections to increase voter turnout; 6) increase number of pollworkers at each precinct from 6 to 7 to minimize waiting time to vote and to provide assistance to voters; 7) educate voters about PR through brochures, flyers and public displays.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Cost per municipal election	\$168 200	n/a	n/a	\$105 890

- *GOAL 4: Improve and enhance hand recount of computerized ballots by: 1) developing computer program which identifies and matches ballots to sequence in which they were tallied in original count; 2) significantly reducing time and cost to perform matching and sequencing of ballots for a recount; 3) producing for publication and distribution a detailed manual of the hand recount process for a computerized PR election.*
- *GOAL 5: Increase voter turnout through: 1) re-notification to all voters of their polling places prior to the 2003 Municipal Election; 2) widespread public distribution of maps of redistricted wards and precincts produced by the MIS/GIS Department; 3) signage in major residential buildings, particularly those with seniors, indicating polling place and availability of absentee voting.*
- *GOAL 6: Expand use of available Web and Internet technology to: 1) extend information and services to voters; 2) increase voter awareness of City government; 3) make forms available on City's Web site, such as absentee ballot applications, campaign finance and ethics ordinance reporting forms; 4) post Election Calendar and relevant information for prospective candidates for City Council and School Committee; 5) publicize links to Office of the Secretary of the Commonwealth's Web site to find information on polling places and elected State and Federal legislators; 6) post unofficial election results on Election night.*

FINANCING PLAN. This budget is supported by \$2 000 in document sales; \$644 010 in property taxes; \$82 250 in cherry sheet revenue; and \$11 475 in reimbursement for additional voting hours.

STATUTORY ANALYSIS. Salaries and Wages, \$485 035; Other Ordinary Maintenance, \$252 430; and Travel and Training, \$2 270.

ACTUAL FY02	PROJECTE D FY03		BUDGET FY04
363 210 63 209 200 000 3 168 <u>14 907</u> 644 494	436 650 38 750 200 000 3 200 <u>678 600</u>	CAMBRIDGE ARTS COUNCIL HOLIDAY CELEBRATIONS MULTICULTURAL ARTS CENTER EMPLOYEES' COMMITTEE ON DIVERSITY CITY COUNCIL INAUGURAL	412 575 29 250 200 000 3 200 <u>15 000</u> 660 025
<p>both a service and presenting organization, CAC accomplishes this mission by stimulating public awareness of and support for the arts, preserving and celebrating the City's diverse cultural heritage, displaying art in public places, convening conferences and symposia to promote the arts, and developing opportunities to improve the overall aesthetic experience for residents and visitors of Cambridge.</p> <p>In carrying out this mission, CAC staff work with the Advisory Board, a non-profit board, and the Public Art Commission to develop and initiate core programs and services following four basic principles: 1) community involvement; 2) collaboration; 3) arts education; and 4) selection of participating artists by art professionals with community input.</p> <p>FY03 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:</p> <ul style="list-style-type: none"> Completed and launched a new 150-page web site at www.cambridgeartscouncil.org in order to improve the agency's presence on the Internet and World Wide Web. Designed to be both visually stimulating and user friendly, the new site features an attractive new graphic design and updated information and images related to the agency's core programming. Additionally, the site contains a brand new "Resources" section that provides a calendar of annual arts events in Cambridge, direct links to web sites for Cambridge-based artistic and cultural organizations, and listings for important information on local grant sources, rehearsal, performance, and exhibition spaces, contact information for local arts groups/organizations, and arts-related job resource directories. Developed and launched a comprehensive virtual <i>Public Art Tour</i> to showcase the public art that exists as a result of the City's Percent-for-Art program. This virtual tour provides educational information and access to the more than 100 artworks sited throughout the City during the past 25 			

PUBLIC CELEBRATIONS

PURPOSE & OVERVIEW: The Cambridge Arts Council (CAC) is the official arts agency for the City of Cambridge. Established by Ordinance in 1974 and incorporated as a public non-profit in 1976, CAC's mission is to ensure that the arts remain vital for people living, working and visiting Cambridge. As

years. The tour introduces many of the concepts that contribute to successful public art and serves as a guide for understanding how public artworks can positively impact the community in which they exist. The tour features more than 60 fact sheets with introductory text, images, and biographical information on the artists and artworks in the collection. Additionally, the site creates opportunities for constituents to explore public art through the use of neighborhood maps, art media tours, and dynamic activity guides that provide hand-on educational experiences related to specific works of public art.

- Utilizing funding generated through a grant from the National Endowment for the Arts, the Arts Council collaborated with Archetype Publications, Inc. to publish a book entitled *Conservation and Maintenance of Contemporary Public Art*. This resource, edited by City employee Hafthor Yngvason, is a resource that brings together 23 papers presented at an international conference on contemporary public art conservation organized by the Arts Council in October 2001. The publication features essays by some of the most renowned artists, administrators, art critics, and conservators working in the field of public art and highlights the City's Public Art Conservation & Maintenance program as well as several prominent public artworks contained in the City's collection.
- Participated in *Cuallacht – The Galway International Art Project* hosted by the Galway City Council in Cambridge sister city Galway, Ireland. Utilizing funds raised externally to the agency budget, City employee and Cambridge-based sculptor Lillian Hsu joined six Irish national artists and artist representatives from five of Galway's other international sister and twin cities to create a large-scale temporary public artwork on the theme of "international harmony." *Cuallacht* followed a model created for the 2000 Aalborg Biennale in Denmark such that temporary artist studios were erected in the Galway town center and artists were encouraged to engage one another and the public in their process for making art. The results of the residency were displayed for the general public in Galway following the week of art making and cultural activities.
- Collaborated with the Department of Public Works, the Mayor's Summer Youth Employment Program and the Cambridge Public Schools to launch the third season of the educational program *Art Among Us*. Entitled "Make It Public," the program was designed to educate the community on the creation and development of public art in the city. Under the professional guidance of local educator and muralist Dawn Scaltreto, students from CRLS created, presented and implemented artistic designs for nine utility boxes in various parks and crossings throughout the city. The resulting artworks can be seen at Russell Field, Tobin Field, Hoyt Field and at the corners of Harvard and Windsor Streets and Harvard and Columbia Streets.
- Produced the 11th season of *Summer in the City* in July and August 2002. This Citywide series designed specifically for youth between the ages of 4-11 years, featured 15 artistic and interactive events that engaged a combined audience of more than 2,800 enthusiastic attendees. Building on the successes of the 10th anniversary, CAC continued to develop collaborations and audience by working with other Cambridge-based arts presenters to enhance programming and promotional efforts. Collaborations in

FY03 included various City departments, Club Passim's 'Culture for Kids' program, the Cambridge Multicultural Arts Center, Barefoot Books, the Cambridge Public Library, Community Schools Programs and the Friends of Raymond Park.

- Collaborated with the Community Development Department, the Department of Public Works, the Traffic & Parking Department, the Fire Department, the Women's Commission, the Cambridge Public Library, and various community committees to develop site-specific public artworks and opportunities for Percent-for-Art projects. Projects being developed included: Cambridge Street, Vellucci Plaza, Harvard Square Design Project, the Porter Square Roadways Project, the Main Library Extension Project, and the Taylor Square Fire Station Project.
- Produced the 25th anniversary of the Cambridge River Festival on Saturday, June 14, 2003, 12Noon - 6pm. The festival theme, *Reflect!* provided an opportunity to look back at 24 years of activities included in this historic Cambridge event. Highlights included three primary stages featuring mixed-genres of music, an expanded Family Art-Making area, the Chalk on the Walk street painting event, artists from the major Cambridge Artist Open Studio groups, roving performances and crafts and foods from locations around the world. Additionally, CAC staff worked closely with the Massachusetts Cultural Council, a Folk Art Advisory Committee, and the Visual Art & Music Departments of the Cambridge Public School system to provide artist residencies during the spring term and culminating in joint student/artist performances and presentation at the event in June.
- Served as a collaborator and sponsor for Citywide arts events and initiatives including: the *Rhythm & Ritual Conference* produced by World Music and the Cambridge Center for Adult Education, the 10th Anniversary of the *Cambridgeport Artists Open Studios (CAOS)* event, *Joyful Noise - A Celebration of the Life & Work of Dr. Martin Luther King, Jr.* produced by the Cambridge Multicultural Arts Center, the sixth anniversary of the North Cambridge Artists' Open Studios (NoCA) event, and the NoCA group show at the Sacramento Street Gallery. The Arts Council also continued to provide support for the "Small Works" exhibition and events related to the campaign to establish the Maud Morgan Visual Art Center.

FY04 GOALS

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

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of applications	103	100	85	100
2. Number of grant awards	35	35	29	30
3. Number of people who benefit	45 000	45 000	45 000	45 000
4. Number of grant-writing workshops and community meetings	35	35	69	50

- *GOAL 2: Produce the Cambridge River Festival, the City’s largest annual celebration of the arts, to include art, crafts, music, dance, and food reflective of the diversity of Cambridge while fostering participation of Cambridge artists, arts organizations, neighborhood groups, businesses and services.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Estimated attendance	55 000	110 000	110 000	110 000
2. Number of artists presented	416	400	400	400
3. Number of arts organizations participating	45	45	45	45

- *GOAL 3: Build community through the arts: produce the Summer in the City (SIC) concerts for children and their families; advocate for Street Performers by enforcing the Street Performers Ordinance; and serve as a liaison amongst artists, organizations, businesses and the community to develop art audiences, art appreciation and employment opportunities for artists.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of SIC and other community arts events produced	15	18	18	20
2. Number of artists presented in all events	50	50	127	100

- *GOAL 3: (continued)*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
3. Estimated attendance at community art programs including SIC	4 000	10 000	10 000	10 000
4. Number of collaborations/meetings with other organizations to promote the arts	38	45	50	50
5. Number of Street Performer Permits issued	391	400	400	400
6. Number of Monitor Hours	700	700	700	700

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

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of permanent projects completed	8	5	4	7
2. Total number of artworks in the City collection	133	141	137	144
3. Number of ongoing permanent projects	7	7	12	5
4. Number of meetings with community representatives	23	25	25	25
5. Number of artworks restored by artist or conservator	2	2	4	2
6. Total number of artworks receiving consistent maintenance	97	97	97	100

- *GOAL 5: Expand the public's 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.*

FY02 FY03 FY03 FY04

PERFORMANCE MEASURES	ACTUAL	BUDGET	PROJECTED	PROPOSED
1. Number of temporary art installations	2	3	3	2
2. Number of public art dedications				
3. Number of education workshops and programs	3 15	5 30	2 30	6 30
4. Number of educational resources and materials created	21	20	20	20
5. Number of Web pages prepared	25	65	125	20
6. Number of Web pages maintained	25	65	100	150

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.

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, to receive an annual payment from the City. The allotment for this year is \$200 000.

EMPLOYEES' COMMITTEE ON DIVERSITY. During the course of the year, the City of Cambridge Employees' Committee on Diversity sponsors events promoting diversity in the workforce. This cost center supports activities for these events.

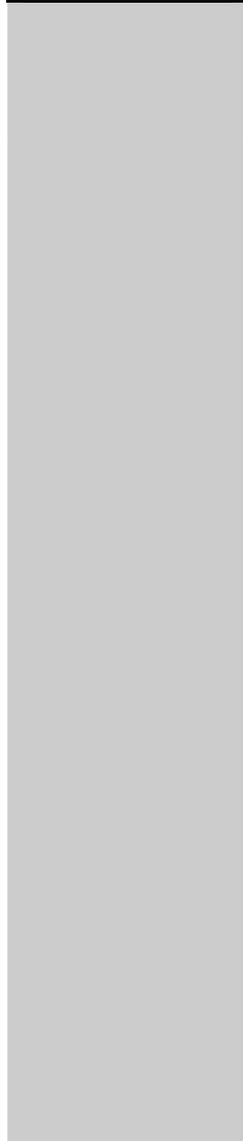
CITY COUNCIL INAUGURAL. Funds are provided in this cost center for activities related to the biennial inauguration of the City Council. Funds for this purpose are required in FY04.

FINANCING PLAN. This budget is supported by \$617 445 in property taxes; \$16 500 in cherry sheet revenue; \$11 080 in state grant; and \$15 000 in street performer permits.

STATUTORY ANALYSIS. Salaries and Wages, \$369 100; Other Ordinary Maintenance, \$289 800; and Travel and Training, \$1 125.

ACTUAL FY02	PROJECTE D FY03		BUDGET FY04
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RESERVE



	<p style="text-align: right;">RESERVE 37 500</p> <p>PURPOSE & OVERVIEW: State law allows each city to establish a fund “to provide for extraordinary or unforeseen expenditures.” For FY04, the City has allocated \$37 500 for this purpose.</p> <p>FINANCING PLAN. This budget is fully supported by property taxes.</p> <p>STATUTORY ANALYSIS. Other Ordinary Maintenance, \$37 500.</p>
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SUMMARY: PUBLIC SAFETY

FY02 ACTUAL	FY03 PROJECTED	PROGRAM EXPENDITURES	FY04 BUDGET
192 128	212 595	Animal Commission	216 630
26 291 507	27 647 530	Fire	27 793 130
28 573 503	29 509 565	Police	29 965 940
7 281 428	7 735 035	Traffic, Parking & Transportation	7 636 345
73 021	66 105	Police Review & Advisory Board	75 290
2 054 461	2 169 375	Inspectional Services	2 185 985
651 974	682 245	License	684 975
94 617	92 445	Weights & Measures	94 415
2 355 503	2 346 890	Electrical	2 363 110
117 582	137 750	Emergency Management	129 865
<u>2 912 409</u>	<u>3 051 225</u>	Emergency Communications	<u>2 945 310</u>
70 598 133	73 650 760		74 090 995

FINANCING PLAN	FY04 BUDGET
Taxes	51 801 865
Licenses & Permits	5 389 360
Fines & Forfeits	7 290 775
Charges for Service	5 420 970
Intergovernmental Revenue	2 611 280
Miscellaneous Revenue	<u>1 576 745</u>
	74 090 995

ACTUAL FY02	PROJECTE D FY03		BUDGET FY04	ANIMAL COMMISSION
<p style="text-align: center;">82 936 <u>109 192</u> 192 128</p>	<p style="text-align: center;">85 790 <u>126 805</u> 212 595</p>	<p style="text-align: center;">ADMINISTRATION ANIMAL CONTROL</p>	<p style="text-align: center;">86 595 <u>130 035</u> 216 630</p>	<p>PURPOSE & OVERVIEW: The Cambridge Animal Commission, first established by ordinance in 1979, continues to work towards making Cambridge a safe environment for people, domestic pets and other animals. The Animal Commission is dedicated to developing, promoting and maintaining programs related to animal control and welfare. Programs include enforcement, education and rescue services.</p> <p>FY03 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:</p> <ul style="list-style-type: none"> ● Continued presentations to various elementary schools and local organizations concerning “Pet Responsibility,” “Dog Bite Prevention” and “Living With Wildlife.” ● Collaborated with the MIS Department to develop a more efficient dog license program. ● As a result of enforcement and the Animal Commission’s outreach to improve responsible pet ownership, the amount of dogs picked up as strays has continued to decrease in FY03. ● Attended National Night Out Against Crime for the third consecutive year, recognizing that responsible pet ownership can play an important role in crime prevention and acknowledging the link between animal abuse and child abuse. ● Worked in conjunction with the Cambridge Police Department attending community meetings to include the discussion of neighborhood problems with animals along with the other community issues covered by the Police Department. ● Through an active dog license campaign the Animal Commission licensed over 2000 dogs within the 2002 dog license period. <p>FY04 GOALS</p> <ul style="list-style-type: none"> ■ <i>GOAL 1: Enforce the provisions of the Animal Control Ordinance.</i>

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of dog licenses issued	1 985	1 800	2 100	2 100
2. Citations issued for failure to restrain, dispose, license, display license	154	300	200	200
3. Number of dogs picked up				
4. Number of dogs impounded	86	90	85	85
5. Number of dogs returned to owner	62	70	65	65
6. Number of dogs adopted	68	75	70	70
	16	15	15	15
UNIT COST MEASURE				
1. Cost per day to kennel an unclaimed dog	\$14.50	\$14.50	\$14.50	\$14.50

- *GOAL 2: 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	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of calls/inquiries	3 385	4 200	4 000	4 000
2. Number of quarantine in-house inspections	168	225	200	200

- *GOAL 3: Provide low cost rabies vaccination clinics for cats and dogs. Continue to make low cost spay/neuter programs accessible for cats and dogs.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of animals vaccinated	96	125	100	100
2. Number of clinics	1	2	1	2
3. Number of certificates issued	33	35	15	15

- *GOAL 4: Continue working with the Cambridge Public Health Department on the Citywide effort to monitor and control the spread of West Nile Virus.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of birds picked up and submitted for testing for West Nile Virus.	54	100	70	65

- *GOAL 5: Continue to transport sick, injured or surrendered animals, to the Massachusetts Society for the Prevention of Cruelty to Animals, for rescue or humane euthanasia.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of animals (dogs, cats, raccoons, skunks, bats, squirrels, other wildlife and exotic pets) transported.	205	220	150	175

FINANCING PLAN. This budget is supported by \$7 800 in licensing fees; \$1 000 from the sale of animals; \$2 300 in fines; \$1 500 in boarding fees; and \$204 030 in property taxes.

STATUTORY ANALYSIS. Salaries and Wages, \$203 915; Other Ordinary Maintenance, \$12 595; and Travel and Training, \$120.

ACTUAL FY02	PROJECTE D FY03		BUDGET FY04
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FIRE DEPARTMENT

10 994 994 2 741 547 3 011 649 1 516 588 1 627 845 1 647 827 3 081 633 <u>1 669 424</u> 26 291 507	11 260 280 3 163 805 3 323 460 1 603 860 1 653 715 1 638 270 3 331 980 <u>1 672 160</u> 27 647 530	<p style="text-align: center;"> HEADQUARTERS LAFAYETTE SQUARE EAST CAMBRIDGE PORTER SQUARE INMAN SQUARE RIVER STREET SHERMAN STREET LEXINGTON AVENUE </p> <p style="text-align: right;"> 11 750 320 3 219 095 3 412 860 1 501 445 1 555 525 1 507 075 3 265 000 <u>1 581 810</u> 27 793 130 </p> <p>area of operation includes four miles of subway tract, over six miles of riverfront, and more than 100 high-rise buildings and densely constructed wood frame districts. Varied terrain demands varied services; therefore, in addition to fire protection, the Fire Department is trained and equipped to handle emergency medical services, ice, water, and confined-space rescue, and hazardous material incident response. In addition to emergency services, the Department educates the public in fire safety, inspects and enforces fire codes, reviews plans for new construction or major renovations, monitors officer safety, and conducts fire equipment performance tests. The Fire Department’s motto is: “Our Family Helping Your Family.”</p> <p>FY03 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:</p> <ul style="list-style-type: none"> ● Secured and modified leased space on Smith Place to relocate Engine 8 and Ladder 4 so that construction could begin on the rehabilitation of the Taylor Square fire station located at the intersection of Sherman and Garden streets. The temporary location will still provide fire protection capabilities to the district to which they are assigned. ● Awarded construction contract for the Taylor Square station. The rehab will include the windows, doors, façade and historical details of this prominent firehouse. The structure is approaching its centennial and will now receive upgrades to the major systems of the building, as well as alarm and new sprinkler system. ● Replaced Engine Company 6 with a 2002 Pierce 1250 GPM fire pump at the River Street station. The new Engine 6 has foam capacity for use in transportation and flammable liquid fires. The pre- 	
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PURPOSE & OVERVIEW: While the ostensible purpose of the Cambridge Fire Department is to prevent and suppress hostile fires, the Department’s functions and responsibilities have broadened to meet a wide variety of public safety challenges facing many municipalities today. Charged with protecting the sixth most densely populated City in the country, the Department’s

sent Engine 6, a 1989 Pierce, will be overhauled and used as a reserve piece of equipment.

- Replaced Engine Company 2 with a 2002 Pierce 1250 GPM fire pump at the Lafayette Square station. The present Engine 2, a 1989 Pierce, will be overhauled and used as a reserve piece of equipment. The reserve apparatus are being fully equipped so that they may be used as spares while maintenance is being performed on front line vehicles, and more importantly, can be placed into service as additional fire companies if the need arises.
- Hired five new recruit firefighters who attended the 12-week Basic Firefighters Recruit Firefighting program at the Massachusetts Fire Academy in Stow, Massachusetts. These new members are now nationally certified Firefighters I/II.
- Received the first of three mobile decontamination trailers that will be available for deployment throughout the City and both Emergency rooms at the Cambridge Hospital and Mount Auburn Hospital. The decon units provide larger scale capacity to decontaminate persons who may have been exposed to chemical or biological agents.

FIRE SUPPRESSION

PURPOSE & OVERVIEW: Situated on the front lines of fire fighting, the Fire Suppression Division’s primary responsibilities include prevention and suppression of fires, pre-hospital emergency medical care, and rescue of persons entrapped by building collapse, elevator, vehicle, ice or water accidents. This Division also conducts annual fire hose tests, pumper service tests, fire hydrant inspections and flow tests, cleans snow and ice from hydrants, and provides hazardous materials incident response.

FY04 GOALS

- *GOAL 1: Deploy fire suppression resources to contain and extinguish fires in order to minimize injuries and property loss. Continue to achieve a four-minute response time for the first arriving Fire Department unit 95% of the time, and an eight minute response for the entire fire alarm assignment 90% of the time.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. First response to fire emergency within four minutes	98%	98%	98%	98%
2. Number of fires	611	-	267*	-

■ *GOAL 1: (continued)*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
3. Number of structural fires	103	-	58*	-
* As of 2/28/03; projections not made in this category				

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

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Respond to requests for emergency medical services within four minutes, 90% of the time	98%	98%	98%	98%
2. Number of EMS service calls	4 996	-	2 503*	-
* As of 2/28/03; projections not made in this category				

■ *GOAL 3: Provide rapid deployment of emergency rescue services for a variety of emergencies, including persons entrapped by building collapse, vehicle, elevator, ice and water accidents.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Respond to and mitigate special rescue emergency requests for service	100%	100%	100%	100%

■ *GOAL 4: Protect the public and the environment from fires, explosions or toxic exposures resulting from hazardous materials accidents.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Respond to hazardous materials emergencies	100%	100%	100%	100%

■ *GOAL 4: (continued)*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
2. Number of hazardous materials emergencies	455	-	271*	-
3. Number of hazardous materials follow-up investigations to determine cause and responsible parties	255	-	54	-
* As of 2/28/03; projections not made in this category				

■ *GOAL 5: Maintain equipment in a state of readiness to handle emergency operations.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of fire hydrants tested	1 655	1 655	1 655	1 655
2. Number of annual service tests on pumping engines	11	11	12	11
3. Test 100% of fire hoses (in feet)	45 000	44 000	44 000	44 000

FIRE PREVENTION

PURPOSE & OVERVIEW: The Fire Prevention Division strives to prevent hostile fires from erupting in Cambridge. By educating building owners, shopkeepers, and other members of the public in fire safety, this Division provides an invaluable public safety service. The Fire Prevention Division also protects the public by enforcing high rise sprinkler laws, and conducting state-mandated fire inspections of schools, hotels, hospitals, nursing homes, and theaters.

■ *GOAL 1: Perform fire prevention inspections in all neighborhoods of the City.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of state mandated inspections of facilities including hospitals, schools, nursing homes,	n/a	300	384	375

■ *GOAL 1: (continued)*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
and theaters				
2. License Commission compliance inspections	n/a	450	514	475
3. License Commission Task Force inspections	n/a	250	295	300
4. Complaint investigations	n/a	25	31	30
5. Residential smoke detector compliance inspections (MGL Ch. 148, Sec. 26F)	n/a	1 000	1 117	

■ *GOAL 2: Issue assorted permits.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Annual storage of flammable liquids and gases, # of permits	n/a	400	415	400
2. Installation of fire protection systems (fire alarm systems, sprin-kler systems, special suppression systems)	n/a	400	424	400
3. Cutting/welding operations				
4. Miscellaneous permits, i.e. sale of Christmas trees, use of portable heat devices, tar kettles etc.	292 n/a	275 25	298 25	300 25
5. Storage tank compliance permits including installation, removal and safe operation	n/a	40	42	40

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

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Major projects and development	n/a	10	28	25
2. Renovations and improvements	n/a	350	326	300

TRAINING DIVISION

PURPOSE & OVERVIEW: The Training Division’s goal is to field the best trained firefighters possible, and to ensure that members of the Department carry out duties in a safe and responsible manner. This Division provides firefighters with CPR, defibrillator, EMS, and other training opportunities, supervises vaccinations against various diseases, and monitors fire personnel to ensure adherence to strict safety requirements during major incidents. Evaluating new fire equipment and supervising annual service tests of all pumping fire engines round out the Training Division’s responsibilities.

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

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Cumulative number of training hours	79 750	80 000	83 400	82 000
2. Number of training hours for uniform personnel	290	290	296	300
3. Number of training bulletins issued	21	30	32	30

SARA OFFICE

PURPOSE & OPERVIEW: Established by the Superfund Amendment and Reauthorization Act (SARA) of 1986, this office is responsible for the safe storage and use of hazardous materials. In addition to providing hazardous material storage and incident mitigation training, the SARA office conducts fire safety training sessions in elementary schools and elderly housing, thereby educating those who are most at risk. The SARA office also coordinates the Local Emergency Planning Committee (LEPC), which assures that various City, regional and state public safety organizations respond to emergencies in a coordinated manner. The City of Cambridge is one of only three cities in the Commonwealth of Massachusetts with a certified LEPC.

- *GOAL 1: Conduct hazardous material awareness and operational training for all City person-*

nel who act in a supportive role during a hazmat incident. Conduct annual Hazmat Exercise at the Emergency Operations Center.

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of personnel trained	n/a	60	120	100
2. Number of Hazmat Exercises held	n/a	5	12	10

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

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of fire safety programs held	n/a	400	480	450
a. Elderly housing residents	n/a	250	253	250
b. School students	n/a	4 500	4 500	4 500
c. Industry personnel	n/a	100	105	100
2. Total number of individuals attending all classes	n/a	6 000	6 800	6 500

TECHNICAL SERVICES

The Technical Services Division ensures smooth fire operations within Cambridge by providing valuable support services ranging from maintaining and modernizing Fire’s equipment and buildings, to procuring and repairing communication equipment for all City departments. The TSD also supplies the mechanics that provide high quality repair to Fire equipment, and prepares specifications for renovations and major system repairs to Fire Department buildings.

FINANCING PLAN. This plan is supported by \$27 396 130 in property taxes; \$30 000 in fire permits; \$75 000 in fire detail surcharge; \$5 000 in reproduction fees; \$250 000 in rescue unit service; \$25 000 in smoke detector inspection fees; and false alarm ordinance, \$12 000.

STATUTORY ANALYSIS. Salaries and Wages, \$26 747 890; Other Ordinary Maintenance, \$618 490; Travel and Training, \$331 750; and Extraordinary Expenditures, \$95 000.

ACTUAL FY02	PROJECTE D FY03	BUDGET FY04

POLICE
- Summary

2 350 231
 18 985 028
 3 892 715
 1 449 599
1 895 930
 28 573 503

2 683 680
 18 884 475
 4 290 025
 1 612 635
2 038 750
 29 509 565

LEADERSHIP	2 400 095
UNIFORM DIVISION	19 650 330
CRIMINAL INVESTIGATION	3 943 840
CRIME PREVENTION	1 610 095
SERVICES DIVISION	<u>2 361 580</u>
	29 965 940

PURPOSE & OVERVIEW: It is the goal of the Cambridge Police Department to provide the highest level of professional police service while respecting the constitutional rights of every person living or frequenting within the jurisdictional boundaries of the City. The staff and

personnel of the Cambridge Police Department are committed to using modern approaches and techniques to decrease crime and improve the delivery of service to the community. It is the ultimate goal of the Department to utilize integrated approaches to involve citizens and police in the formulation of policy, policing strategies and the continued implementation of community oriented policing to combat crime and the undesirable elements associated with crime.

FY03 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- After the first nine months of 2002, a projected increase of four to six percent in Serious Crime for the year in Cambridge appeared certain. However, the rise in crime never came to fruition because of an especially quiet fourth quarter that registered an 11 percent decrease when compared with the same time period last year. The final count resulted in 16 fewer serious crimes (- 4% decrease) when calculated against 2001. The 4 404 serious crimes reported in Cambridge in 2002 represent the third lowest index recorded in the City since 1970. The Serious Crime Index in Cambridge has not varied from a final count of between 4 350 and 4 450 incidents for six consecutive years.
- While there was a one percent decrease in property crime in 2002, violent crime increased by seven percent. Two of the six murders in the City in 2002 remain under investigation. The last time Cambridge recorded as many as six murders in a calendar year was in 1989 when seven were reported. However, further analysis reveals that the total of 495 violent crimes in 2002 marks only the second time since 1970 that the combined total of Murders, Rapes, Assaults and Robberies was below 500 incidents for the year in Cambridge.
- From 1970 to 1990, Cambridge averaged 100 commercial robberies per year. Since 1991, that

average has plummeted to 33 per year. However, a spike in bank robberies that materialized after September 11, 2001 and resurfaced during the fourth quarter of 2002 produced the highest total for this crime type in a number of years.

- Utilized the Reverse 911 system very effectively on several occasions. In April, this system was used to notify citizens of street cleaning. This very effective measure reduced the number of vehicles towed for violation of street cleaning. This system provides electronic notification, by telephone, to residents within certain geographical areas providing them with up-to-date information about a respective incident. Interestingly, this system was also used for quality of life applications as opposed to crime related issues. This system was also used to notify the community of neighborhood meetings. In April, the system will again be used for street cleaning notification.
- The Community Relations Section coordinated the issuance of five community alerts. These alerts are utilized when a significant event occurs in an area of the City that requires an informational notification by the Police Department to respective community members. This is a comprehensive approach to imparting information to the community at large using the quickest methods possible.
- Continued offering the Rape Aggression Defense Program to residents of Cambridge. This program teaches self-defense techniques to women. The Department, in teaching the program, was able to share the methods whereby women can protect themselves from a sexual assault.
- Awarded 40 community partnership mini-block grants to recognized community groups that held various events such as neighborhood clean-ups, beautification projects, neighborhood walks, and block parties.
- Awarded \$45 000 in grant funds received from the Bureau of Justice Assistance, U.S. Department of Justice, for community based crime prevention programs:

Girls' LEAP Program	\$ 6 000
Community Dispute Settlement Center	\$ 8 000
Life Skills Training (DHSP)	\$21 000
Thompson Island Outward Bound / Cambridge Camping Meeting Place	\$ 5 000
Meeting Place	\$ 5 000

- The Community Relations Section coordinated the Department's 11th Annual Open House. The open house is presented in conjunction with National Law Enforcement Memorial Week. This weeklong event highlighted exhibits, presentations and demonstrations by various units of the Department. It provides community members and police officers an opportunity to interact in an extremely positive environment that culminates at week's end with a barbeque and police auction.

- As a result of recent violence in Area 4, the Police Department teamed up with the Area 4 Coalition and entered into a series of dialog and strategy sessions designed to reduce violence and improve relations. During these sessions, a number of officers joined with the community in a Walk for Peace, which started at the Newtowne Court Housing complex and culminated at Columbia and Washington Streets. The Cambridge Police Department also presented information at several Town Meetings sponsored by the Area 4 Coalition. This presentation included crime statistics, as well as descriptions of staffing policies and community policing initiatives conducted by the Department.
- The Police Department co-sponsored the second annual Family Safety Day with the Galleria Mall representatives. The event was organized by several of our Neighborhood Sergeants and included public safety agencies from around the area.
- An expansion of the Sentry Kids Fingerprinting Program was implemented that will include fingerprinting services at the police station for any child and parent wishing to participate. This program allows the child's fingerprints, photos and other information to be gathered electronically and provided to the parents for safekeeping.
- The Public Information Officer hosted a weekly show on Cambridge Access Cable that focuses on a variety of police related issues including school bus safety, crosswalk safety, sexual offender registration, police officer examination and crime offender records information.
- A number of updated policies and procedures were published, including: Community Alerts, Emergency Mobilization, Crowds and Demonstrations, Picketing, Strikers and Labor Disputes, Hostage/Barricaded Subject Incidents, Employee Recognition and Awards Program, Aggressive Deadly Behavior Policy, School Incident Policy and Procedure, Sex Offender Registration and Notifications and Motor Vehicle Accidents Involving Police Vehicles. In order to achieve accreditation, a police department must comply with 250 mandatory standards and 123 optional standards. This is based on the CALEA 4th Edition Standards Manual. To date, the Department has published policies and procedures that fulfill 102 mandatory standards and six optional standards.
- A new form of training has been initiated that will utilize the Department e-mail system and Daily Crime Bulletin. This training selects areas that have been the subject of past internal investigations. Once an area has been identified, the corresponding rule, regulation, policy or procedure is forwarded by e-mail to all personnel. The selected topic is also printed in the Daily Crime Bulletin. The purpose of this training is to bring awareness to all personnel as to what their obligations are with respect to Department Rules and Regulations. This training is designed to work hand in hand with field inspections. The benefits to this type of training is that it is ongoing and year round. The topics covered to date are general obligations, use

of force, PR24 control device and the detail policy. Some of the future training will be rank specific and include duties by assignment.

- The Police Department has developed a database for recording the race and gender of all motorists involved in a traffic stop where a citation is issued to the owner or operator of the motor vehicle. The database also records whether or not the vehicle was searched. This is required by state mandate. The Police Department is also collecting data regarding all vehicle stops, regardless of whether a citation is issued. This goes beyond the mandates of the statute and adds further information to help the Department account to the community on this issue. The Department continued its involvement in collecting and analyzing Racial Profiling data by joining the Attorney General's Working Group on Racial Profiling. This Group was formed in response to concerns by community members and some police departments that the police should collect more stop data than is required by state law and that the analysis of the data reflect benchmarks that go beyond census population. Members of the Community Relations Section and Patrol Division participated in assessment sessions with high school students that were designed to promote dialog and identify issues. The results of these sessions were discussed at a November meeting with members of the community. Further initiatives that will address the variety of issues are being developed.
- The Quality Control Section tracks all use of force incidents to ensure compliance with the Department's Use of Force Policy. These reports are reviewed for completeness, substance and compliance. This Section also tracks the data contained in the use of force reports in an effort to determine any abnormalities in officer performance, which officers are using force and under what circumstances. Progress reports are supplied monthly to the Police Commissioner. The reporting of use of force incidents continued at an increased level from past years. During 2002, 116 use of force incidents were logged in the Quality Control Section.
- All sworn personnel completed 40 hours of in-service training in compliance with Massachusetts Criminal Justice Training Council standards. Required courses in the use of force, OC spray, PR24 certification, CPR and other relevant issues were covered. In addition, all sworn officers attended live firearms training as required by law and refresher training was provided to 250 officers on the use of the Automated External Defibrillator (AED). Other specialized training was provided throughout the year to dozens of officers and detectives as well as orientation training for newly hired officers.
- The Special Response Team (SRT) received specialized training in basic Special Weapons and Tactical Training (SWAT). The Special Response Team (SRT) continued to receive monthly training focused on simunitions and snipers tactics. Additionally, the Tactical Patrol Force (TPF) conducted three training sessions in an effort to maintain the readiness of the unit. The training for both units assures the teams are prepared to address crowd control and large disturbances. The TPF was deployed to provide security for the Pakistani President and Harvard University in which the unit received high accolades from Harvard University and the State Department for its performance.

- In response to the training needs post 9/11, all Superior Officers attended Statewide Anti-Terrorism Unified Response Network (SATURN) Training. SATURN provides Massachusetts Fire, Police, Emergency Management and Police Personnel a process for exchanging information in the face of a terrorist threat. In addition, all Superior Officers attended 16 hours of Incident Command Training which involved fire and police agencies from around the Commonwealth. The Department also participated in State Local Anti-Terrorism Training (SLATT).
- In a joint investigation involving the Special Investigations Unit and the Bureau of Alcohol, Tobacco and Firearms arrested three subjects engaged in a conspiracy to illegally sell guns in Cambridge. Over 50 firearms were seized.
- A Special Investigations Unit made 105 arrests for violations of narcotics and public policy laws. As a result of these arrests, the Special Investigation Unit seized over \$25 000 in cash from drug dealers.
- Special Investigation Unit detectives, working with the New York City police and the U.S. Attorney's Office in Boston, broke up an interstate prostitution ring that was being operated locally in an apartment building in Cambridge.
- Four subjects from the Cambridge Police Department's Most Wanted List were apprehended.
- The Sexual Assault Unit cleared nine of the 10 rape complaints they investigated in 2002.
- The Department created a database to maintain and track sexual offender's that have been classified by the Sexual Offender Registration Board (SORB). To ensure compliance of the Sex Offender's Registration Information (SORI), the Department notifies the community upon registration of offenders.
- The Warrant Apprehension Unit participated in 52 joint warrant service operations with both the Massachusetts State Police and Boston Police. The Unit cleared 185 felony warrants.
- Planned, coordinated and carried out 52 dignitary protection details working with both federal and state agencies to ensure the safety and security of various heads of state and other government officials who visited Cambridge in 2002.
- Brought forward for prosecution 65 percent of domestic violence cases handled by the Investigation Section.

FINANCING PLAN	DETAIL	SUMMARY
TAXES	21 620 330	21 620 330
LICENSES & PERMITS		
firearm ID Cards	1 000	
revolver permits	3 000	
street meters	90 000	
Sunday Permits	500	94 500
FINES & FORFEITS		
parking fines	2 013 285	
moving violations	400 000	
false alarms	70 000	
bicycle fines	4 000	2 487 285
CHARGES FOR SERVICE		
parking fund	1 439 760	
police services	6 000	
agency fees	16 000	
detail surcharge	450 000	
towing surcharge	75 000	1 986 760
INTERGOVERNMENTAL REVENUE		
cherry sheet	1 462 220	
career incentive	812 845	2 275 065
MISCELLANEOUS		
restitution	2 000	
free cash	1 500 000	<u>1 502 000</u>
		29 965 940

STATUTORY ANALYSIS. Salaries and Wages, \$28 703 385; Other Ordinary Maintenance, \$795 555; Travel and Training, \$176 500; and Extraordinary Expenditures, \$290 500.

**POLICE
- Leadership**

ACTUAL FY02	PROJECTE D FY03		BUDGET FY04
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947 365
682 945
433 388
<u>286 533</u>
2 350 231

1 060 555
803 525
455 655
<u>363 945</u>
2 683 680

COMMISSIONER'S OFFICE	912 015
PLANNING & ANALYSIS	734 320
INSPECTIONAL SERVICES	479 575
DETAIL OFFICE	<u>274 185</u>
	2 400 095

The duties and responsibilities of the Office of the Commissioner consist of a number of tasks relative to the effective operation of the Department. Planning and Analysis has overall responsibility for the numerous functions related to data

analysis, crime analysis, management information systems, grants administration, and policy/procedure development. The investigation of citizen complaints about the conduct of police officers and the conduction of staff investigations remain the primary responsibilities of the Quality Control Section. The Detail Office has the responsibility of administering all police details (officers hired for off-duty time to provide security, public safety and traffic control for private companies, public gatherings, labor strikes and construction sites).

FY04 GOALS

- *GOAL 1: Disseminate information to the community and throughout the Police Department on a timely basis, including publishing a Department newsletter and quarterly reports on crime Citywide as well as by neighborhood. A Neighborhood Crime Report is comprised of statistics for the City's 13 neighborhoods. The focus of the report is on the five target crimes the Crime Analysis Unit monitors to establish thresholds and to forecast potential crime trends. At six-month intervals, the Unit publishes the Business District Crime Report showing the same type of crime breakdown for the commercial areas of the City.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of crime bulletins distributed to sworn personnel	254	230	254	230
2. Number of quarterly crime, neighborhoods and business district reports published and distributed	4	4	4	4

■ *GOAL 1: (continued)*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
3. Number of crime analysis email/handout briefings	6	12	12	12
4. Number of Department newsletters published and distributed to community	4	4	2	4
5. Number of media information briefings	4	2	4	4
6. Number of weekly cable programs on public safety	47	48	48	48
7. Write and produce public service announcements for Cable TV	8	5	8	8

■ *GOAL 2: Continuously assess the level of service provided by the members of the Department to the citizens of the community. These assessments will be undertaken using reactive, proactive and co-active strategies. With the results, the Department will identify deficiencies in policies and procedures, identify training needs, and work to improve the trust and confidence in the relationship between the Police and the community.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of administrative audits conducted by staff	5	6	6	6
2. Complete “quality of service” assessment forms - incident reports	250	250	250	250
3. Complete “quality of service” assessment forms - m/v stops	350	350	350	350
4. Conduct field inspection audits	40	40	40	40

- **GOAL 3:** *The Cambridge Police Department is seeking to attain accreditation. A number of updated policies and procedures were published including Shoplifting, Quality Control, Towing Vehicles, Vehicle Inventory, Graffiti, Traffic Accidents, Hit & Run Investigations, School Resource Officers, Transporting Prisoners Requiring Hospitalization, and Anthrax. In order to achieve accreditation, a police department must comply with 250 mandatory standards and 123 optional standards. This is based on the Commission on Accreditation for Law Enforcement Agencies (CALEA) 4th Edition Standards Manual.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of mandatory policies published	12	10	10	10
2. Number of optional policies published	2	2	2	2
3. Total number of mandatory policies published to date	97	107	107	117
4. Total number of optional policies published to date	6	8	8	10

**POLICE
- Uniform Division**

ACTUAL FY02	PROJECTE D FY03	BUDGET FY04
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4 567 958	4 907 945	DAY OPERATIONS	5 235 395
12 176 471	11 541 545	NIGHT OPERATIONS	12 094 735
1 766 774	1 946 150	TRAFFIC	1 822 820
129 558	123 500	COMMUNICATIONS	123 500
<u>344 267</u>	<u>365 335</u>	SCHOOL CROSSING	<u>373 880</u>
18 985 028	18 884 475		19 650 330

As the Department's primary and most visible staff resource, the Uniform Division is responsible for the suppression and prevention of crime, the apprehension of offenders, the recovery of stolen property, the regulation of non-criminal activity and the maintenance of peace in the community.

The Uniform Division is divided into Day Patrol and Night Patrol sections. The Selective Enforcement/Traffic Unit performs specific assignments relating to truck restrictions, traffic and parking enforcement. Traffic Supervisors are responsible for the safety of school children at various intersections and locations throughout the City.

FY04 GOALS

- *GOAL 1: Provide law enforcement and public safety services to the citizens of Cambridge.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03* PROJECTED	FY04 PROPOSED
1. Number of Part One incidents reported	4 464	-	2 903	-
2. Number of violent crime incidents reported	486	-	723	-
3. Number of property crime incidents reported	3 978	-	2 180	-
4. Total number of arrests	1 919	-	1 143	-
5. Number of arrests for felonies	444	-	239	-
6. Number of arrests for misdemeanors	1 475	-	904	-
7. Number of moving vehicle citations issued	25 039	-	13 279	-
8. Number of parking tickets issued	39 242	-	20 534	-

■ *GOAL 1: (continued)*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03* PROJECTED	FY04 PROPOSED
9. Number of bicycle citations	1 562	-	1 048	-
* FY03 revised figures are actual number as of February 28, 2003				

■ *GOAL 2: Increase pedestrian, bicycle and driver safety awareness and reduce motor vehicle accidents by enforcing vehicle code violations and identification of high accident areas.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of assignments for deployment of units for the enforcement of truck restrictions	8 037	9 100	9 000	9 000
2. Number of selective traffic enforcement assignments Citywide	9 238	8 000	9 000	9 000
3. Number of trucks inspected for compliance with commercial regulations	318	600	600	600
4. Number of assignments for deployment of units for the enforcement of cross-walk violations	1 859	1 800	1 800	1 800
5. Number of selective bicycle enforcement assignments	1 518	1 500	1 500	1 500

■ *GOAL 3: Develop and prioritize new patrol and investigative strategies to address the crimes of larcenies from motor vehicles, larcenies from buildings, larcenies from persons, and drinking in public and nuisance behavior.*

**POLICE
- Criminal Investigation**

ACTUAL FY02	PROJECTE D FY03	BUDGET FY04
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1 227 875 <u>2 447 109</u> 3 892 715	264 505 1 274 695 <u>2 750 825</u> 4 290 025	ADMINISTRATION 262 340 NARCOTICS AND VICE 1 172 580 GENERAL ASSIGNMENT <u>2 508 920</u> 3 943 840	
Criminal Investigation includes all investigatory functions of the Department. The Special Investigations Unit (Narcotics/Vice) is responsible for conducting investigations into violations of Controlled Substance laws as well as prostitution and gambling offenses. General Assignment detectives investigate all serious crimes committed within the City including rape, robbery, aggravated assault, burglary and felony larceny.			
FY04 GOALS			
<ul style="list-style-type: none"> ■ <i>GOAL 1: Impact the level of violent Part I crimes committed in Cambridge, by a concerted effort to apprehend and bring to justice those recidivist violators who perpetrate the type of violent crimes that most impact the safety of residents and the community's general perception of well being.</i> 			
PERFORMANCE MEASURES			
	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED
	FY04 PROPOSED		
1. Number of felony warrants cleared by apprehension and arrest	250	250	250
2. Percentage of domestic violence case investigations pursued in court	68%	65%	65%
3. Increase the clearance rate of street robberies	24%	15%	15%
4. Reduce number of commercial breaks through multi-faceted approach of crime prevention techniques, community awareness, directed patrols and apprehensions through successful investigative efforts *	n/a	n/a	15%

■ *GOAL 1: (continued)*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
5. Increase clearance rate for commercial robberies through accurate and timely crime analysis, compilation of intelligence on criminal activity, and targeting bank robbery, by coordination of investigative efforts with local, state and federal law enforcement agencies *	n/a	n/a	15%	15%
6. Increase clearance rate for residential breaks *	n/a	n/a	10%	10%
* Impact clearance rates by % identified in following areas. The actual FY02 figures are as follows: 157 total for commercial breaks, 36 commercial robberies, 155 street robberies and 654 residential breaks.				

■ *GOAL 2: Continue the integrated response system to domestic violence and Department-wide training. Continue input of domestic violence incidents into a database which allows for the analysis of such occurrences. Work with a coalition of other City departments and non-profit agencies to implement a community grassroots domestic violence prevention and education effort. Develop and conduct specialized training regarding same sex domestic violence, family related domestic violence, and elderly abuse domestic violence.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Training conducted for a broad cross-section of the community that will help to both identify and prevent domestic abuse in its various forms, including teen dating violence, violence in the home, same sex domestic abuse and elderly abuse	n/a	n/a	n/a	20

■ *GOAL 3: Improve communication between the community and the Police Department in order*

to become effective allies in the campaign against drug abuse. Through regular monthly contacts with elected officials, community leaders and neighborhood residents, exchange information regarding current problems related to drug usage and the means to be used to ensure neighborhood integrity against drug dealers.

ACTUAL FY02	PROJECTE D FY03	BUDGET FY04
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1 081 557
368 042
1 449 599

1 155 915
456 720
1 612 635

**COMMUNITY RELATIONS
YOUTH**

1 131 075
479 020
1 610 095

The function of the Community Relations Section is to elicit the community's participation in identifying problems and solutions. These partnerships are formed by

establishing liaisons with formal community organizations and other community groups, by improving the Department's practices that relate to police community relations, by conveying information transmitted from citizens' organizations to the Department, by community outreach, and by establishing community groups where none existed. The Cambridge Police Department is committed to the concept of reducing crime through pro-active crime prevention programs.

FY04 GOALS

- *GOAL 1: Introduce, expand and maintain a variety of community oriented policing initiatives with the purpose of forming partnerships with the community to combat crime, the elements of crime, and the perception of crime. Through community oriented policing, the Department will focus on educating and communicating to the citizenry of Cambridge on public safety issues, Homeland Security, emergency-planning initiatives with Fire, Emergency Communications and Emergency Management.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of neighborhood meetings scheduled	25	26	26	26
2. Number of community policing neighborhood problem solving projects	18	20	20	20
3. Number of citizen police academies	2	5	5	5
4. Number of community policing neighborhood grants awarded	38	40	40	40
5. Number of youth athletic leagues	5	5	5	5

- *GOAL 2: Provide opportunities to improve relationships and communications between the youth community and police officers.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03* PROJECTED	FY04 PROPOSED
1. Number of schools that will benefit from the School Resource	15	15	15	15
2. Number of students impacted by High School Advisory classes	n/a	n/a	n/a	350
3. Number of students receiving Safety Training (bike safety, bullying, etc.)	1 286	1 300	1 300	1 300

- *GOAL 3: Provide education in crime prevention techniques to all segments of the population. The Police Department will continue to conduct security surveys to the residential and business communities as well as participation in monthly private security meetings throughout the year.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of business surveys conducted	88	75	75	75
2. Number of residential surveys conducted	23	50	50	50
3. Number of Private Security meetings per year	n/a	n/a	12	12

- *GOAL 4: Conducts a Rape Aggression Defense (RAD) program providing self-defense lectures and techniques to women throughout the City.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of women receiving Rape Aggression Defense Training	105	100	100	100

**POLICE
- Services Division**

ACTUAL FY02	PROJECTE D FY03		BUDGET FY04
144 458	155 845	ADMINISTRATION	279 470
126 998	166 975	TRAINING	238 675
112 255	120 740	PROPERTY MANAGEMENT	121 240
304 378	278 870	RECORDS	386 980
292 215	284 245	PROSECUTIONS	295 135
39 741	37 750	SUPPORT SERVICES	37 750
123 399	117 605	IDENTIFICATION	143 600
602 078	709 720	VEHICLE MAINTENANCE	691 730
<u>150 408</u>	<u>167 000</u>	ENERGY	<u>167 000</u>
1 895 930	2 038 750		2 361 580

The Services Division administers staff process and coordinates departmental support services to all units and sections within the Police Department. Support services include training, property management, recordkeeping, court prosecution, identification, and vehicle maintenance.

FY04 GOALS

- *GOAL 1: Continue to enhance and improve the type and quality of in-service training conducted annually for all sworn personnel of the Police Department. In accordance with Massachusetts General Laws, all police officers must attend 40 hours of in-service training annually. Mandated topics include firearms certification, CPR and first responder training. Firearms training for all personnel will include live firing at an outdoor range and simulated firing. The simulated firing consists of computer assisted judgment shooting scenarios utilizing tactical decision making and scenario based interactive training utilizing non-lethal Simunition ammunition, inert OC spray and control devices.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of training bulletins issued	36	36	36	36
2. Number of officers attending live firearms training	252	270	0*	250
3. Number of officers attending simunition training	n/a	n/a	250	250
4. Number of officers attending simulated firearms training	268	270	251	270

■ *GOAL 1: (continued)*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
5. Number of civilian personnel attending customer service training	33	33	33	33
* The Department will attempt to provide live firearm training and simulated training yearly as staffing permits. If staffing levels prevent this, the Department will focus on a rotation plan to accommodate this training every other year.				

**TRAFFIC, PARKING
& TRANSPORTATION
- Summary**

ACTUAL FY02	PROJECTE D FY03		BUDGET FY04
1 579 994 5 157 613 <u>543 821</u> 7 281 428	1 513 910 5 495 285 <u>695 840</u> 7 705 035	<div style="text-align: center;"> <p>TRAFFIC CONTROL</p> <p>PARKING CONTROL</p> <p>SUPPORTING SERVICES</p> </div>	1 527 525 5 455 215 <u>653 605</u> 7 636 345

PURPOSE & OVERVIEW: The Department operates many of the City's transportation services. Its main responsibility is to ensure that the City's street system is safe for vehi-cular and non-vehicular use - through

parking regulations, parking meters, traffic signals, signs, crosswalks, bicycle facilities, and pavement markings. Associated with these activities, the Department issues Resident Parking Permits, adjudicates parking tickets, performs and reviews traffic studies, and issues Street Obstruction and Street Closing permits. The Department operates two parking garages, which are located in Central Square and East Cambridge. The Department's responsibilities are managed by three divisions: Traffic Control, Parking Control and Supporting Services.

The Department's challenge is to meet the mobility needs of residents, businesses and institutions through the provision of a varied set of transportation facilities that reduce reliance on single occupant vehicles and protect the quality of our residential and business environments.

FY03 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- The City has 144 full traffic signals and a number of flashers. Maintaining the condition of the equipment and the adequacy of the timing has been this year's priority. Weekly calls to the service vendor have doubled. One staff person has been assigned the responsibility of inspecting the signals and ensuring the responsiveness of the vendor. We have required our contractor to make prioritized repairs either immediately or within 3 days. Non-priority improvements must be done within 3 to 10 days. All pedestrian crossing times are being reviewed in the field to make sure they are adequate. A further pedestrian enhancement was the installation of 49 walk signals that include the countdown feature. A signal inventory database with vehicle count and signal timing information tied to the GIS system has also been completed.
- In support of the City's Climate Protection Plan, 200 LED bulbs were installed in the first half of the year and another 280 in the second half for the second phase of converting traffic signals to LED. The Department receives a rebate for 75% of the cost of the bulb but must fund the installa-

tion cost. This program extends the life of the bulbs and has produced a noticeable reduction in energy costs.

- Successfully renewed Resident Parking Permits for FY03. Encouraged mail-in applications and the number applications received via mail increased significantly. For residents who did not use the option of renewing by mail, the office was open until 7:00 pm on 23 evenings in December and January.
- Completely revised the format and content of the annual resident brochure. The “Cambridge 2003 Resident Information” booklet provides residents with a more pleasing presentation of frequently asked questions and appropriate answers regarding the City’s transportation programs and services.
- Completed Phase III renovations to the Green Street Municipal Parking Garage which encompassed structural repairs, waterproofing and repairs to the adjoining roof of the Central Square Branch of the Cambridge Public Library. Working with the Arts Council, picked an artist to work on artwork at the garage to fulfill the 1% for the arts commitment. The artwork will be a decorative screen on the stair tower at Pearl and Green to vastly improve the image of the facility.
- The department is updating the look and feel of its web site. The changes make it easier to find information and navigate around the site. These user-oriented improvements also improve the site aesthetically.
- Continued to seek implementation of the recommendations of the Regional Truck Study. Installed signs marking the hazardous carriers’ truck route and worked on implementation of the revised zoning ordinance banning through trucks.
- Continued to review and certify as reliable traffic studies for large projects requiring a Planning Board special permit. Working with CDD and DPW, identified mitigation strategies for the Board’s consideration. The largest project in this fiscal year is the North Point development, which encompasses 20 buildings and the creation of a new public infrastructure of roads, utilities and open space to support the development.
- Created a database to log and track manual turning movement and automatic traffic counts.
- Implemented a new web-based “Street Occupancy Permit” program that produces and tracks all permits issued for moving vans, tool trucks, block parties, special events, parades, etc. Various applications may be accessed via the Internet making the process easier for the public. This replaces an obsolete database that no longer met the needs of the department or the public.

FINANCING PLAN: This budget is supported by \$127 500 in street meters; \$4 789 190 in fines; \$2 658 910 in parking usage; \$10 745 in interest earnings; and \$50 000 in private donations.

STATUTORY ANALYSIS. Salaries and Wages, \$4 668 305; Other Ordinary Maintenance, \$2 873 640; Travel and Training, \$19 400; and Extraordinary Expenditures, \$75 000.

**TRAFFIC, PARKING
& TRANSPORTATION
- Traffic Control**

ACTUAL FY02	PROJECTE D FY03		BUDGET FY04
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436 473 487 189 <u>656 332</u> 1 579 994	408 210 417 940 <u>687 760</u> 1 513 910	<p align="center">TRAFFIC SIGNAL MAINTENANCE TRAFFIC ENGINEERING PAVEMENT MARKINGS/ SIGN POSTING</p> <p>The division’s responsibilities include: conducting traffic studies; maintaining and revising curb regulations; investigating constituent concerns; installing and maintaining signs; maintaining pavement markings including bicycle lanes and crosswalks; issuing street occupancy and street closing permits; and reviewing major construction projects or new developments.</p> <p>The division manages a computerized traffic signal system, with 72 of the 219 signal locations currently on the system. The City has 144 signalized intersections, 41 warning flashers and 34 school zone flashers.</p> <p>FY04 GOALS</p> <p>■ <i>GOAL 1: To improve the ease of crossing for pedestrians, to utilize closed loop technology to coordinate intersection operations, and to increase energy efficiency.</i></p>	426 385 419 075 <u>682 065</u> 1 527 525
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PURPOSE & OVERVIEW: The Traffic Control Division is respon-sible 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 develop-ment proposals.

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of lenses converted to LED	167	700	700	550
2. Number of intersections adjusted to enhance pedestrian crossing	14	5	5	15

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

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of street obstruction and street closing permits issued	5 266	4 800	4 800	4 800

- *GOAL 3: Improve street safety by installing and replacing reflective pavement markings for crosswalks, centerlines and parking stalls. Increase the visibility and reflectivity of all painted pavement markings by changing to durable, highly reflective Thermoplastic or Inlay material.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Total number of Crosswalks City-wide	n/a	n/a	1 750	1 755
2. Total number of new crosswalks installed	n/a	n/a	10	10

- *GOAL 4: Increase safety on our streets by defining space allocated for vehicles and bicycles in the travel lane.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Total existing number of linear feet of edge line in paint, Thermoplastic, or Inlay Tape	36 826	n/a	36 826	39 826
2. Total new number of linear feet of edge line in paint, Thermoplastic, or Inlay Tape	0	n/a	3 000	2 000
3. Total existing number of linear feet of bike lane in paint, Thermo-plastic, or Inlay Tape	46 024	n/a	46 024	51 024

- *GOAL 4: (continued)*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
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4. Total new number of linear feet of bike lane edge line in paint Thermoplastic, or Inlay Tape	0	n/a	5 000	3 000
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- *GOAL 5: The Traffic Engineering Division will maintain strong customer service and continue responding to the community in a timely manner on transportation issues, including site investigations and minor traffic studies. Continue to replace faded, defaced or damaged traffic regulatory signs and update all street name signs to the more visible and highly reflective diamond grade street name signs.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Total number of completed site investigations conducted by the Traffic Division	301	225	225	275
2. Total number of completed minor traffic studies	35	10	10	14
3. Total number of traffic regulatory signs replaced or installed	2 375	1 700	1 700	1 700
4. Total number of street name signs replaced	402	100	100	125

- *GOAL 6: Provide timely and professional review of traffic studies of large projects. Work closely with Community Development and Planning Board in reviewing and identifying mitigation.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of large project traffic studies reviewed for projects seeking Planning Board permits	9	5	8	10

ACTUAL FY02	PROJECTE D FY03		BUDGET FY04
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**TRAFFIC, PARKING
& TRANSPORTATION
- Parking Control**

1 853 660	1 975 160	PARKING SERVICES	1 925 340	
566 508	605 625		PARKING METER MAINTENANCE	585 930
789 253	787 350		OFF STREET PARKING	787 350
<u>1 948 192</u>	<u>2 127 150</u>		PARKING ENFORCEMENT	<u>2 156 595</u>
5 157 613	5 495 285			5 455 215

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

processing, and adjudication of the City's parking regulations.

The Parking Services Program is responsible for the issuance of resident parking permits and visitor parking permits, and the collection and adjudication of parking tickets. The program is extremely busy from November through January when residents renew their permits. Over the past year the department has focused on improving customer service and making it more convenient for the public to obtain resident parking permits by mail and to pay parking tickets by mail, phone or web.

The Parking Meter Program is responsible for the installation, maintenance, collection and repair of the City's 2 777 meters. Meters provide short-term parking for visitors and shoppers. The department has been adding meters in areas where new commercial development has occurred to support the parking needs of the visitors.

The Parking Enforcement Program provides staff to ticket illegally parked cars. The operation is active from 7 a.m. to 8 p.m. weekdays as well as extended hours on Thursday and Friday evening until 10 p.m. Saturday hours are 8:30 a.m. to 10 p.m. The extended hours were created in response to resident requests and have been very well received.

The division is responsible for the two City garages - Green Street Garage and East Cambridge Garage. The division manages the contract to operate the two facilities. The Traffic Control Division is responsible for preventive maintenance and renovations of the two structures.

FY04 GOALS

- *GOAL 1: Provide residential on-street parking for residents, their visitors and providers of services to residents, and issue the permits in a timely and cost effective manner during our annual issuance period. Reduce parking permit abuse.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Total number of permits	36 995	46 000	46 000	46 000
2. Number of permits issued during the renewal season (Nov. 1 - Jan. 31)	26 712	27 000	27 000	27 000
a. Number of permits obtained by mail	10 290	13 500	13 500	16 200
b. Percentage of permits obtained by mail	39%	50%	52%	60%
c. Number of permits obtained at main office	15 889	12 960	12 960	13 500
d. Percentage of permits obtained at main office	59%	48%	48%	40%
3. Number of resident permit violations				
4. Number of public safety violations	78 680	74 000	74 000	78 000
	43 826	110 000	50 000	44 000

- *GOAL 2: Provide short term, on-street parking in business districts by enforcing parking meter violations and by maintaining all parking meters.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of parking meters	3 026	3 065	3 065	2 800
2. Number of meter violations	218 010	215 000	215 000	215 000
3. Number of overtime meter violations (meter feeding)	34 871	46 000	46 000	35 000
4. Number of parking meter malfunctions repaired through preventive maintenance	560	300	800	600

■ *GOAL 2: (continued)*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
5. Number of meters removed from the street for reconditioning and reinstalled	729	600	600	600
6. Number of parking meters replaced with upgraded electrical meters	171	50	50	50

■ *GOAL 3: Efficiently manage the City's two municipal parking garages. Perform multi-year phased renovations as recommended in the 1996 condition assessment and improve the appearance and lighting in the Green Street Garage.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Percent of total renovations complete	50%	60%	90%	100%

■ *GOAL 4: Maintain effective collection of parking ticket fees with good customer service and a variety of payment options.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Collection rate of parking tickets issued to Massachusetts registrations	86%	86%	86%	86%
2. Collection rate from out-of-state registrations	63%	70%	70%	70%
3. Percentage of tickets paid at main office	28%	20%	20%	15%
4. Percentage of tickets paid via mail, telephone and Web	65%	80%	80%	85%
5. Number of hearings conducted by hearing officer	3 186	2 000	2 000	2 000

**TRAFFIC, PARKING
& TRANSPORTATION
- Support Services**

ACTUAL FY02	PROJECTE D FY03		BUDGET FY04
543 821	695 840	ADMINISTRATION	653 605

PURPOSE & OVERVIEW: 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 dedicated customer service; publishing materials to bring information to the public; 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 support employees to perform their jobs more efficiently.

- *GOAL 1: Seek to continuously improve the efficiency and professionalism of the department staff, procedures and programs. Improve communication and coordination within the department. Encourage and support pro-active and innovative solutions to the City's mobility needs.*

ACTUAL FY02	PROJECTE D FY03		BUDGET FY04
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**POLICE REVIEW AND
ADVISORY BOARD**

73 021	66 105	<p style="text-align: center;">POLICE REVIEW AND ADVISORY BOARD</p> <p>The primary function of the Board is to hear and decide citizen complaints of misconduct filed by persons against Cambridge Police Officers.</p> <p>The Police Review and Advisory Board consists of five civilian residents of Cambridge appointed from each of the following areas of the City: Cambridgeport/Riverside, East Cambridge, North Cambridge, Mid-Cambridge and West Cambridge. The role of the Police Review and Advisory Board is as follows: to provide for citizen participation in reviewing Police Department policies, practices, and procedures; to provide a prompt, impartial and fair investigation of complaints brought by individuals against police officers in addition to complaints by departmental employees against the Police Department; to ensure that citizen complaints against members of the Cambridge Police Department are handled in a timely, thoughtful, methodical and decisive way and that the Board’s determinations are even-handed, through unbiased investigations.</p> <p>FY03 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:</p> <ul style="list-style-type: none"> ● Responded to 57 informal complaints, calls and requests for information and provided referral services. At present, seven complaints have been resolved and six are pending. ● PRAB continues to monitor legislative issues similar to its mission and has fostered leadership roles in the Civilian Oversight field, both in the national and international context. The eighth conference of the National Association for Civilian Oversight of Law Enforcement (NACOLE) held in Cambridge was a huge success. Attendees represented all regions of the United States, Canada, Ireland, Northern Ireland and England. ● Ms. Debra Livingston, Professor of Law at Columbia University Law School and a member of the New York City Civilian Oversight Board was the keynote speaker. She addressed the attendees on the conference theme “The Value of Civilian Oversight, Dollar and Sense.” Ms. Livingston provided an enhanced perspective established through her vast experience, research and as a citizen involved in the oversight process coupled with her exceptional knowledge of the law. 	75 290
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PURPOSE & OVERVIEW: The Cambridge Police Review and Advisory Board (CPRAB) was established in 1984 by City Ordinance.

- The luncheon keynote address was well received by the community. City Councilors, the Police Commissioner and his commanding officers for Boston were among the various delegates. Ms. Nuala O’Loan, Police Ombudsman for Northern Ireland was the luncheon keynote speaker. She has held this position since 2002 and has received over 5 000 inquiries regarding police misconduct. The information she presented encompassed various topics such as the steps leading to the creation of her office, past and current investigations, as well as everyday challenges. Ms. O’Loan’s speech provided for a very insightful and educational forum for laying the framework of a successful oversight process.
- PRAB continues to be a resource for communities exploring civilian oversight options. During FY02, the office received over 15 inquiries from cities, individuals and police officials throughout the United States that had either newly created or were contemplating creating Civilian Oversight/Review Boards. The inquiring cities included Key West and Miami, Florida; Louisville, Kentucky; Providence, Rhode Island; Seattle, Washington; and Boston, MA.
- PRAB Members and staff attended various training seminars, community meetings and lecture forums including: Wrongful Conviction: A Call to Action, a three-day conference at Harvard Law School; Racial Profiling forum sponsored by Suffolk University Law School and a half day training at the Police Department that included an overview of the department operations manual, rules and procedures and general operations of the 911 communications center.
- PRAB Board member and staff attended the NACOLE 2002 professional development and training conference focused on the following: Nuts and Bolts: Limits on Police Practices; Early Warning Systems and Data Bases; Civil Liability and Police Oversight: Learning What Civil Suits Can Teach Us; Los Angeles County's Office of Independent Review: "Testing the Strengths of a New Model"; Building Your Public, Media, and Political Base; Co-operation and Conflict Resolution: Peace Psychology In Police/Community Relations; Models of Civilian Oversight-Making Sense of the Choices: Gain an understanding of established models of civilian oversight and Investigation and Interview Techniques.

FY04 GOALS

- *GOAL 1: Build partnerships and collaborate with the Police Department, community leaders, citizens and academia to examine the issues of Policing Post 9-11, responding to mentally ill community and demonstrations. Continue to meet and engage in*

dialogue with the community, particularly youth, to help them develop a better understanding of police procedure, civil rights laws and suggested behavior when interacting with law enforcement officers.

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Total number of public inquiries	136	105	65	105
2. Number of cases resolved formally	14	20	5	15
3. Number of cases resolved administratively	17	15	8	20
4. Number of referrals to another agency or jurisdiction	27	25	8	25
5. Number of cases pending	7	9	7	8
6. Number of policy recommendations	4	4	0	2
7. Number of informational calls	54	32	15	32

- *GOAL 2: Promote public awareness about the Police Review and Advisory Board through education and outreach efforts. Continued discussion and changes to the CPRAB Ordinance and Rules and Regulations to strengthen the complaint process to meet the public's expectations.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of community meetings	28	25	4	25

- *GOAL 3: Determine the appropriate action for each complaint processed following the Board's rules/regulations, City Ordinance, and the Police Department Operations Manual and applicable laws.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of investigative hearings held	14	22	0	14
2. Number of full hearings held	5	9	0	6

- *GOAL 4: Improve lines of communication and the professional relationship between the Board and the Police Department through education and dialogue. Provide training to all new Board members to familiarize them with the work and the day-to-day responsibility of Cambridge Police Officers, the Board's process, scope and limitations, police culture and public expectations.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Numbers of officers voluntarily participating in Board process	8	5	0	3
2. Number of subpoenas issued	18	15	0	15

- *GOAL 5: Maximize participation, networking, and training with other City agencies and community groups.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of training sessions in which the Board participated, and collaborative efforts with other City departments	8	15	0	8

FINANCING PLAN. This budget is fully supported by property taxes.

STATUTORY ANALYSIS. Salaries and Wages, \$63 740; Other Ordinary Maintenance, \$8 550; and Travel and Training, \$3 000.

ACTUAL FY02	PROJECTE D FY03		BUDGET FY04
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INSPECTIONAL SERVICES

<p>1 952 010</p> <p><u>17 273</u></p> <p>2 054 461</p>	<p>2 013 130</p> <p>136 245</p> <p><u>20 000</u></p> <p>2 169 375</p>	<p>INSPECTION/ENFORCEMENT</p> <p>ZONING APPEAL BOARD</p> <p>BOARD & RAZING</p>	<p>2 008 145</p> <p>157 840</p> <p><u>20 000</u></p> <p>2 185 985</p>
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PURPOSE & OVERVIEW: The Inspectional Services Department (ISD) is responsible for all laws and related City Ordinances which pertain to the Massachusetts State Building Code and certain articles

of the State Sanitary Code. The Inspection/Enforcement allotment covers the enforcement of the building, wiring, plumbing/gas, and mechanical codes together with articles of the State Sanitary Code covering housing and food establishment inspections, and lead paint and asbestos testing and removal, swimming pool inspections, and day care and recreational day camp inspections. Additionally, this allotment supports the rapid response capability provided in situations where building structural integrity or mechanical/electrical systems are potentially affected by fire or similar emergency. The Board of Zoning Appeal appropriation supports costs necessary to administer the Zoning Ordinance and the processing of applications for relief before the Board of Zoning Appeal. The Boarding and Razing appropriation is for emergency demolition and the boarding up of dangerous buildings; this appropriation is offset by liens against the property.

FY03 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Significantly enhanced the technical capability and efficiency of the inspectors and support staff by the upgrading of computers, provision of advanced copying and printing equipment and the provision of two way radios to inspectors. All inspectors and support staff now have computers.
- Continued the focus on employee training with emphasis on customer service/stress management, computer applications and supervisory training.
- During the past fiscal year approximately 2 300 building permits were issued, generating approximately \$7 million in permit fees.
- Conducted a total of 820 Section 8 qualifying inspections in a timely fashion without increase in staff. This was an increase of almost 500 inspections in this particular category over the previous year.

- In support of the Cambridge Tobacco Control Program, conducted a total of four hearings which resulted in suspension of sales permits for violations of the Tobacco Control Provisions of the Municipal Code.
- During FY03, only three zoning determinations of the Department were appealed to the BZA and both were upheld.

FY04 GOALS

- *GOAL 1: Process building permit applications and conduct required inspections in a timely and efficient manner.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Issue major building permits within 30 days	83%	85%	80%	85%
2. Number of major permits	85	80	80	80
3. Issue “short form” building permits within 2 days	97%	98%	98%	98%
4. Number of “short form” permits	2 203	2 200	2 200	2 200
5. Number of compliance inspections	6 792	6 900	6 900	6 900
6. Number of multi-family inspections	360	400	100	400

- *GOAL 2: Process and respond to citizen housing and related complaints in a timely and professional manner.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Respond to citizen complaints within 2 days of receipt	100%	95%	98%	98%
2. Number of formal complaints	1 257	1 300	1 300	1 300
3. Number of inspections	3 730	4 000	3 500	3 500
4. Number of court hearings	596	600	600	600

- *GOAL 3: Enhance and protect public health and safety by conducting inspections of food handling establishments in a timely and efficient manner in accordance with State requirements. The State requires a minimum of two compliance inspections per year.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number compliance inspections	1 632	1 700	1 700	1 700
2. Number of inspections and responses to complaints	3 629	3 700	3 700	3 700
3. Number of food handling establishments	515	515	538	538
UNIT COST MEASURE				
1. Average cost per inspection*	\$100	\$103	\$103	\$103
* Includes an estimate of associated administrative costs.				

- *GOAL 4: Process all applications for zoning relief in an efficient manner and in accordance with the requirements of applicable State laws.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Ensure BZA requests for relief are issued within statutory requirements	100%	100%	100%	100%
2. Number of BZA applications	179	180	180	180

FINANCING PLAN. Support for this budget is drawn from the following sources: licenses and permits, \$3 436 000; charges for services, \$82 000; and negative taxes, (\$1 332 015).

STATUTORY ANALYSIS. Salaries and Wages, \$2 027 060; Other Ordinary Maintenance, \$107 100; and Travel and Training, \$51 825.

ACTUAL FY02	PROJECTE D FY03		BUDGET FY04
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**LICENSE COMMISSION/
CONSUMERS' COUNCIL**

<p>541 147 <u>110 827</u> 651 974</p>	<p>567 600 <u>114 645</u> 682 245</p>	<p style="text-align: center;">LICENSE CONSUMER</p>	<p>570 155 <u>114 820</u> 684 975</p>
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PURPOSE & OVERVIEW: Although the Board of License Commission was established in 1919, hand-written City records document regulation of alcohol as early as June 1855.

Since the Commission's inception, the citizens of Cambridge have been served by a three-person public safety board charged with the responsibility of issuing licenses, setting policy, enforcing rules 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, garages and gasoline stations. We remain committed to educating both its licensees and the general public in an effort to reduce societal problems caused by binge drinking and other alcohol misuse.

FY03 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- In concert with the Cambridge Licensee Advisory Board (CLAB), the House of Blues, Harvard, MIT and Lesley University, sponsored the first underage event at the House of Blues. This "battle of the bands" between Harvard and MIT, attracted over 500 underage college students over the course of the evening for an alcohol-free, entertainment event with a message of "you can have fun without alcohol." We hope to make this an annual event.
- A coalition consisting of the License Commission, National Commission Against Drunk Driving, AT&T Wireless and Ambassador-Brattle Cab Company introduced the first ever SoberRide in the Commonwealth of Massachusetts in Cambridge on New Year's Eve. This program provided taxicab rides home to individuals who may have over-celebrated. In this pilot program, we served over 100 individuals with free rides.
- Following a six-month investigation, Thistle and Shamrock began serving a 60-day suspension after it was held that the licensee was in violation of its package store license by selling to underage persons and being in possession of illegal alcohol on the premises.

- The Taxicab Subcommittee continued meeting twice monthly for the past year to develop a contract program to manage the seven currently licensed accessible medallions in order to better serve persons with disabilities and the senior community of Cambridge. In response to economic climate of the taxicab industry, the License Commission voted to increase the meter rate by 15% as of March 1.
- The Consumer Council's Executive Director assisted in the planning and outreach implementation of the very popular "Do not call" Registry available to Massachusetts Consumers seeking to limit telemarketing calls. See: <http://www.madonotcall.govconnect.com/Welcome.asp>.
- On September 12, a Digital Town Meeting was held in the Vicente Conference Room of the Lombardi Municipal Building with a telephone and Internet connection with 10 other cities throughout the country. The 30 Cambridge participants listened and spoke about issues involving the use of digital and Internet technology to achieve democratic civic discourse.
- Car Smart 2001 was printed in Spanish for free distribution to the public and posted in Spanish on the Internet to assist consumers who read and speak Spanish to make smart automobile transactions in the market place. An Attorney General grant to the Massachusetts Consumers' Coalition made this possible. See: www.massconsumers.org.

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 Chiefs 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 other 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.

The Pole and Conduit Commission, which is staffed by License Division personnel, has been an extremely active board during the past few years, greatly increasing the number of phone calls and walk-in customers served by our staff.

One of the major tools developed by the City to assist in the regulation of all restaurants and clubs is the License Commission's Task Force. Consisting of agents of the License Commission, Fire Department and Inspectional Services, this investigative unit inspects all establishments under its purview to ascertain complaints with City rules and regulations as well as building and fire codes.

FY04 GOALS

- *GOAL 1: In a proactive effort to reduce underage drinking in Cambridge while diminishing any violation of local rules and regulations, inspect 100% of the 40 operational packaged goods stores. Reinspect package goods stores when appropriate.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of packaged good stores inspected	46	50	55	55

- *GOAL 2: Investigate hackney complaints and make contact with all complainants expeditiously.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of hackney complaints	93	100	125	125
2. Complaints investigated in 48 hours	97%	98%	98%	98%
3. Number of illegal pick-ups by out-of-town taxicabs caught within the City of Cambridge	15	6	10	10

- *GOAL 3: Inspect all eligible restaurants and pouring licensees to promote public safety and enforce license rules and regulations.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Percentage of inspected establishments with violations	8%	15%	15%	15%
2. Percentage of violations settled administratively	89%	97%	97%	97%

■ *GOAL 3: (continued)*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
3. Percentage of violations referred to Board for disciplinary hearing	0%	3%	2%	2%
4. Percentage of violations pending administrative resolution	11%	0%	1%	1%

CONSUMERS' COUNCIL

PURPOSE & OVERVIEW: The Council works in cooperation with the Attorney General of the Commonwealth. The 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 of any trends in the marketplace that may call for direct legal intervention by the Attorney General. Using the expertise and information gained from the hundreds of individual complaints filed each year by area residents, the Council can be an informed voice offering suggestions for new or amended legislation that would provide better consumer protection for the citizenry. The Council provides educational information to consumers through a variety of media including its Web page, public workshops, distribution of consumer brochures and articles published in the Council on Aging's *Newslines*. The Consumers' Council is a resource for, and works in partnership with, a variety of other City agencies to meet the diverse direct services needs of Cambridge residents.

FY04 GOALS

■ *GOAL 1: Mediate consumer/business disputes.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of opened complaints filed	305	350	320	320
2. Number of complaints closed	313	345	345	345
3. Number resolved in mediation	189	215	215	215
4. Number resolved in court	15	25	15	15
5. Number resolved through other resolutions*	109	105	105	105

■ *GOAL 1: (continued)*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
* Includes: duplicate complaints; complaint withdrawal; settling before staff intervention; referral to private attorney; transfers to another agency; no basis for complaint or no jurisdiction in matter.				

■ *GOAL 2: 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 to target the elderly and other vulnerable consumers.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Educational workshops or public forums held at the Senior Center	3	3	3	3
2. Written articles, brochure/news-letter publication or significant Web page additions	8	10	10	10

■ *GOAL 3: 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	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Joint efforts with other City agencies	9	10	10	10
2. State-level activities on behalf of consumers	8	6	6	6
3. National consumer partnership efforts	8	4	6	6

FINACING PLAN

DETAIL

SUMMARY

TAXES	(1 060 885)	(1 060 885)
LICENSES & PERMITS		
alcoholic beverage	724 800	
common victualer	37 000	
lodging houses	185 000	
storage of inflammables	255 000	
shops & sales	5 260	
hackney/drivers	72 000	
motor vehicle related	86 000	
hackney applications	6 000	
entertainment & sports related	185 000	
pole & conduit	115 000	
disposal companies	1 500	
miscellaneous	21 000	1 693 560
CHARGES FOR SERVICES		
photocopy/reproduction	300	
license hearing/advertising	25 000	25 300
INTERGOVERNMENTAL REVENUE		
Consumers' Council (Atty. Gen.)	27 000	<u>27 000</u>
		684 975

STATUTORY ANALYSIS. Salaries and Wages, \$615 085; Other Ordinary Maintenance, \$61 090; and Travel and Training, \$8 800.

ACTUAL FY02	PROJECTE D FY03		BUDGET FY04	WEIGHTS & MEASURES
	92 445	<p style="text-align: center;">WEIGHT & MEASURES</p> <p>sponsibility of ensuring that equity and fairness prevail in the marketplace between the buyer and seller. The Department enforces all laws, ordinances and regulations relating to the accuracy of weight and measuring devices used by local business establishments. These include taxi meters, gas station pumps, home heating oil truck meters, hospital and health clinic scales, truck scales, factory and pharmacy scales, and scales for the tipping of solid waste.</p> <p>It is the duty and function of the Department to enforce the Massachusetts General Laws and local ordinances and regulations relating to the accuracy of weighing and measuring devices that weigh, measure and count commodities offered for public sale. The Department seals or condemns devices tested, and performs such work in accordance with state laws and regulations and municipal ordinances, subject to review through reports and periodic checks by the State Division of Standards. The Department inspects prepackaged food and merchandise to ensure compliance with weight, measurement and count requirements, and for proper labeling as to weight, measures and extended prices. This office investigates complaints on measuring devices or those not conforming to legal standards, checks transient vendors for possession of licenses, and inspects weighing and measuring devices used by these vendors. The Department also advises merchants on the packaging and labeling of goods. As a result of the Consumer & Merchant Protection Act, Chapter 295 of the Acts of 1998, the Sealer of Weights & Measures also performs bi-annual inspections of all stores with three or more scanners.</p> <p>FY03 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:</p> <ul style="list-style-type: none"> • Developed the department's web page with helpful new information including a new online complaint form. • Produced a new consumer guide with useful information and a question and answer section. 	94 415	<p>PURPOSE & OVERVIEW: The Department of Weights and Measures is charged with the re-</p>

FY04 GOALS

- *GOAL 1: Ensure accuracy of weighing and measuring devices through inspection of 100% of devices in the City.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Scales tested over 10 000 lbs.	10	6	6	6
2. Scales tested 5 000 to 10 000 lbs.	10	6	6	6
3. Scales tested 1 000 to 5 000 lbs.	10	7	7	
4. Scales tested 100 to 1 000 lbs.	90	90	120	90
5. Scales tested 0 to 100 lbs.	580	580	460	500
6. Avoirdupois weights	250	200	200	200
7. Metric weights	220	220	220	220
8. Apothecary and Troy weights	200	200	200	200
9. Gasoline pumps	390	390	390	390
10. Vehicle oil tanks	25	25	27	27
11. Reverse vending machines	35	35	35	35

- *GOAL 2: Increase inspection of prepackaged food items and increase inspection of food and retail store scanner systems.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of prepackaged food inspections	2 150	2 100	2 175	2 200
2. Number of scanner system inspections	160	150	165	170

- *GOAL 3: Continue inspection of taxi meters; one inspection per meter per year is required.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of required inspections performed	255	255	255	255

■ *GOAL 3: (continued)*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
2. Number of additional inspections	140	110	120	140

■ *GOAL 4: Ensure equity and fairness in the marketplace through the conduction of spot inspections on all devices, and through provision of educational materials to the general public on weights and measures rules and regulations.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of spot inspections performed	110	125	115	125

■ *GOAL 5: Monitor and update new Web site for citizens' questions and complaints.*

FINANCING PLAN. This budget will be financed by \$49 990 in property taxes; \$17 925 in cherry sheet revenue; and \$26 500 in sealing fees.

STATUTORY ANALYSIS. Salaries and Wages, \$84 890; Other Ordinary Maintenance, \$7 780; and Travel and Training, \$1 745.

ACTUAL FY02	PROJECTE D FY03		BUDGET FY04
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ELECTRICAL

347 399	231 415		265 235
	246 040	ADMINISTRATION	275 945
460 912	484 850	SIGNAL MAINTENANCE	437 345
1 283 268	1 370 585	ELECTRICAL SERVICES	1 370 585
3 309	4 000	EXTERIOR LIGHTING	4 000
5 473	10 000	RADIO OPERATIONS	10 000
2 355 503	2 346 890	COMMUNICATIONS	2 363 110

PURPOSE & OVERVIEW: The Electrical Department was established to oversee street lighting and the City fire alarm system in order to allow fire reporting directly from the public and from those buildings whose 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 recreational areas. In addition, the Department is charged with the installation and repair of communications systems such as departmental telephones, radio communications, public emergency call boxes, pagers, wireless telephone needs, fiber cable networks for computer data transmission between buildings, and cabling for local area data networks within City buildings. The Department also oversees the installation of cables, conduits and equipment by utilities and other contractors over and within all public ways.

FY03 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Completed installation of a new emergency call box system, and expanded the system to Bergin Park, Paine Park and King School Tot Lot.
- Completed electric and communications wiring related to renovations of the Finance Office, Print Shop and relocated other offices in City Hall to start additional renovations.
- Installed new lighting in the King School tot lot, Burgin Park and the Tennis and Basketball courts on Pemberton Street. Installed new lighting on Osborn Street and part of Albany and Pacific Streets.
- Installed local area data networks, and telephone wiring for various departments.
- Connected additional buildings to the municipal fire alarm system.

- Conducted and evaluated a study to determine the feasibility of the City purchasing street lights currently owned by NSTAR.
- Installed holiday lighting in various locations of the City: on street trees, temporary trees, and assisted with the installation of lighted banners in both Harvard and Central Squares.
- Completed conversion of security systems for City buildings to new state-of-the-art equipment to replace outdated equipment. This will improve response from police and provide for a more manageable system.

FY04 GOALS

- *GOAL 1: Maintain the municipal fire alarm system.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of fire alarm street boxes	595	595	605	610
2. Number of fire alarm systems in municipal buildings	33	33	33	33
3. Number of Fire Alarm System tests performed in City buildings	66	66	66	66
4. Number of service calls for disconnection or reconnection of private buildings	13 066	8 850	12 000	12 000
UNIT COST MEASURE*				
1. Cost per test - street boxes	\$17.69	\$17.69	\$17.69	\$17.69
2. Cost per disconnect/reconnect - street boxes	\$17.69	\$17.69	\$17.69	\$17.69
* Excludes administrative overhead				

- *GOAL 2: Install local area networks in City buildings to facilitate data transmission.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
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1. Number of data connections installed by Electrical Department	107	100	100	100
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- *GOAL 3: Maintain street lighting and provide for optimum lighting in various neighborhoods and parks.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Total number of street lights	6 978	6 950	7 017	7 200
2. Number of street lights maintained by City	749	747	786	1 034
3. Number of street lights maintained by NSTAR	5 348	5 345	5 335	5 260
4. Total number of park lights maintained by the City	881	888	896	906

- *GOAL 4: Implement recommendations of study to determine feasibility of the City purchasing street lights owned by NSTAR.*

FINANCING PLAN. This budget is supported by \$1 857 245 in property taxes; \$207 865 in cherry sheet revenue; \$13 000 in telephone commissions; \$80 000 in master fire alarm box fees; \$190 000 in signal maintenance fees; and \$15 000 in cut-out/plug-out fees.

STATUTORY ANALYSIS. Salaries and Wages, \$920 860; Other Ordinary Maintenance, \$1 440 580; and Travel and Training, \$1 670.

ACTUAL FY02	PROJECTE D FY03		BUDGET FY04	EMERGENCY MANAGEMENT
117 582	137 750	<p data-bbox="772 240 1199 266" style="text-align: center;">EMERGENCY MANAGEMENT</p> <p data-bbox="642 342 1955 444">man-made disasters and coordination of preparedness, mitigation, response to and recovery from such emergencies. An understanding of these terms and their application to the department's duties will help in understanding the functions of this department.</p> <p data-bbox="642 488 1955 591">The department works closely with the Massachusetts Emergency Management Agency (MEMA) and also will be working in conjunction with the regional office of the Emergency Preparedness and Response Directorate of the Department of Homeland Security.</p> <p data-bbox="642 634 1955 812">Preparation for disaster involves developing contingency plans for natural and technological disasters that could affect Cambridge and its citizens. The most important components of these plans are having the means to contact those who would respond to the City's needs and information about the resources that would be available to the City. Preparedness also includes educating the public as to risks and ways to plan for risks.</p> <p data-bbox="642 855 1955 941">When a disaster occurs, the City of Cambridge through its agencies must respond to the needs of the public. A major disaster could easily present needs that exceed the capability of City agencies and require obtaining help from outside resources.</p> <p data-bbox="642 985 1955 1211">In recovering after a disaster, the City of Cambridge must act to return the City to the status quo ante. When any serious disaster occurs affecting Cambridge, this department serves as the lead department in gathering the information required for a presidential disaster declaration, preparing all documentation required in seeking reimbursement of our costs from the Emergency Preparedness and Response directorate of the Department of Homeland Security. In addition, a very important function of the department during the aftermath of a disaster is to ensure that all residents and local businesses are made aware of the various programs and resources that are available to assist them.</p> <p data-bbox="642 1255 1955 1378">After a disaster strikes, it is important to learn what can be done to reduce the consequences of similar disasters in the future. City agencies must learn what they can do to limit the effects of disasters. In addition, this department makes information available to residents and businesses on what they can do to mitigate the effects of future disasters.</p>	129 865	<p data-bbox="1478 240 1955 337">PURPOSE & OVERVIEW: The primary duty of this Department is contingency planning for natural and</p>

The Cambridge Emergency Management Department operates on the philosophy that any fire, flood or other disaster that displaces a family from its home should be treated as a disaster by the City of Cambridge. The Director or a member of the Emergency Management staff responds to all fires that are reported by the Fire Department as fires displacing families. At the fire scene, they assist and advise victims and work with both City agencies and private agencies to ensure that all victims receive any assistance they may need. The department developed a 14-page brochure of information about recovering from a house fire. This "After the Fire" brochure was also placed on the City of Cambridge Web site. It has proved to be very helpful to fire victims.

The major terrorist events of September 11th, 2001 had a significant impact on the citizens of Cambridge and this department. Our citizens were very fearful due to these events and many called us for advice and assistance. We found when talking with residents, that most of our citizens had no idea of how to prepare themselves and their families for the consequences of terrorism. We explained that the most likely consequences of a terrorist event would be the same as the likely consequences of a natural disaster such as a major storm. If one prepares for these consequences by having flashlights, battery-operated radios, water, non-perishable foods, basic sanitary and medical supplies, and needed prescription drugs on-hand, one can reduce the potential impact of any terrorist events that may occur and will also be well prepared for the next winter storm or hurricane. The Emergency Department staff found that most residents were much less anxious about the risk of terrorist attack when they realized that they could at least make some preparation for the consequences of an attack.

The Emergency Management Department is responsible for updating the City's Computer Assisted Management of Emergency Operations (CAMEO) database with data submitted from local industries and institutions required to file inventories of hazardous chemicals. The CAMEO database tracks geographic information about hazardous materials, resources and special needs populations and plots this information on a computer map of the Cambridge area. The department visits special needs population facilities such as daycare centers, schools and nursing homes to verify the information entered into CAMEO and other information required for emergency planning. The Emergency Management Department also collects information and maintains databases on over 170 000 chemicals.

FY03 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Each municipality in the Commonwealth is required to prepare and maintain a Comprehensive Emergency Management Plan (CEM Plan). The Cambridge CEM Plan was rewritten during FY02. Ordinarily a complete revision is performed on a 4-year cycle. Due to many recent changes at the national level, the MEMA is asking towns to participate in a new revision of the CEM plan, which will involve a web-based plan and the maintenance of the plan in a MEMA server. Ultimately, the CEM plan will be updated on a continual basis. In the interim, the contact information for all key staff and for outside agencies has been updated on the usual annual basis.

- The department has continued to work closely with the staff of Massachusetts Institute of Technology (MIT) nuclear reactor laboratory on the issues of safety and security. During FY03, MIT, with permission from the Nuclear Regulatory Commission, implemented two new systems that prove useful during possible emergencies.
- The merger of FEMA into the Emergency Preparedness and Response Directorate of the Department of Homeland Security opened up opportunities for additional programs to provide enhanced services to the City and provide new volunteer service opportunities to residents. The department has registered with the Department of Homeland Security to create a local Citizens Corps Council in Cambridge. Some programs that form part of Citizens Corps are: Community Emergency Response Team (CERT), Volunteers In Police Service (VIP'S) and the Medical Reserve Corps.
- During FY03 the Emergency Management Department continued to update the department's web pages (first created in 1996) and work continued on an effort to put some of the web pages into additional languages. We hope eventually to have all information available in languages that will better meet the needs of our diverse population. The department is also working with the City's Public Information Officer and the MIS staff to train the director and another member of the staff in the techniques needed to make changes to the City of Cambridge home page on nights and weekends in case changes are required during an emergency.
- The Radio Amateur Civil Emergency Service (RACES) volunteer radio operators continued to train and participate in regional and statewide drills. The Races volunteers use 2 meter and 6-meter equipment and would be key links to MEMA during an emergency that disrupted ordinary communications channels. The HF equipment is capable of communicating with all parts of the United States and Europe. It would be used for disaster welfare inquiries if a major problem overseas were to affect the families of Cambridge residents.
- During FY99, the Emergency Management Department began to disseminate information about major disasters to all City employees via e-mail notices and the City of Cambridge intranet. This work continued during FY03. This continuing effort has been well received by both the city employees and affected residents.

FY04 GOALS

- *GOAL 1: A major, though non-quantifiable, goal is to increase public awareness and education about preparing for natural disasters, as well as those caused by deliberate acts.*
- *GOAL 2: Ensure that all hazardous material facilities covered by SARA file the appropriate*

information and include this information in the CAMEO database. This effort includes providing free software to facilities who prefer to file their hazardous material inventories electronically and providing training and technical support to facilities using the software.

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of Tier II inventories filed	63	65	65	65

- *GOAL 3: Increase planning for the disaster related need 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, healthcare facilities and the county jail.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of site visits	93	100	90	100

- *GOAL 4: Provide support to the Cambridge Auxiliary Fire Department (CAFD), including equipment, vehicles and training. Members of CAFD respond to all multiple alarm fires and most working fires in Cambridge. They also respond to major fires in surrounding communities and to police incidents upon request.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of members	19	20	18	20
2. Number of fire responses	15	-	7*	-
3. Number of police incidents	1	-	2*	-
4. Number of training sessions	93	100	95	100
* As of 4/1/03 projections not made in this category				

FINANCING PLAN. The federal government reimburses the City for a substantial portion of the total expenditure of this agency. Due to the merger of FEMA into the Emergency Preparedness and Response Directorate of the Department of Homeland Security the former S/LA program has ended. There now are several new grants programs available including, inter alia, Emergency Management Planning grants, Hazard Mitigation Planning grants, and Terrorism Planning grants. While the Homeland Security EP & R grants programs are very much in a state flux, it is estimated that grants could total approximately \$83 425, resulting in a property tax requirement of \$46 440.

STATUTORY ANALYSIS. Salaries and Wages, \$116 130; Other Ordinary Maintenance, \$13 635; and Travel and Training, \$100.

ACTUAL FY02	PROJECTED FY03		BUDGET FY04	EMERGENCY COMMUNICATIONS
2 912 409	3 051 225	<p data-bbox="709 199 1201 228">EMERGENCY COMMUNICATIONS</p>	2 945 310	<p data-bbox="1480 199 1961 298">PURPOSE & OVERVIEW: The Emergency Communications Department operates the City's Combined Emergency Communications and 911 Center (ECC). The Center receives all calls for emergency service in the City and manages the coordinated dispatch of police, fire, emergency medical service (EMS) and other resources to meet any emergency that may occur. The Department also coordinates the automation of dispatching, police information, and fire information computer systems. Finally, the Department is responsible for the management of the City's radio systems and public safety data networks.</p> <p data-bbox="655 500 1961 930">In the first six months of FY03, ECC dispatchers generated 50 330 police, fire and EMS dispatches, processed 21 289 enhanced 911 call pickups, answered approximately 126 000 non-emergency calls for the police and fire departments, received 892 fire box and city security alarm activations, recorded 3 141 fire box cutouts and generated over 560 000 radio transmissions. In addition to this workload, dispatchers in the ECC performed many thousands of computer transactions on the state Criminal Justice Information System plus other computer systems in support of police officers seeking license, warrant, arrest history, and other information. They also managed daily tests of fire box alarms and circuits; made 1 925 special notifications of supporting city, state and federal, and private (e.g., utility) organizations; kept up-to-date a contact database listing the emergency telephone number for over 3 000 businesses; handled over 2 500 towed vehicles; produced hundreds of tapes of 911 calls for the district attorney, police, fire, and other requestors; made hundreds of calls to the language translation line on behalf of 911 and non-emergency callers who could not speak English; made over 4 000 entries in the CAD system in support of the Police Racial profiling initiative; and performed a wide range of other tasks in support of the public safety needs of the City.</p> <p data-bbox="655 964 1482 993">FY03 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:</p> <ul data-bbox="655 1040 1961 1312" style="list-style-type: none"> • Projected to answer over 43 000 emergency calls and dispatch to over 101 000 police, fire, and EMS incidents in the city. • Continued to increase readiness for the handling of terrorist-sponsored attacks occurring in or near the City. • Managed the Cambridge-side field dispatch operations for the Fourth of July and the Head-of-the-Charles events.

- Hired and trained 9 new dispatchers from the 2002 Dispatch Assessment process sending them all for the 5-week pre-service statewide Dispatch Academy and then through the 4-month intensive Cambridge Dispatch certification process based on the APCO national dispatch CTO training model.
- Developed an evacuation plan for the ECC so that essential 911 and public safety dispatch functions can continue even if the ECC building is not habitable.
- Converted all city Keltron security alarms to the EC Digitize alarm system which allows alarms from 40-plus city buildings to identify the specific zone, door, window, or other location that is the cause of the alarm.
- Completed the last phases of the Citywide radio system upgrade project including the replacement of central site and ECC components and the addition of extra repeater capacity to the backbone system.
- Using an automated community notification program “Reverse 911”, reduced by 40% the number of City resident vehicles towed during street cleaning in the initial months of 2002 street cleaning.
- Supported over 20 computerized systems and the computing needs of the Fire and EC departments.
- Coordinated and assisted with the planning and implementation of the automated fire scheduling system and the police booking system including the startup of computerized mug-shot imaging integrated with live-scan fingerprinting and the state and FBI AFIS systems.
- Assisted in the development of statewide plans and funding to enable wireline 911 callers to receive the services they require.
- Working with police supervisors and officers, developed improved procedures for answering and dispatching in-progress crimes.
- Improved the management of the department through more frequent and organized staff meetings, more focused attention on core functions, and improved participation of mid-managers.
- Assisted in the City-sponsored effort to develop a master addressing system so that public safety responders will be able to view detailed information from a variety of City databases about the buildings to which they are dispatched.

- Conducted tours of the ECC for visitors from 4 foreign countries, 10 cities and towns, and various Cambridge school and community groups.

FY04 GOALS

- *GOAL 1: Efficiently process emergency calls and manage the dispatch of emergency units.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of 911 call pickups	42 630	45 000	43 000	45 000
2. Percent of 911 calls not answered by 6 th ring	0.01%	0.01%	0.01%	0.01%
3. Number of dispatches to Police, Fire, and EMS incidents	106 350	110 000	101 000	102 000
4. Number of fire box and City building alarms received	1 805	2 000	1 800	1 800

- *GOAL 2: Improve the skills of dispatchers in the Emergency Communications Center.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of training classes attended	143	50	60	50
2. Percent of dispatchers fully cross-certified	24%	29%	21%	26%
3. Percent of dispatchers with 40 WPM typing speed	53%	59%	47%	53%

- *GOAL 3: Improve the handling of non-emergency calls for assistance.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of non-emergency calls processed	250 000	250 000	250 000	250 000
2. Number of community meetings attended	17	10	10	10
3. Percent of dispatchers reviewed annually in quality control program	100%	100%	100%	100%

- *GOAL 4: Improve the use of Computer Aided Dispatch (CAD) and E911 telephone technology.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of laptops receiving CAD digital dispatch information	36	45	45	45
2. Number of persons getting CAD alpha pages	80	80	80	80
3. Number of dispatchers mastering CAD usage in major events	15	25	15	20

- *GOAL 5: Install and begin operation of police and fire Records Management Systems (RMS) to improve investigative and administrative operations.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of users on police RMS	50	160	275	275
2. Number of users on fire RMS	255	255	255	255
3. Percent implementation of in-car Police Incident Reporting and Detective Case Management Systems	n/a	n/a	n/a	100%

- *GOAL 6: Improve handling of emergency medical calls.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Percent of EMS-related calls handled by protocol	100%	100%	100%	100%
2. Percent of EMS calls reviewed and rated	12%	5%	12%	12%
3. Number of advisory EMS council meetings	1	4	1	2

- *GOAL 7: Retain dispatchers and reduce turnover.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of dispatchers leaving City	3	3	6	3

employ in the year

FINANCING PLAN. This budget is fully supported by property taxes.

STATUTORY ANALYSIS. Salaries and Wages, \$2 759 450; Other Ordinary Maintenance, \$166 010; Travel and Training, \$15 850; and Extraordinary Expenditures, \$4 000.

THIS SPACE RESERVED FOR COUNCILLORS' NOTES

SUMMARY: COMMUNITY MAINTENANCE & DEVELOPMENT

FY02 ACTUAL	FY03 PROJECTED	PROGRAM EXPENDITURES	FY04 BUDGET
20 467 986	21 848 950	Public Works	21 576 900
15 570 789	16 804 735	Water	16 759 655
4 008 037	4 251 410	Community Development	4 275 725
439 531	395 780	Historical	421 440
46 152	64 780	Conservation	87 925
74 369	72 290	Peace Commission	73 380
720 949	882 580	Cable T.V.	942 755
<u>16 388 634</u>	<u>19 073 060</u>	Debt Service	<u>21 462 815</u>
57 716 447	63 393 585		65 600 595

FINANCING PLAN	FY04 BUDGET
Taxes	27 853 905
Licenses & Permits	105 000
Fines & Forfeits	171 875
Charges for Service	27 538 750
Intergovernmental Revenue	9 467 235
Miscellaneous Revenue	<u>463 830</u>
	65 600 595

ACTUAL FY02	PROJECTED FY03		BUDGET FY04
1 572 557	1 946 595	ADMINISTRATION	1 846 165
11 680 059	12 613 715	SERVICE PROGRAMS	12 522 705
5 752 013	5 665 450	SUPPORTING SERVICES	5 401 715
<u>1 463 357</u>	<u>1 623 190</u>	SEWER REHAB/MAINT.	<u>1 806 315</u>
20 467 986	21 848 950		21 576 900

**PUBLIC WORKS
- Summary**

PURPOSE & OVERVIEW: The Cambridge Department of Public Works (DPW), operating within the framework of the City's goals provides dependable, high quality, and accessible service - maintaining, improving and expanding a safe,

healthy, attractive and inviting physical environment. The Department supports the infrastructure of a vibrant community through comprehensive planning, scheduled maintenance, collaborative efforts, the provision of information, and emergency preparedness and response.

With 220 fully-funded positions and a budget of \$21 576 900 million for FY04, the DPW will continue to provide essential services to the approximately 102 000 citizens of Cambridge. The overall responsibilities of the DPW include maintaining over 125 miles of streets, 200 miles of sidewalks, 223 miles of sewer lines (consisting of 85 miles of sanitary sewers, 78 miles of combined sewers, and 60 miles of stormwater drain lines), 127 parks, playgrounds and public squares, 34 public buildings (excluding schools, hospitals and libraries), a 66-acre cemetery, collection of 25 000 tons of household and commercial rubbish, overseeing the collection of over 9 000 tons of recyclables, maintenance of close to 300 vehicles and pieces of equipment, and care of 15 000 City trees. The DPW is also responsible for rapid response to all snow, ice and other weather emergencies; enforcing litter, rubbish and sewer ordinances; maintaining curbside and drop-off recycling programs; engineering for City projects; public building construction and maintenance; 24-hour emergency services; providing assistance with State and Local elections, and for approximately 100 special events throughout the year in Cambridge.

The DPW is organized into three units, each managed by an Assistant Commissioner: Engineering and Design, Operations, and Administration. Within these units are 16 divisions: Administration, Business Services, Engineering, Street Maintenance, Street Cleaning, Snow and Ice, Sanitation, Recycling, Parks & Urban Forestry, Cemetery, Building Operations, Building Maintenance, Building Administration, Vehicle Maintenance, Off-Hours and Sewer Maintenance.

FY03 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Hired seven new laborers and an additional nine new employees, including a new City Arborist, a Recycling Director, a Recycling Manager, two engineers, a Construction Utility Inspector, two Motor Equipment Operators, and a Parks Maintenance Craftworker. Promoted nine employees within the Department to more responsible positions.
- Continued an aggressive program to upgrade the vehicles used by the Department. Acquired one rubbish packer, one large dump truck, one backhoe, one bucket truck, one full-size van, three full size pickups and one sedan. Each vehicle is equipped with mobile radios, and several with snow plows, allowing for flexible use of the equipment throughout the year.
- Worked with the Personnel Department in the collective bargaining process of two DPW Local 25 Teamsters units.
- Trained 19 individuals to obtain a Commercial Drivers License (CDL). Trained 17 individuals to properly drive and operate large and small Salter's. Trained 15 individuals to properly operate a front-end loader. Trained 11 individuals to properly operate a Bombardier.
- Began development of "Green" standards for building operations and renovations. Using the LEED system as a base, commenced the development of standards for the sustainable operation of existing buildings.
- Street maintenance and cemetery crews raised and landscaped over 300 Veteran markers in the Cambridge Cemetery Veteran's lot.
- Improved public information on DPW programs through the production of seven new brochures: *Snow: Our Winter Challenge*, *After Your Pet Goes*, *Where does It Go?*, *Fighting Graffiti*, *Vehicle Maintenance and Car Washing*, *Residential Street Tree Planting and Care*, *Commemorative Tree Planting*, and *the Cambridge Recycling Program*.
- Developed new design and navigation for DPW Web page.
- Completed all site work and interior improvements to the Area IV Youth Center.
- Received 2002 Beam Clay Baseball Diamond of The Year Award in school municipal park category for Lindstrom Field.

- Implemented new design for street/square dedication signs with the installation of new vinyl graph machine. Will create approximately 100 signs per year.
- Implemented biodiesel pilot project with the Water Department using six diesel vehicles.
- Assisted in planning and implementation of September 11th Commemorative events. Planted a commemorative cherry tree at each public school.
- Fully implemented computerized customer service program in all divisions. Implemented computerized permit process for excavation, obstruction, and newsrack permits.
- Developed accurate task cleaning schedule for each facility maintained by DPW.
- Working with the Arts Council and the Mayor's Summer Youth Employment Program to implement a public art/anti-graffiti program on utility boxes on public ways and in parks.
- Scanned, archived, and entered into a database all 90 000 Cambridge Cemetery records.
- Resurfaced 600 feet of Cambridge Cemetery roadways, and converted 300 feet of secondary roadways into additional grave spaces.
- Developed a budget management system for all DPW Divisions with quarterly budget reports and budget review meetings with all supervisors.
- Set new recycling goals Citywide to recycle 40% of our waste by 2005.
- Completed the East Cambridge recycling participation project. Using community-based social marketing principles, this project evaluated outreach techniques designed to gain a commitment to recycle from over 500 households. The study's findings and recommendations will be available in early FY04.
- Organized three days of activities to celebrate America Recycles Day, a national day set aside to increase public awareness of our need to reduce waste, recycle and buy recycled products. This day challenges Americans to be better consumers by changing the way we think about what we throw away. Celebration activities included meeting with all Rubbish and Recycling Drivers and hosting an information table in Central Square, a lunchtime film for employees on consuming less and a special open house at the Recycling Drop-Off Center.

- Participated in the MIT seminar, implementing the Cambridge Climate Protection Plan.
- Removed 50 common manholes from our drainage system, thereby eliminating sanitary sewerage discharges from these structures causing pollution in the Charles River and Alewife Brook.
- Designed a project to remove 32 more common manholes from our drainage system which will further reduce pollutant discharge to the Charles River. These designs also include traffic calming designs at adjacent street intersections.
- Completed the construction of the Bellis Circle stormwater management project which involved maximizing the storage capacity of the wetland, constructing an overflow stormwater storage tank and pump station and placing a floatable control structure on Sherman Street adjacent to the railway track.
- Completed several street and sidewalk reconstruction and enhancement projects, which included Holworthy Street, Lee Street, Inman Street, Chester, Milton, Dover, Day and Russell Streets.
- Designed the next sewer separation and stormwater management project in the Myrtle Street and Magnolia Street area of the Agassiz neighborhood.
- Designed the outfall projects scheduled for construction in FY04 in the Cambridgeport area. The outfalls are located adjacent to Pearl Street (Magazine Beach), Amesbury Street and Audrey Street and will ultimately support the complete sewer separation and stormwater management of this neighborhood.

FINANCING PLAN	DETAIL	SUMMARY
TAXES	16 113 520	16 113 520
LICENCES & PERMITS		
street permits	75 000	
newsrack permits	10 000	85 000
CHARGES FOR SERVICE		
sewer service charges	1 806 315	
sewer connection fees	25 000	
document sales	4 000	
parking fund	638 460	
cemetery fees	275 000	
water system repairs	147 000	
rubbish tickets	30 000	
white goods	35 000	
sale of compost bins	2 665	2 963 440
INTERGOVERNMENTAL REVENUE		
cherry sheet local aid distribution	2 281 130	2 281 130
MISCELLANEOUS REVENUE		
sales of lots and graves	60 000	
interest on perpetual care	45 000	
rent of city property	28 810	<u>133 810</u>
		21 576 900

STATUTORY ANALYSIS. Salaries and Wages, \$13 289 370; Other Ordinary Maintenance, \$7 651 905; Travel and Training, \$100 625; and Extraordinary Expenditures, \$535 000.

ACTUAL FY02	PROJECTED FY03		BUDGET FY04
632 769	848 445	ADMINISTRATION	824 515
460 915	557 760	BUSINESS SERVICE	480 690
478 873	540 390	ENGINEERING	540 960
<u>1 572 557</u>	<u>1 946 595</u>		<u>1 846 165</u>

**PUBLIC WORKS
- Administration**

ADMINISTRATION

PURPOSE & OVERVIEW: This division supports the general management and administrative activities necessary to make the

Department of Public Works function as a cohesive organization. The Administration Division is responsible for policy development, human resource and fiscal administration, budgeting, payroll administration, community relations, information systems, delivery of information, and most importantly, responding to the needs of the residents of Cambridge. The overall responsibilities and direction of the Department falls under the guidance of the Commissioner of Public Works.

In addition to the Commissioner, two Assistant Commissioners are in this division: an Assistant Commissioner for Administration, responsible for Administration, Business Services, Information Technology, Human Resources, Labor Relations, Community Relations, Public Information and the Operations Center; and an Assistant Commissioner for Operations, who has direct oversight of the operational functions of the Department: Streets & Sidewalks, Parks & Forestry, Buildings, Sewer Maintenance, Vehicle Maintenance, Sanitation, Recycling, and Off-Hours.

The Human Resources unit, under the direction of a Human Resources Manager, provides on-site human resource support and services to management and the entire DPW workforce regarding recruitment, employment relations, Equal Employment Opportunity (EEO) requirements, compensation benefits, payroll administration, training, and employee programs for career development.

The Information Systems unit, under the direction of the Information Systems Manager, provides DPW managers with full computer and information services support. Included in the responsibilities of the Information Systems Manager are Web page development, analyzing new business applications, matching business needs to computerized applications, fiscal information tracking and reporting, and the daily support of PC hardware, software and computerized applications.

FY04 GOALS

- *GOAL 1: Expand the capacity and efficiency of the workforce through training programs in technical, safety, professional development and customer service skills.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Total number of training programs fully implemented	4	35	43	47
2. Number of in-house safety training programs	12	12	12	12
3. Number of in-house computer literacy training classes	8	12	12	15
4. Number of employees receiving cross-training	2	6	7	4
5. Number of individuals trained in customer relations	1	6	6	6
6. Number of professional/technical licensing classes offered	0	6	6	6

- *GOAL 2: Continue the implementation of computerized customer service, work management and asset management systems tracking processes.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of divisions using work order management program	6	9	8	10
2. Number of divisions using materials/asset management program	1	5	1	3
3. Number of divisions using pavement management program	1	2	1	2

- *GOAL 3: Implement multi-level communications programs with the public and improve responses to customer requests and complaints.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Revise DPW Web page, percent complete	0%	100%	60%	100%

■ *GOAL 3: (continued)*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
2. Number of service requests received and responded to via the DPW Web page	258	250	275	300

■ *GOAL 4: Improve productivity of the workforce by reducing sick time and non-snow overtime.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Average paid sick days per employee	7.31	7.00	7.0	7.0
2. Number of employees with no sick days every 6 months	88	82	88	92
3. Number of employees who worked non-snow overtime	135	115	129	129
4. Average non-snow overtime earnings per employee	\$2 860	\$2 927	\$2 965	\$3 084

■ *GOAL 5: Ensure a safe working environment for employees.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of DPW vehicle accidents	42	35	38	35
2. Average number of employees on worker's compensation	8	6	7	5
3. Develop defensive driving program	n/a	n/a	n/a	100%
4. Develop injury prevention program	n/a	n/a	n/a	100%

BUSINESS SERVICES

PURPOSE & OVERVIEW: Under the direction of the Fiscal Director, the Business Services Division performs essential services such as purchasing, payment of bills, contract administration, operating and capital budgeting, and grants management. The Division ensures that all fiscal operations are performed in compliance with the Commonwealth's procurement laws.

FY04 GOALS

■ *GOAL 1: Continue to improve fiscal management system.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Train DPW supervisors and administrative staff on procurement laws, contracts and fiscal procedures, percent complete	10%	n/a	50%	85%
2. Number of meetings held with Finance, Auditing and Purchasing Departments to improve financial processes and resolve problems	0	n/a	2	4

■ *GOAL 2: Expand financial management of capital projects.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Develop financial tracking system for capital project expenditures and revenues, percent complete	10%	85%	25%	100%

■ *GOAL 3: Improve systems for tracking gas and electric bills.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of accounts combined into a master billing system	0	50	50	110
2. Percent of accounts tracked for energy usage	0	50%	50%	100%

■ *GOAL 4: Through the work of the Energy Management Work Group, develop and implement energy efficiency programs in City buildings and facilities.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Compile energy consumption data on individual buildings for electricity, natural gas, and fuel oil for a three-	0%	n/a	10%	100%

year period				
2. Number of buildings evaluated with the Energy Star Benchmarking Tool or other energy management software	0	n/a	1	15
3. Develop plan to systematically audit buildings and facilities for potential energy efficiency improvements	0%	n/a	0%	50%
4. Number of City buildings at which pilot energy efficiency projects have been implemented based on audit program	0	n/a	0	1
5. Recommended policies to promote purchasing of energy efficiency in City purchase and service contracts	0%	n/a	15%	50%
6. Develop standard bid specifications and promote energy efficiency in City purchase and service contracts	0%	n/a	10%	50%
7. Develop operation and maintenance guidelines for energy-efficient practices in City buildings	0%	n/a	0%	24%

ENGINEERING

PURPOSE & OVERVIEW: The Engineering Division, under the direction of the Assistant Commissioner for Engineering/City Engineer, is responsible for the development and maintenance of construction and operating standards as they apply to construction work in the public right of way; similarly, it defines the standards for construction and utilization of the City’s stormwater drains and sewer systems. The Division develops both the permitting and inspection procedures to facilitate adherence to these standards.

The Engineering Division provides project management to road reconstruction projects. This management function includes planning services, bidding services, construction management and “as constructed” drawing development services. The Division also provides engineering overview to major sewer and storm system construction projects; specifically, to sewer separation projects and to the storm system enhancement projects.

The Engineering Division is responsible for upgrading and maintaining records as they apply to defining the public right of way, easements, and City and private property lines. The Division is further responsible for the collation of all utility, water, sewer and storm locations and corridors throughout the City and the importation of them into the City GIS and hard copy systems. The Engineering Division provides customer research services with regard to such information.

FY04 GOALS

- *GOAL 1: Improve sidewalk conditions and roadway surfaces to improve pedestrian safety, vehicular safety and accessibility for persons with disabilities.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Miles of sidewalk replaced	7.6	6.5	6.5	6.5
2. Lane miles of roadway re-paved	10.8	14	14	14
3. Number of traffic calming projects completed	4	4	14	12
4. Number of access ramps surveyed	2 002	3 000	2 000	1 000
5. Number of access ramps upgraded	113	150	150	150

- *GOAL 2: Improve compliance by private property developers with sanitary and stormwater guidelines, standards, regulations and ordinances.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of building permits reviewed	48	50	50	50

- *GOAL 3: Improve service, education, support, and outreach to residents and businesses on the public construction projects under way in the City.*

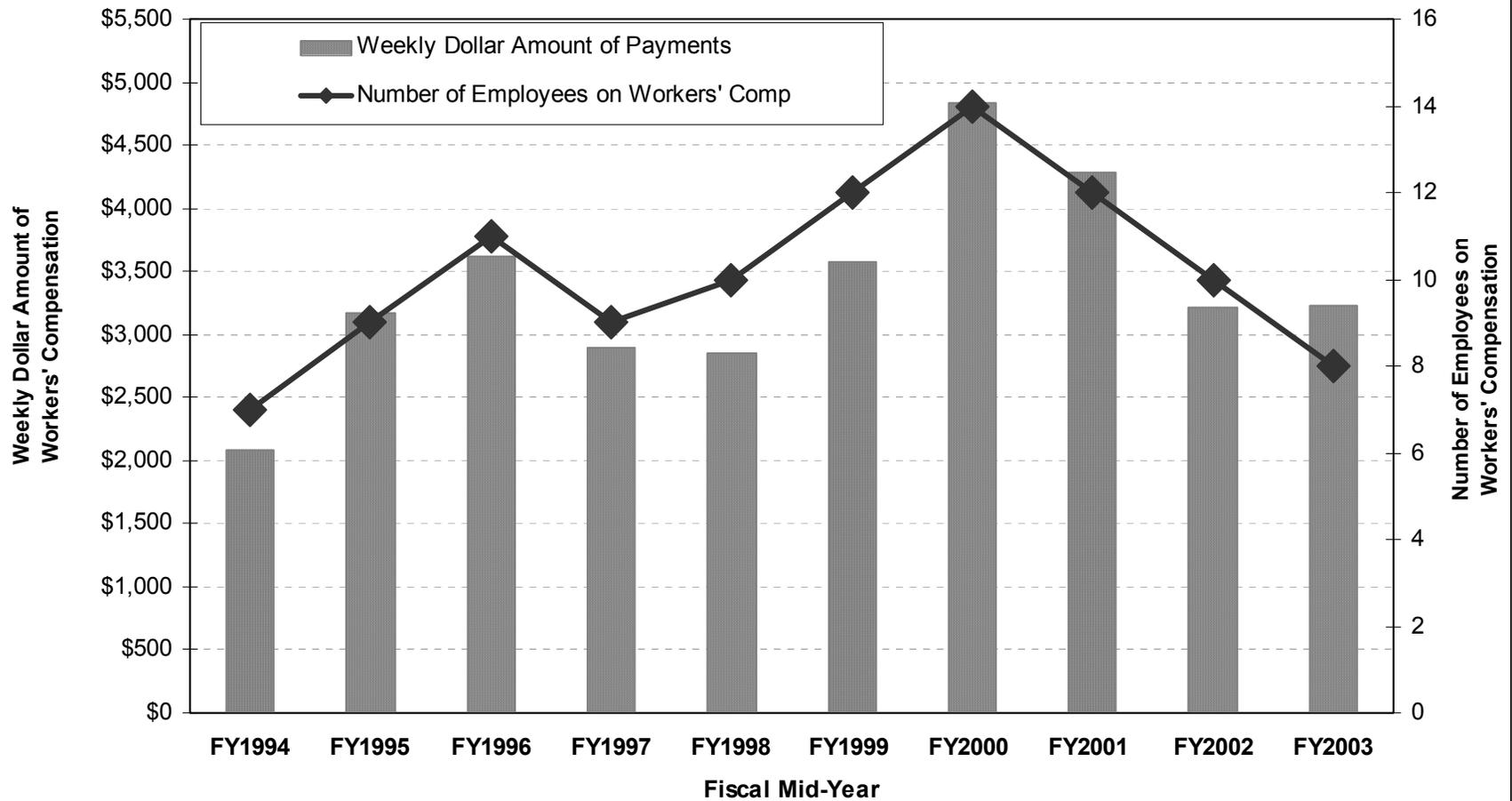
PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of project flyers distributed to residents in construction areas	15 000	10 000	10 000	15 000
2. Number of updates for DPW Web page of all on-going and planned activities	36	52	52	52
3. Number of public meetings held	27	24	24	24

- *GOAL 4: Develop public education and outreach recommendations for residents and the business community regarding the City's stormwater management efforts.*

FY02 FY03 FY03 FY04

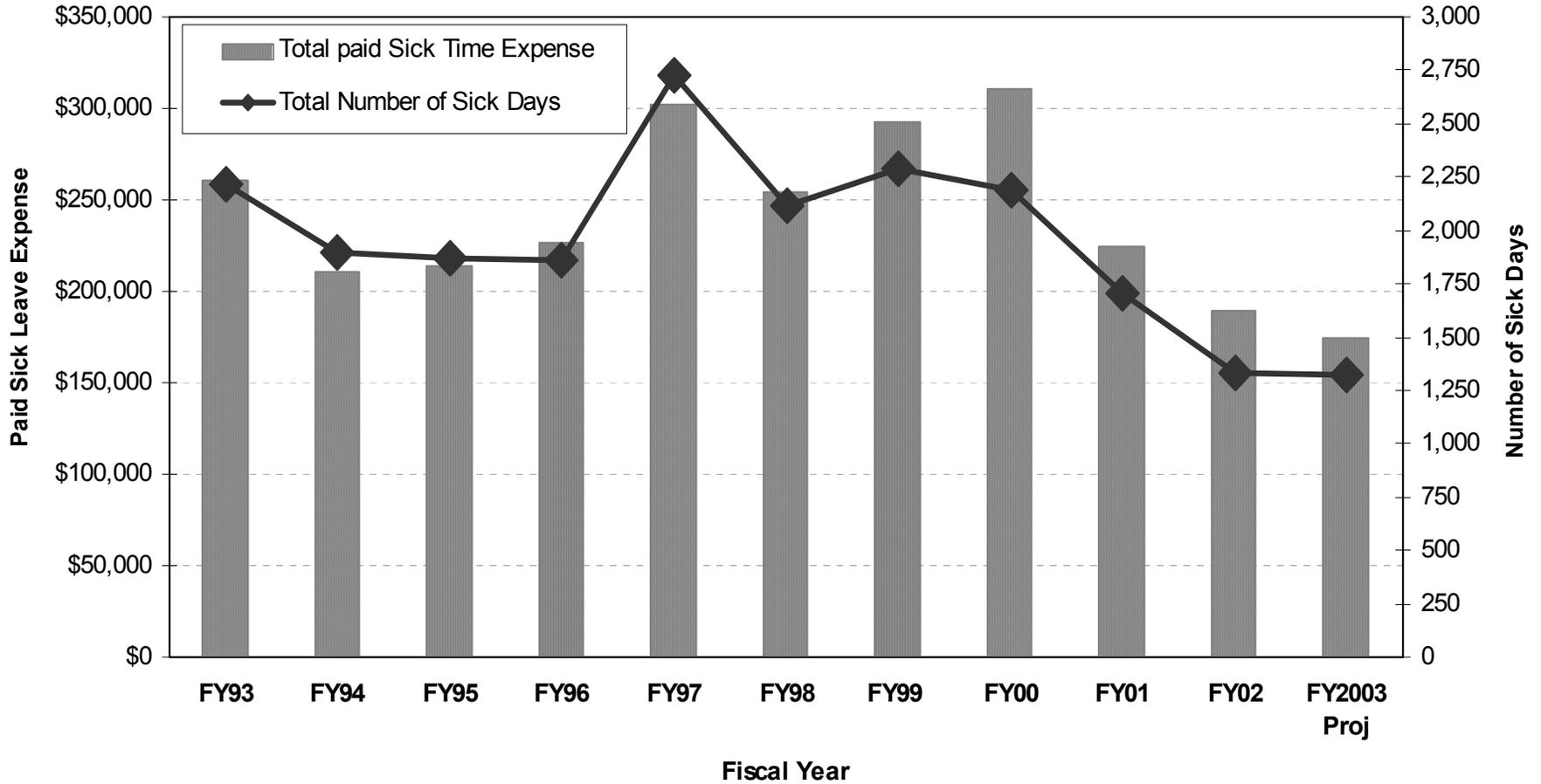
PERFORMANCE MEASURES	ACTUAL	BUDGET	PROJECTED	PROPOSED
1. Survey knowledge and practices of residents and targeted businesses, percent complete	0%	50%	50%	50%
2. Number of brochures developed	0	4	6	2

**DPW Workers' Compensation Analysis
FY94 - FY03 Mid-Fiscal Year Analysis**



	FY1994	FY1995	FY1996	FY1997	FY1998	FY1999	FY2000	FY2001	FY2002	FY2003
Weekly Dollar Amount of Payments	\$2,085	\$3,176	\$3,612	\$2,899	\$2,847	\$3,568	\$4,835	\$4,278	\$3,218	\$3,226
Number of Employees on Workers' Comp	7	9	11	9	10	12	14	12	10	8

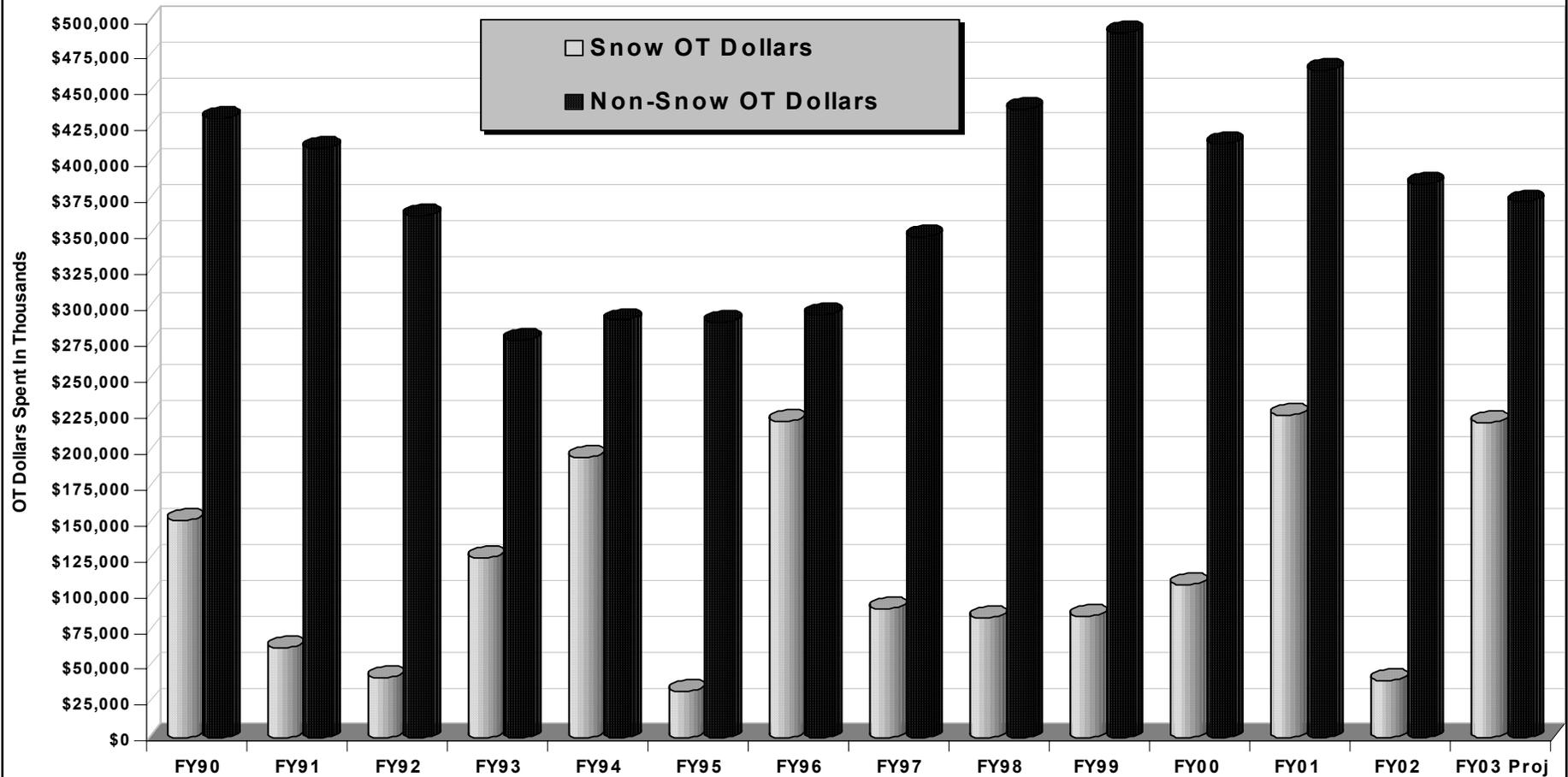
Cambridge DPW Paid Sick Leave Analysis
Shown: DPW Paid Sick Leave Trend in Days and Expense
FY1993 Through FY2003 Projected



	FY93	FY94	FY95	FY96	FY97	FY98	FY99	FY00	FY01	FY02	FY2003 Proj
Total paid Sick Time Expense	\$260,651	\$211,146	\$213,747	\$226,707	\$302,497	\$254,377	\$293,008	\$310,284	\$224,825	\$188,850	\$174,508
Total Number of Sick Days	2,219	1,895	1,870	1,864	2,724	2,119	2,292	2,193	1,703	1,331	1,322
Avg Sick Days Per Employee	10.8	9.9	9.8	9.3	13.6	10.9	12.7	11.8	8.9	7.3	7.0

Note: Excludes personnel who were out in excess of 30 or more straight paid sick time which is considered long-term or extended illness

**Cambridge DPW Overtime Graph
 FY1990 Through FY2003 (Projected)
 Shown: Snow OT Dollars and Non-Snow OT Dollars**



	FY90	FY91	FY92	FY93	FY94	FY95	FY96	FY97	FY98	FY99	FY00	FY01	FY02	FY03 Proj
Snow OT Dollars	\$152,140	\$ 62,653	\$ 41,820	\$126,123	\$196,095	\$ 32,621	\$220,785	\$ 89,841	\$ 84,089	\$ 84,812	\$106,856	\$225,117	\$ 40,387	\$220,000
Non-Snow OT Dollars	\$431,701	\$410,879	\$364,035	\$277,220	\$291,241	\$290,052	\$294,525	\$349,290	\$438,343	\$491,679	\$414,186	\$465,237	\$386,144	\$373,735
Total OT Dollars	\$583,841	\$473,532	\$405,855	\$403,343	\$487,336	\$322,673	\$515,310	\$439,131	\$522,432	\$576,491	\$521,042	\$690,354	\$426,531	\$593,735

PUBLIC WORKS
- Service Programs/Public Ways

ACTUAL FY02	PROJECTED FY03	BUDGET FY04
1 277 968	1 387 645	STREET MAINTENANCE 1 497 125
999 698	1 091 875	STREET CLEANING 1 148 325
<u>90 971</u>	<u>583 170</u>	SNOW AND ICE <u>172 000</u>
2 368 637	3 062 690	2 817 450

STREET MAINTENANCE

PURPOSE & OVERVIEW: The Street Maintenance Division is responsible for the maintenance and accessibility of City streets, side-

walks, curbs and drainage structures. This is achieved by focusing on creative aspects of pavement management along with permitting, inspection and restoration of street openings. The Street Maintenance Division installs new curb cuts, repairs streets and sidewalks and resets granite curbing. The Division is responsible for the maintenance of sidewalk ramps, treewells, manhole and catch basin castings. In addition to responding to the "pothole information line," Division employees are involved in initial spill containment response as well.

The Division has broadened its focus to include a wide spectrum of pedestrian needs, including pedestrian access through work sites, enforcement of the newsrack ordinance and implementation of the ADA requirements. All contribute to improving the environment for pedestrians.

The Superintendent of Streets, the Highway Supervisor and two Utility Construction Inspectors are responsible for the permitting and inspection of utility companies' work completed within public ways.

FY04 GOALS

- *GOAL 1: Improve response time for service requests, including sidewalk repairs and street repairs.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of service requests	330	250	360	400
2. Average number of days to close request	13.0	9.0	9.0	8.5

- *GOAL 2: Implement the Pavement Management Program, which will identify all maintenance costs and assist with decisions related to street and sidewalk maintenance.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Institute a computerized program to identify and prioritize all work, percent complete	50%	50%	60%	100%
2. Identify and track all costs associated with work to be done, percent complete	10%	25%	30%	75%

- *GOAL 3: Develop and implement a pedestrian and employee work zone safety program based on the Manual on Uniform Traffic Control Devices standards.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of Division safety meetings	12	12	12	12

- *GOAL 4: Maintain permit compliance program.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of excavation permits issued to public utility companies	1 228	1 200	700	750
2. Number of excavations inspected by utility construction inspectors	730	800	490	525
3. Number of sidewalk obstruction permits	1 560	900	500	550
4. Number of sidewalk obstruction permits inspected for compliance	750	540	300	310
5. Total number of newsracks in City	1 100	770	753	775
6. Number of newsrack vendors with compliance certificates	29	38	26	29

■ *GOAL 4: (continued)*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
7. Number of non-compliance violations issued for newsracks	1 500	25	195	400

■ *GOAL 5: Institute effective DPW computerized permit and permit fee tracking system.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Develop and implement Web-enabled permit forms for excavation, obstruction and newsrack permits, percent complete	0%	100%	50%	100%
2. Number of billing periods related to permit and Street Permit Opening Fees (SPOF)	3	4	4	4

STREET CLEANING

PURPOSE & OVERVIEW: The Street Cleaning Division is responsible for maintaining clean public ways through a contractual street sweeping operation which runs from April through December each year. The additional month of street sweeping in December ensures the cleanliness of Cambridge streets through the early winter months and the removal of late falling leaves. Two contract sweepers are used to clean both residential streets and major City squares. Currently, approximately 11 000 street miles are cleaned each year with over 5 000 tons of street refuse collected and disposed. At the end of each month, the sweepers clean the industrial areas of Cambridge, an operation augmented by the Division’s own work force consisting of 16 full-time positions. This division also utilizes the services of approximately 12-15 temporary employees who help with litter pickup and assist the street-cleaning crews.

There are three street-cleaning crews fully equipped with several pieces of equipment, including 12 hand-held vacuum cleaners. These crews clean the streets and squares of Cambridge on a regular basis. This division also has two “Green Machines” for picking up trash on sidewalks and along the street curbs. These sidewalk vacuums are well noted for their versatility in picking up trash in difficult areas and can also dampen and disinfect the street or sidewalk.

City squares are cleaned seven days per week from 7:00 a.m. to 3:00 p.m. Monday through Friday, and from 4:00 a.m. to 8:00 a.m. (street sweeping) and 6:00 a.m. to 10:00 a.m. (hand-cleaning crew) Saturday, Sunday and Holidays and is combined with Off-Hours Division litter collection. This division also has a small rubbish packer used by both Street Cleaning and Off Hours Divisions in order to collect litter twice daily from the City squares during the week and three times daily on weekends.

FY04 GOALS

- *GOAL 1: Provide high quality cleaning of streets, sidewalks, and squares.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. From April through December sweep each city street at least once per month	100%	100%	91%	98%
2. Number of scheduled street cleaning days between April and December	228	n/a	228	228
3. Number of days street cleaning occurred				
4. Number of street miles cleaned between April and December	225	n/a	209	225
5. Number of weekly litter pickups in Cambridge squares	9 987	10 000	11 000	12 268
6. Number of “Green Machines” for sidewalk sweeping in operation daily	16	16	16	16
	2	2	2	2

SNOW AND ICE

PURPOSE & OVERVIEW: The Public Works Department is responsible for maintaining safe, unobstructed public ways during the winter months. The snow and ice control program includes salting, sanding, plowing and removing snow from 125 miles of streets. The snow operation is organized on an emergency basis with snow plowing crews, salting and sanding crews, and hand-clearing crews. The DPW sends out 14 salting trucks immediately during light snow and ice conditions and 17 truck-mounted plows during heavier snow conditions. When snow and ice begins to accumulate on the street surfaces in quantities of a ½ inch or more, salting of main arteries and streets takes place to prevent the buildup. Plowing begins when the snow accumulates 1½ to 3 inches. When the snow depth exceeds the DPW’s capabilities, private contractors augment the DPW’s snow clearing efforts. Hand-clearing crews to clean school sidewalks, crosswalks, public

buildings, certain bus stops, parks and other areas are dispatched as necessary. During the winter season, all DPW managers are responsible for enforcing City ordinances related to clearing of snow and ice from sidewalks. This ensures sidewalks throughout the City are safe and passable.

FY04 GOALS

- *GOAL 1: Continue to maintain rapid response to all snow-related events while concurrently tracking all expenses associated with snow removal.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Overtime expense / snow bonuses	\$ 96 637	-	\$230 000	-
2. Materials & supplies (salt, calcium pellets, liquid calcium) expense	\$ 62 321	-	\$193 000	-
3. Outside plowing services	\$ 0.00	-	\$328 000	-
4. Total expense	\$102 708	-	\$751 000	-
5. Recorded snowfall	14.8"	-	70.6"*	-
* As of 04/25/03				

ACTUAL FY02	PROJECTED FY03		BUDGET FY04
3 993 343 <u>1 292 881</u> 5 286 224	4 150 545 <u>1 347 365</u> 5 497 910	RUBBISH REMOVAL RECYCLING	4 134 715 <u>1 417 000</u> 5 551 715

PUBLIC WORKS
- Service Programs/Sanitation

RUBBISH REMOVAL

PURPOSE & OVERVIEW: The Department of Public Works solid waste disposal program is responsible for the weekly curbside pickup of solid waste from residential areas, public buildings, schools and commercial accounts. For public health and aesthetic reasons, prompt rubbish collection is essential. The DPW picks up for 77 commercial establishments who pay a semi-annual fee for this service. Once payment is received, a pre-numbered, color-coded sticker is issued and placed on the front door or front window of the establishment. Fees are based on amounts of trash collected.

The DPW's enforcement unit is responsible for enforcing the City's litter ordinance. This ordinance mandates that no rubbish be placed at the curb for collection earlier than 3:00 p.m. on the day before the scheduled collection. The enforcement unit is also responsible for ensuring that every owner or occupant of private property bordering a street or walkway maintains the sidewalk or walkway up to the center of the street free of litter.

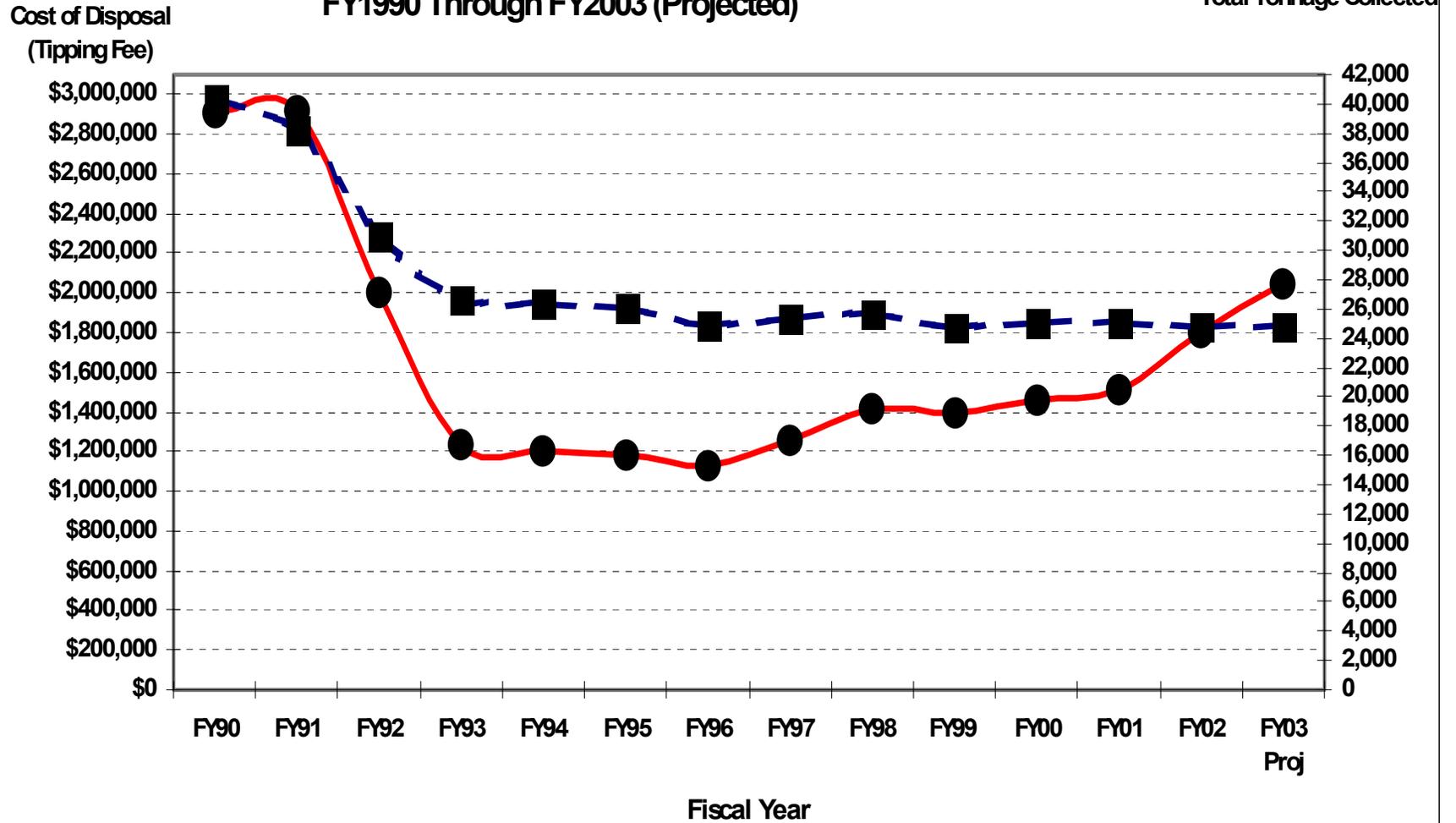
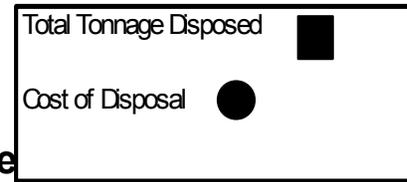
The white goods (large appliances) pickup program operates on a weekly basis. Residents are charged \$15.00 per pickup per appliance (\$10.00 for senior citizens) and receive an orange-colored sticker to affix to the appliance. White goods are picked up each Wednesday and brought back to DPW for freon removal, if necessary. The appliances are subsequently brought to a disposal facility where they are prepared to be recycled.

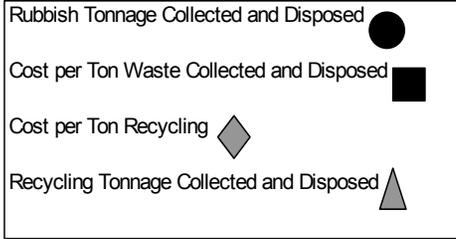
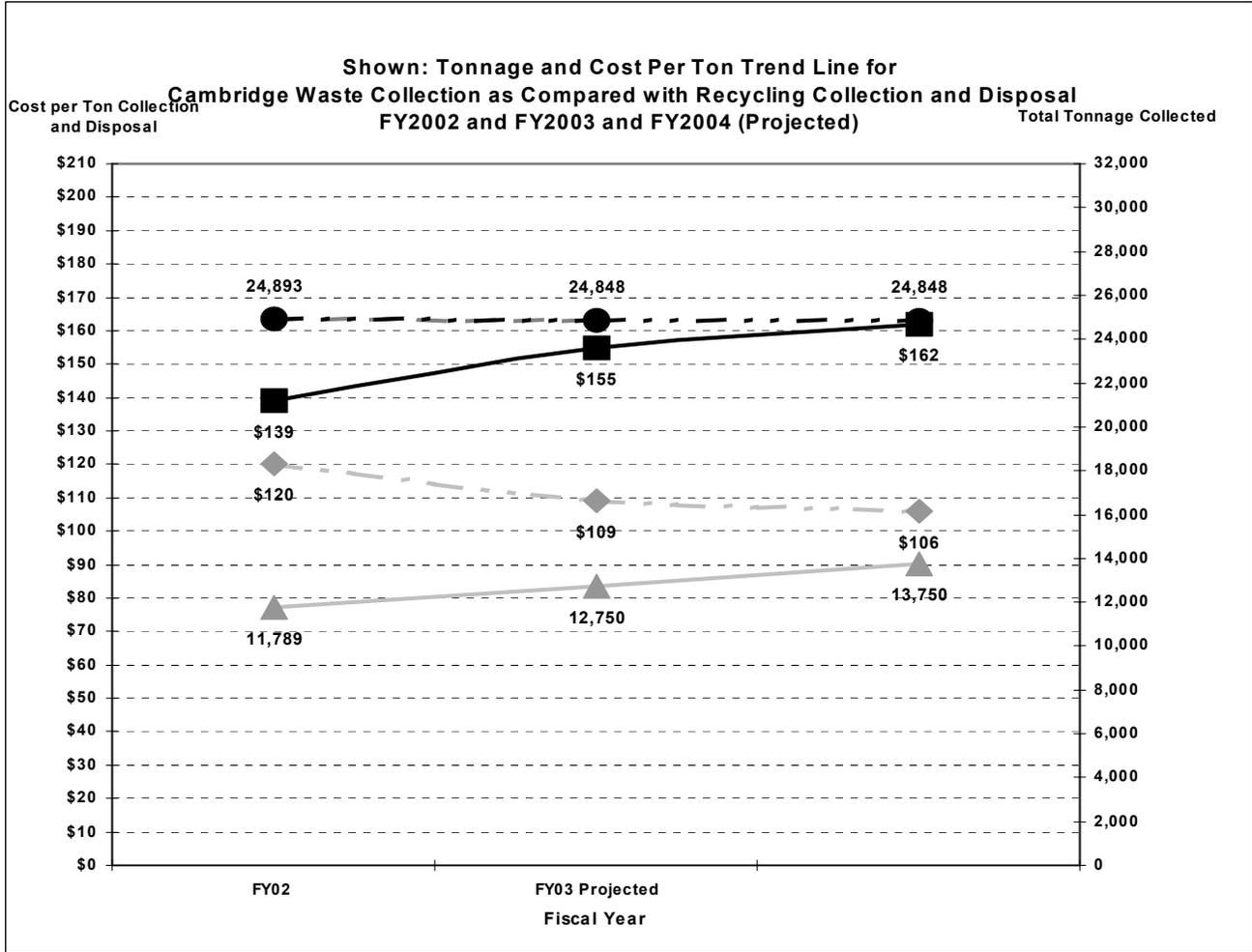
Regular weekday rubbish collection is managed by eight rubbish packers, each staffed by a driver and two laborers. Additional solid waste is collected from other operations such as street cleaning, construction debris, litter pickup, and tree work.

FY04 GOALS

- *GOAL 1: Implement service request measurement and response tracking.*

**City of Cambridge DPW
 Rubbish Tonnage and Disposal Fee Cost Analysis
 Shown: All Tonnage Collected and Disposed and Fee Trend Line
 FY1990 Through FY2003 (Projected)**





	FY02	FY03 Projected	FY04 Projected
Rubbish Tonnage Collected and Disposed	24,893	24,848	24,848
Cost per Ton Waste Collection and Disposal	\$139	\$155	\$162
Cost Per Ton Recycling Collection and Disposal	\$120	\$109	\$106
Recycling Tonnage Collected and Disposed	11,789	12,750	13,750

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of service requests received and responded to	22	100	120	200

- *GOAL 2: Implement specific environmental measures to keep Cambridge a clean and environmentally responsive City.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of household hazardous waste drop-off days	4	4	4	4
2. Number of warnings/citations issued for sanitation violations	855	800	835	800
3. Average number of white goods (appliances) picked up per week for disposal and recycling	32	36	40	42

- *GOAL 3: Manage and track cost per ton of rubbish collection.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Average number of laborers and drivers deployed daily	24	24	24	24
2. Average number of rubbish packers deployed daily	8	8	8	8
3. Tons collected (household rubbish)	22 434	22 500	22 883	22 883
4. Cost per ton (all costs of collection)	\$138.88	\$151.11	\$155.01	\$162.18

RECYCLING

PURPOSE & OVERVIEW: The Recycling Division’s mission is to increase the sustainability of the City by educating and motivating the Cambridge community to value waste reduction and to integrate sustainable habits into daily activities. We seek to foster a culture that encourages people to consume less, reuse and donate materials, and recycle what cannot be eliminated or reused.

The Recycling Division plans, implements and maintains cost-effective recycling, toxics reduction and waste prevention programs that are characterized by good communication, good customer service and high

participation and recovery rates. We maintain and monitor the curbside recycling program, a Drop-Off Center, as well as recycling in City buildings, schools, public areas, and at festivals. In addition, we help businesses and institutions plan and implement effective recycling and waste reduction programs.

The Recycling Division, guided by the Recycling Advisory Committee, works to implement City policies, improve current programs, and expand efforts to meet or exceed the waste reduction and recycling goals outlined in the City’s Climate Protection Plan and the Massachusetts Solid Waste Master Plan. By reducing natural resource waste and supporting the purchase of products with recycled content, we can improve the health of our environment and economy for generations to come.

FY04 GOALS

- *GOAL 1: Increase the City’s overall recycling rate which includes all recyclable materials collected at the curbside and the drop-off center.*

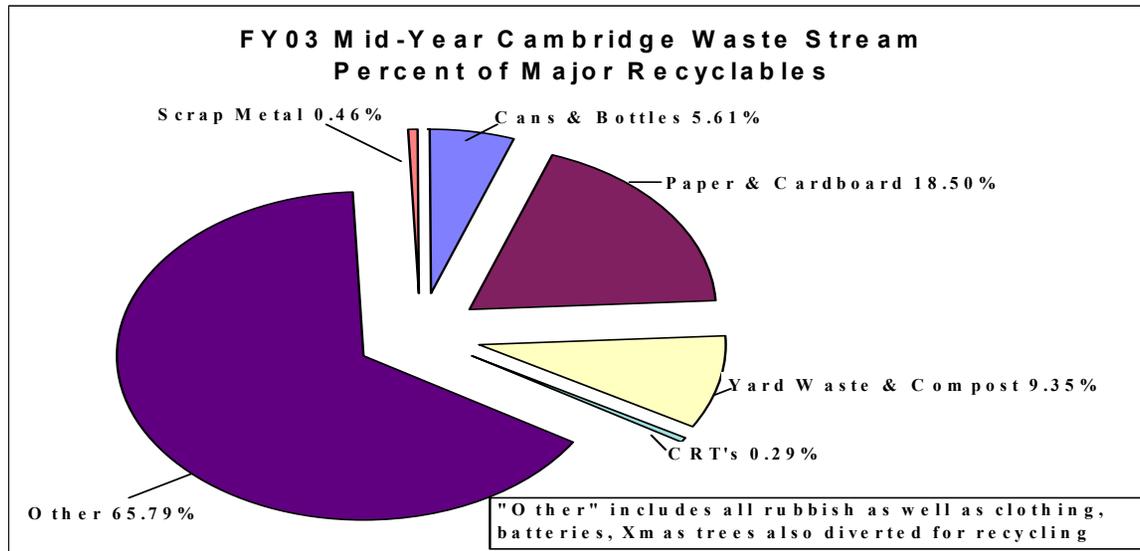
PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. City recycling rate	36%	36%	38%	40%

- *GOAL 2: Reduce the average number of monthly resident complaints about recycling pickup.*

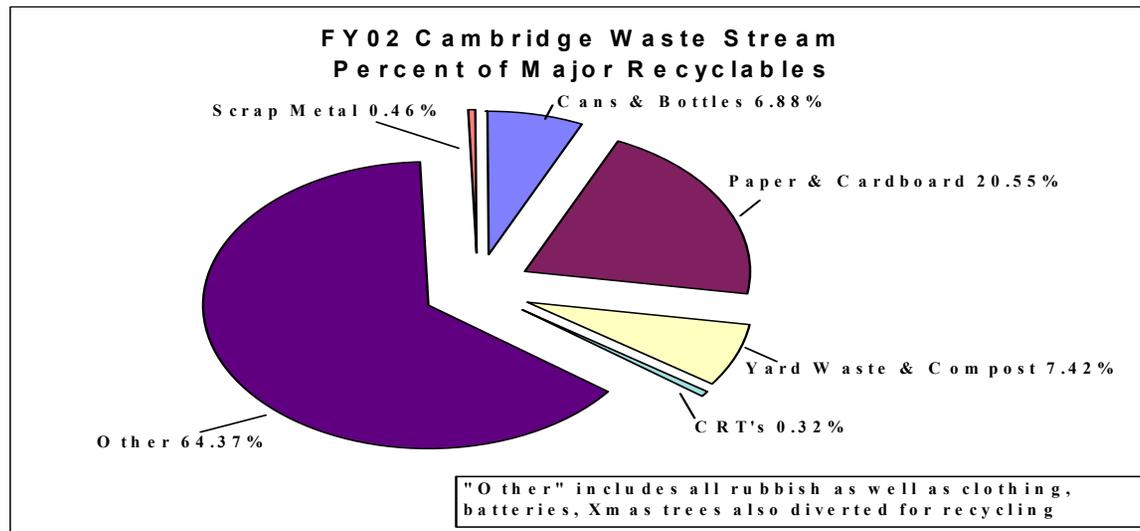
PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of complaints per month	7	6	5	5

- *GOAL 3: Expand the Citywide recycling participation program.*

Graph Depicting the Total Waste Stream with Percentages of Major Recyclables for FY02



Graph Depicting the Total Waste Stream with Percentages of Major Recyclables for first 6 Months of FY03



PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of large buildings in Cambridge that are recycling to full capacity	216	320	261	306
2. Number of meetings attended to motivate parents, teachers, and faculty to increase recycling and reduce waste at schools	n/a	n/a	4	10
3. Number of presentations made to students at schools	n/a	n/a	2	4
4. Number of student tours given of the Recycling Drop-Off Center or regional recycling facilities	n/a	n/a	6	8

■ *GOAL 4: Reduce the toxicity of Cambridge municipal trash that is land-filled or incinerated.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Pounds of Cathode Ray Tubes (computer monitors and televi-sions) collected	n/a	n/a	210 000	212 000
2. Pounds of CFC's extracted from appliances	n/a	n/a	250	250
3. Pounds of hazardous batteries collected	n/a	n/a	900	950
4. Number of fluorescent bulbs collected	n/a	1 980	4 000	4 200
5. Number of mercury containing devices collected	n/a	n/a	350	250
6. Gallons of motor oil collected	n/a	n/a	2 050	2 100
7. Gallons of paint collected	n/a	n/a	52	52
8. Number of 55-gallon drums of household hazardous waste collected	n/a	n/a	51	51

ACTUAL FY02	PROJECTED FY03		BUDGET FY04	PUBLIC WORKS - Service Programs/Public Grounds
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3 258 856	3 279 600	PARKS & URBAN FORESTRY	3 420 530	PARKS & URBAN FORESTRY															
<p>PURPOSE & OVERVIEW: This Division is responsible for the maintenance and care of over 100 municipal properties, including parks, playgrounds, squares, plazas, medians and public building grounds. In addition, it is responsible for implementing a program of arboriculture for approximately 12 000 public street trees and nearly 3 000 trees in parks and cemeteries.</p> <p>A fully implemented Neighborhood Parks Initiative, a confederation of three City districts with their own respective work crews, ensures that both routine and preventative maintenance continues to be assertive and comprehensive. Seasonal beautification plans are now implemented at over 30 sites throughout the City, and preparations are under way to implement a new landscape plan for the Carl Baron Plaza in Spring 2003.</p> <p>The cyclical pruning of public street trees continues, and has reduced the number of emergency calls and resultant property damage due to falling limbs. It is intended that every public street tree will be pruned for deadwood, hazard elimination and utility clearance every four to five years beginning in the Spring of 2003. With respect to tree planting, approximately 135 street trees were planted in the Fall of 2002, with a similar number anticipated in the Spring of 2003. The pruning of parks and cemetery trees is now in its third year. Based on the same cyclical concept as the street tree pruning program, the initiative features more crown thinning and reduction techniques intended to enhance tree health.</p>																			
FY04 GOALS																			
<ul style="list-style-type: none"> ■ <i>GOAL 1: Maintain a commitment to customer service.</i> 																			
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">PERFORMANCE MEASURES</th> <th style="text-align: center;">FY02 ACTUAL</th> <th style="text-align: center;">FY03 BUDGET</th> <th style="text-align: center;">FY03 PROJECTED</th> <th style="text-align: center;">FY04 PROPOSED</th> </tr> </thead> <tbody> <tr> <td>1. Number of service requests - Parks and Urban Forestry</td> <td style="text-align: center;">371</td> <td style="text-align: center;">350</td> <td style="text-align: center;">450</td> <td style="text-align: center;">450</td> </tr> <tr> <td>2. Number of primary response service requests (requiring prompt response)</td> <td style="text-align: center;">253</td> <td style="text-align: center;">216</td> <td style="text-align: center;">175</td> <td style="text-align: center;">200</td> </tr> </tbody> </table>					PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED	1. Number of service requests - Parks and Urban Forestry	371	350	450	450	2. Number of primary response service requests (requiring prompt response)	253	216	175	200
PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED															
1. Number of service requests - Parks and Urban Forestry	371	350	450	450															
2. Number of primary response service requests (requiring prompt response)	253	216	175	200															

■ *GOAL 1: (continued)*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
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3. Average number of days to close request	11.0	7.5	9.5	9.0
4. Number of secondary response requests (scheduled work over 30 days)	118	134	275	250
5. Average number of days to close secondary request	68	68	67	66

■ *GOAL 2: Continue to provide a quality park maintenance program.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of parks on contract	31	31	36	36
2. Number of parks, tot lots, play-grounds maintained by DPW	95	95	99	99
3. Replace wood playground structures in conjunction with Community Development Dept.; number replaced	4	3	1	3
4. Number of irrigation systems maintained	43	n/a	47	47
5. Number of acres of turf replaced/restored	16	20	40	30

■ *GOAL 3: Implement a scheduled preventative maintenance program for pruning all trees city-wide.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Approximate number of City street trees pruned annually	3 000	3 000	3 000	3 000
2. Number of park/cemetery trees pruned annually	700	700	750	700

■ *GOAL 4: Continue to manage the Client Tree Program, Commemorative Tree Program, and the City's tree replacement/planting program.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of new City trees planted through DPW directive	200	306	328	333
2. Number of commemorative trees	0	5	14	5

purchased				
3. Number of client trees purchased	52	50	5	5
4. Number of tree removals	150	100	100	100

■ *GOAL 5: Promote public awareness of the urban forest and of proper tree care.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of Cambridge School and community presentations	5	10	5	10
2. Number of volunteer events (tree planting, tree well maintenance)	5	5	2	2
3. Number of neighborhood tree walks	5	15	0	5

■ *GOAL 6: Develop tree inventory database for all City parks and Cambridge Cemetery trees.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Inventory database, percent complete	43%	100%	43%	100%
2. Total number of trees entered into database	1 280	3 000	1 280	3 000

■ *GOAL 7: Develop park site adoption program for prominent planting areas.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of sites adopted	0	3	3	3

PUBLIC WORKS
- Service Programs/Cemetery

ACTUAL FY02	PROJECTED FY03	BUDGET FY04
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766 342

773 515

CEMETERY

733 010

PURPOSE & OVERVIEW: The Cemetery Division is responsible for grave site preparation and other

burial services with a grounds and maintenance program on the cemetery's 66 acre site located on Coolidge Avenue in Cambridge. Ongoing work at the cemetery includes flower and tree planting, landscaping hilly terrains, resurfacing of cemetery roads, improvements to the drainage system, repair of historical monuments and development of selected areas for conversion to burial space. The Cambridge Cemetery is a resting place for some prominent literary figures including Henry and William James, William Dean Howells; baseball Hall of Famers, John Clarkson and Timothy Keefe; as well as other notable Cantabrigians.

Over the past few years, the Cambridge Cemetery has implemented a specimen tree and perennial island program. The goal of these two programs is to add a pastoral beauty to the open space in the Cambridge Cemetery.

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 enhanced customer service, there are ongoing improvements in the computerization of Cemetery records. Also, Cemetery signage is continually being upgraded.

FY04 GOALS

- *GOAL 1: Provide high quality grave site preparation and continue to improve cemetery maintenance and service.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of interments	412	450	385	450
2. Number of maintenance requests received	47	55	60	55
3. Number of days to complete maintenance requests	5.0	4.0	4.0	4.0
4. Number of acres slice seeded at the Cambridge Cemetery	0	2	3	4

- *GOAL 2: Improve public information and access to information for Cambridge Cemetery visitors.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of new cemetery signs installed	20	20	20	30
2. Update Cemetery grave lot map, percent complete	0	10%	10%	30%
3. Develop Web enabled access to cemetery information to aid in genealogy research	n/a	n/a	0%	20%

- *GOAL 3: Continue implementation of beautification program throughout Cambridge Cemetery and maintain landscape.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Total number of unique specimen trees planted at Cemetery	20	21	23	25
2. Number of new perennial islands created	1	1	1	1
3. Number of bulbs planted	1 500	1 500	1 500	1 500
4. Number of Cemetery trees pruned annually	80	100	200	100

- *GOAL 4: Implement a Cambridge Cemetery infrastructure improvement plan, including creating new grave space where feasible.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of linear feet of Cemetery roadway	21 175	21 175	20 775	20 375
2. Number of linear feet resurfaced	0	615	615	615
3. Number of new graves created	0	n/a	0	73
4. Number of veterans' markers raised	n/a	n/a	300	300

ACTUAL FY02	PROJECTED FY03	BUDGET FY04
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1 153 405	1 081 335
1 115 488	1 077 455
<u>565 089</u>	<u>575 100</u>
2 833 982	2 733 890

PUBLIC WORKS
- Supporting Serv./Public Bldgs.

OPERATION	1 273 105
MAINTENANCE	1 208 540
ADMINISTRATION	<u>308 560</u>
	2 790 205

BUILDING OPERATIONS

PURPOSE & OVERVIEW: The Building Operations Division is responsible for supplying custodial services to 11 municipal buildings

throughout the City, including City Hall, Coffon Building, Police Headquarters, Lombardi Building, Area IV Youth Center, Frisoli Youth Center, Moore Youth Center, Gately Youth Center, and the DPW Administration Building. In addition, two City Buildings (the Cambridge Senior Center at 806 Massachusetts Avenue, and the municipal building temporarily located at 238 Broadway) are under cleaning contracts; however, they are still serviced during the day by the DPW. The Building Operations Division has all the necessary cleaning equipment including vacuum cleaners, buffing and cleaning machines and cleaning supplies. This division also operates a 3:00 p.m. to 11:00 p.m. shift at several City-owned buildings.

FY04 GOALS

- *GOAL 1: Deliver high quality building cleaning services.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of buildings for which DPW holds user group meetings	11	11	11	11
2. Number of total meetings held for all buildings	72	72	72	72
3. Implement quality control program for cleaning schedule	0%	n/a	50%	100%

- *GOAL 2: Maintain prompt response time for service requests, including moving, special events and cleaning services.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of service requests	234	225	225	235
2. Average number of days to close requests	5.8	3.5	4.0	4.0

BUILDING MAINTENANCE

PURPOSE & OVERVIEW: The Building Maintenance Division is responsible for services such as carpentry, painting, plumbing, lock installation and repair. The employees in this division provide services to many departments throughout the City. There is also a sign shop where signs are constructed for public announcements, street postings, commemorative plaques and monuments. In addition, this division provides service for parades, public functions and public celebrations, and responds to the need for temporary street signing for emergency snow plowing, and street sweeping.

In addition to the many assigned duties performed by this Division, employees respond to numerous emergency calls related to building maintenance, such as heating, plumbing and ventilation problems throughout the City. This division also makes provisions (e.g., setting up staging and public address systems) for approximately 70 special events each year.

FY04 GOALS

- *GOAL 1: Improve response time for service requests, such as plumbing, heating, carpentry, lock repair, moving and staging requests.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of work requests (Operations & Maintenance)	741	600	800	800
2. Average number of days to close request	8.9	5.75	9.0	8.5

PUBLIC BUILDING ADMINISTRATION

PURPOSE & OVERVIEW: The Public Building Administration Division is responsible for all aspects of construction, renovation and maintenance of the City’s public buildings. The Division works under the guidance of the Superintendent of Buildings who is responsible for supervising and directing the overall operation of the Building Operations and Building Maintenance Divisions. The Superintendent of Buildings is also responsible for the design and execution of new construction, renovations and extensive repair projects to all City buildings, overseeing project management for school construction, assisting with the selection of design professionals, compilation of specifications and bid documents, and construction contract management. The Superintendent of Public Buildings performs ongoing field inspection and approval until the repair, construction or renovation is completed.

The Public Building Administration Division also includes a Supervisor of Public Construction who is responsible for managing the on-going construction contracts as well as the daily construction activities.

FY04 GOALS

- *GOAL 1: Design and construct environmentally responsible “Green” buildings, utilizing the LEED Green Building Rating System™ in all new construction and major renovation programs.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of buildings being designed with LEED System™	1	2	2	2
2. Create standards for future building renovations based on LEED™ standards	10%	100%	50%	100%

- *GOAL 2: Foster a cleaner, more energy efficient public building environment.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of Public Buildings with oil to gas conversions or geother-mic conversions	0	2	1	2

ACTUAL FY02	PROJECTED FY03		BUDGET FY04	PUBLIC WORKS - Supporting Serv./Vehicle Maint.																									
1 360 113	1 368 455	<p align="center">VEHICLE & EQUIPMENT MAINTENANCE</p> <p>of over 300 City-owned vehicles and pieces of equipment. The vehicles include cars, pickup trucks, heavy equipment trucks (e.g., dump trucks, pay loaders), rubbish packers, construction equipment, power lawnmowers and snowblowers. To accommodate the vehicle maintenance requirements, this division has a master mechanic, a working supervisor, four motor equipment repairpersons, and a welder. The Division also develops written specifications for the purchase of new motorized equipment.</p> <p>Each April, the Division conducts a City tax inspection at the DPW garage, inspecting over 250 taxis. In addition, the Vehicle Maintenance Division issues 150 State Inspection stickers each year to DPW vehicles.</p> <p>The Division is headed by a Master Mechanic who, in addition to his supervisory and mechanical duties, also conducts in-house Commercial Driver's License (CDL) training. This training prepares employees to take the Registry of Motor Vehicles Driver's License examination for heavy equipment operation. Other training for FY04 will include in-house training on vehicle diagnosis systems, and a PC-based fleet preventative maintenance and work management system. In FY04, the Division will focus on developing a fully automated inventory and preventative maintenance system.</p> <p>FY04 GOALS</p> <ul style="list-style-type: none"> ■ <i>GOAL 1: Maximize vehicle availability.</i> 	1 226 430	<p>PURPOSE & OVERVIEW: The Vehicle Maintenance Division is responsible for the scheduled maintenance, repair, and emergency service</p>																									
		<table border="1"> <thead> <tr> <th data-bbox="659 1032 1115 1062">PERFORMANCE MEASURES</th> <th data-bbox="1199 997 1339 1062">FY02 ACTUAL</th> <th data-bbox="1373 997 1499 1062">FY03 BUDGET</th> <th data-bbox="1541 997 1724 1062">FY03 PROJECTED</th> <th data-bbox="1772 997 1934 1062">FY04 PROPOSED</th> </tr> </thead> <tbody> <tr> <td data-bbox="659 1084 1178 1182">1. Percentage of working hours that vehicles are available (not out of service)</td> <td data-bbox="1199 1084 1339 1182"></td> <td data-bbox="1373 1084 1499 1182"></td> <td data-bbox="1541 1084 1724 1182"></td> <td data-bbox="1772 1084 1934 1182"></td> </tr> <tr> <td data-bbox="659 1187 961 1216">A. Fleet as a whole</td> <td data-bbox="1199 1187 1339 1216">n/a</td> <td data-bbox="1373 1187 1499 1216">n/a</td> <td data-bbox="1541 1187 1724 1216">n/a</td> <td data-bbox="1772 1187 1934 1216">90%</td> </tr> <tr> <td data-bbox="659 1221 1031 1250">B. Medium/heavy trucks</td> <td data-bbox="1199 1221 1339 1250">n/a</td> <td data-bbox="1373 1221 1499 1250">n/a</td> <td data-bbox="1541 1221 1724 1250">n/a</td> <td data-bbox="1772 1221 1934 1250">85%</td> </tr> <tr> <td data-bbox="659 1255 961 1284">C. Light-duty units</td> <td data-bbox="1199 1255 1339 1284">n/a</td> <td data-bbox="1373 1255 1499 1284">n/a</td> <td data-bbox="1541 1255 1724 1284">n/a</td> <td data-bbox="1772 1255 1934 1284">90%</td> </tr> </tbody> </table>	PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED	1. Percentage of working hours that vehicles are available (not out of service)					A. Fleet as a whole	n/a	n/a	n/a	90%	B. Medium/heavy trucks	n/a	n/a	n/a	85%	C. Light-duty units	n/a	n/a	n/a	90%		
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C. Light-duty units	n/a	n/a	n/a	90%																									

■ *GOAL 1: (continued)*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
2. Number of preventative maintenance service orders	250	450	250	350
3. Number of emergency breakdowns	236	300	250	225

■ *GOAL 2: Provide complete and accurate work history and cost accounting for each DPW vehicle.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Total number of City vehicles with completed computerized inventory	197	300	210	250
2. Total number of vehicles with computerized work history complete with repair and maintenance costs	139	150	185	200
3. Computerize fleet maintenance inventory control program, percent complete	25%	100%	75%	100%

■ *GOAL 3: Explore alternative fuel for City fleet and equipment.*

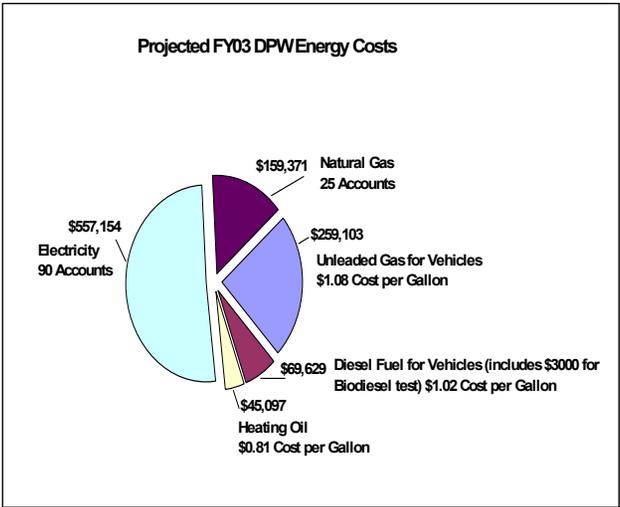
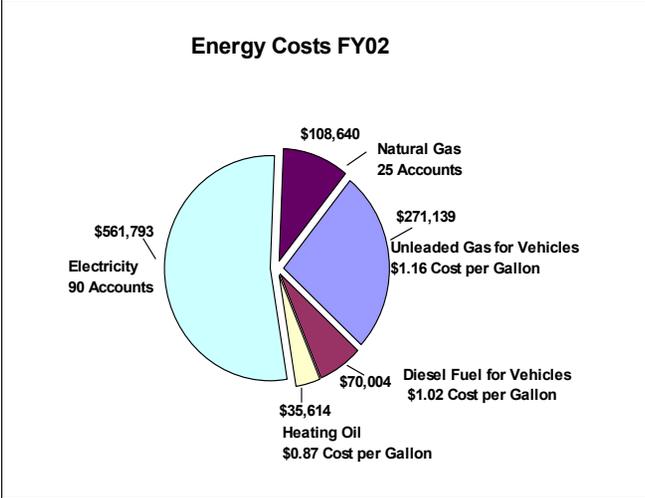
ACTUAL FY02	PROJECTED FY03		BUDGET FY04
653 634	682 485	OFF-HOUR SERVICES	610 720

PUBLIC WORKS
- Supporting Serv./Off-Hour Serv.

PURPOSE & OVERVIEW: This division provides the DPW with continuous 24-hour response on a regular and emergency basis. The off-hours employees respond to a variety of emergencies: initial after-hours sewer complaints, fallen trees and tree limbs, litter pickup, building security, storm-related cleanup, and coordination with Cambridge Police and Fire Departments in response to accidents and other emergencies. The importance of this division is highlighted by the ability of its personnel to respond rapidly to the many and varied citywide emergencies. There are three off-hour shifts: early evening, Monday through Friday (3:00 p.m. - 11:00 p.m.); late evening/early morning, Sunday through Friday (11:00 p.m. - 7:00 a.m.); and the weekend shift. This schedule ensures that DPW personnel will be available at all times to respond to City emergencies.

**PUBLIC WORKS
- Supporting Services/Energy**

ACTUAL FY02	PROJECTED FY03	BUDGET FY04
904 284	880 620	<p>ENERGY 774 360</p> <p>ENERGY CONSUMPTION. The following chart provides the budget analysis of energy expense for electric, natural gas, and heating oil which is supported by this budgetary allotment. This energy budget also includes unleaded and diesel gasoline for the 300 plus City vehicles that receive gasoline from the DPW fuel management system.</p>



ACTUAL FY02	PROJECTED FY03		BUDGET FY04	PUBLIC WORKS - Sewers
1 463 357	1 623 190	SEWER MAINTENANCE	1 806 315	<p>PURPOSE & OVERVIEW: Responsibilities of the Sewer Division include the maintenance and repair of the City's wastewater collection system, including 223 miles of sewer lines and over 4 000 catch basins. The maintenance program includes responding to plugged sewer line complaints, cleaning catch basins on a regularly scheduled basis, repairing broken sewer lines, controlling sewer odors, and inspecting and approving private connections to public sewers. The Sewer Division reviews all applications for sewer use before they are sent to Massachusetts Water Resources Authority (MWRA) for final approval, and discusses the extent of sewer needs and capacity with new building developers. Other responsibilities of this Division include development and management of critical projects such as stormwater management, inflow and infiltration studies; MWRA flow verification; combined sewer overflow metering; overseeing the sewer separation program (converting the combined sewer systems into separate sanitary and stormwater drains); and monitoring the Fats, Oils, and Grease (FOG) program which captures all information related to any type of fat, oil or grease that is being put into the City's collection system from organizations which prepare or handle food.</p> <p>The Sewer Maintenance Division is also working with the Massachusetts Department of Environmental Protection and the U.S. Environmental Protection Agency to make the Charles River swimmable and fishable by submitting regular reports of maintenance and investigative activities performed which could affect the Charles River.</p> <p>An important part of the Sewer Division's duties is to meet with citizen groups and individual homeowners to advise them on methods to avoid damaging backups and to define the responsibility of the City and the homeowner regarding sewer connections. Public meetings are also scheduled with respect to on-going sewer construction projects throughout the city.</p> <p>FY04 GOALS</p> <ul style="list-style-type: none"> ■ <i>GOAL 1: Maintain rapid response time for requests for services, such as cleaning of blockages in sewer mains, emergency repairs of catch basin and pipes, and responding to odor complaints.</i>

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of service requests	387	350	300	300
2. Average number of days to close requests	3.2	2.7	2.0	2.0
3. Number of emergency service requests	52	40	50	45
4. Number of days to close emergency requests	0.5	2.5	0.3	0.3

- *GOAL 2: Establish and implement a Citywide stormwater management program to meet stormwater control objectives set forth by the Environmental Protection Agency.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Revise sewer use ordinance, percent complete	80%	90%	90%	100%
2. Develop a sediment and control ordinance, percent complete	10%	50%	25%	50%
3. Develop site plan reviews and regulations, percent complete	10%	40%	30%	60%
4. Revise pollution prevention plan for municipal facilities, percent complete	50%	40%	40%	80%

- *GOAL 3: Identify capacity or structural deficiencies in the sanitary and stormwater systems throughout the City to reduce flooding and backup.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of meters installed to collect data	40	20	15	30
2. Number of reports for MWRA, DEP, EPA based on data from meters	26	26	15	15
3. Study infiltration and inflow City-wide, percent complete	45%	75%	55%	70%

- *GOAL 4: Monitor construction and manage design of sewer separation and stormwater management projects.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
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1. Cherry Street design, percent complete	10%	45%	20%	40%
2. Bellis Circle construction, percent complete	0%	75%	25%	90%
3. Harvard Square construction, percent complete	40%	75%	40%	75%
4. Number of common manholes removed	150	70	20	50
5. Willard Street outfall project design, percent complete	75%	100%	75%	90%

■ *GOAL 5: Incorporate Best Management Practices in all construction projects and remove illicit connections to improve water quality to the Charles River and Alewife Brook.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Linear feet of new stormwater drains installed	3 000	6 500	2 000	3 000
2. Linear feet of new sanitary sewer installed	500	1000	1 000	1 000
3. Number of new catchbasins installed with deep sumps and hoods	60	70	75	50
4. Number of hoods replaced				
5. Number of grit chambers constructed	10	30	25	20
6. Number of illicit connections removed	0	10	0	5
	20	20	0	5

■ *GOAL 6: Improve function and capacity of sewers and stormwater drains through improved maintenance.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of catch basins cleaned	1 648	2 500	1 800	2 500
2. Number of linear feet of pipe cleaned	72 000	70 000	65 000	65 000
3. Linear feet of pipe televised				
4. Linear feet of pipe repaired	81 000	80 000	65 000	65 000
5. Number of structures connected to SCADA system telemetry	900 0	3 000 6	2 500 0	2 000 6

- *GOAL 7: Maintain a grease control program for sanitary system to reduce sewerage backups caused by fats, oils, grease (FOG).*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of business seminars	0	4	1	2
2. Number of pamphlets developed/ distributed	0	4	2	4
3. Number of inspections performed	83	400	100	100

- *GOAL 8: Improve stormwater and sanitary system conveyance by developing discharge standards and parameters for private development.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of site plans reviewed	40	75	60	75
2. Number of best management practices incorporated by new developers	16	40	30	40

ACTUAL FY02	PROJECTED FY03		BUDGET FY04
9 621 105	10 209 360	ADMINISTRATION	10 070 305
3 789 303	4 203 820	SOURCE OF SUPPLY	4 410 765
<u>2 160 381</u>	<u>2 391 555</u>	DISTRIBUTION	<u>2 278 585</u>
15 570 789	16 804 735		16 759 655

PURPOSE & OVERVIEW: The Cambridge Water Department (CWD) is a municipally owned and operated water utility servicing approximately 102 000 residents. The CWD operates under the general

direction of the City Manager. Five members comprise the Water Board all of whom are appointed by the City Manager and serve in an advisory capacity to the City Manager and the Managing Director of the Water Department. The CWD is regulated by Federal and State drinking water codes and is comprised of three divisions: Administration; Source of Supply; and Transmission & Distribution. The mission of the CWD is to provide a safe, adequate and uninterrupted water supply of the highest quality to the citizens of Cambridge.

In keeping with this mission, the CWD has begun implementing a long-term strategic plan with the goal of ensuring integrity and functionality as one system well into the 21st century. The systems that comprise the water supply system are: the watershed and their 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 reservoir; the Payson transmission lines and associated valving; and the distribution system and three Massachusetts Water Resource Authority (MWRA) emergency interconnects. The interconnects will continue to serve as an emergency back-up supply. The Fresh Pond Master Plan provides the mechanism for enhanced source water protection, which is a vital first step in water treatment; the plan also provides for the overall stewardship of the reservation. Over the next several years, there will be continued emphasis in revitalizing the water distribution system, the Fresh Pond Reservation, the Stony Brook Conduit, Payson Park force and supply lines and treatment plant process optimization to improve water quantity and quality delivered to our customers. Opportunities to perform water main infrastructure improvements in partnership with others performing utility work such as sewer separation and Chapter 90 roadway work will be continued to optimize cost and to minimize disruptions to the public.

FY03 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Successfully produced over 5 billion gallons of high quality potable water to serve all of the City of Cambridge's needs.

- Completed the Water System Vulnerability Assessment via a US Environmental Protection Agency \$115 000 grant.
- Provided over 65 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.
- Continued cooperative infrastructure projects such as Cambridgeport Roadways, Citywide storm water management plan, common manhole replacement, City irrigation projects, and Chapter 90 surface enhancement projects.
- Distributed 2002 annual “Consumers Confidence Report” on drinking water quality via direct mail and through the Department Web page: www.ci.cambridge.ma.us/~Water.
- Completed rehabilitation of over 7 500 feet of water mains, replaced over 400 lead water services, eliminated 1 500 feet of parallel old 6” cast iron pipe and maintained a 99.8% in-service rating for fire hydrants.
- Completed cooperative infrastructure improvement projects with other City departments and utility companies (e.g. Fresh Pond Parkway sewer separation and surface enhancement project, Crescent/Carver sewer separation project, South Mass. Avenue storm drain project and Level III).
- Performed required regulatory water quality analytical testing and watershed monitoring which resulted in over 50 000 tests.
- Launched the new Department Web page that is consistent with the City standard.
- Completed the signage and infrastructure standards, the first year of the forest and landscape maintenance plan, invasive species control at Black’s Nook and assisted in the design and development of the construction documents for the Northeast Sector Project, all relating to the implementation of the Fresh Pond Master Plan.
- Completed the installation of equipment in four watershed gaging stations to collect information to help in the operation of our reservoirs. This data is also going to be made available through the USGS/Cambridge Water Department project Web page.

- Developed a watershed stormwater monitoring plan to identify, evaluate and prioritize water quality threats in accordance with the US Environmental Protection Agency (USEPA) Storm Water guidelines.
- Maintained a Class 1 fire rating for the City of Cambridge in cooperation with the Fire Department.
- Implemented the watershed (up-country) hazardous material response program.
- Implemented the Hansen customer service, work order and preventative maintenance modules.
- Reviewed and monitored over 60 development and site remediation projects throughout the 24- square mile watershed.
- Responded to and repaired over 75 water mains or service leaks.
- Completed implementation of the treatment facility staffing plan.

FINANCING PLAN. This budget is supported by \$14 038 855 in water charges, \$1 500 000 in retained earnings and \$1 220 800 in state subsidy loan.

STATUTORY ANALYSIS: Salaries and Wages, \$4 678 315; Other Ordinary Maintenance, \$2 980 225; Travel and Training, \$23 255; and Extraordinary Expenditures, \$9 077 860.

ACTUAL FY02	PROJECTED FY03		BUDGET FY04
485 495	518 960	ADMINISTRATIVE	486 165
414 321	422 575	ENGINEERING &	551 280
<u>8 721 289</u>	<u>9 267 825</u>	CROSS CONNECTION	<u>9 032 860</u>
9 621 105	10 209 360	DEBT SERVICE	10 070 305

PURPOSE & OVERVIEW: The Administration Division is responsible for performing administrative, personnel, financial, metering and customer relations functions. The Division also assists in the quarterly processing of water bills for the 13 859 metered accounts in the City and is responsible for making inspections for leaks, faulty registrations, damaged meters, non-compliant water connections and other customer services.

FY04 GOALS

- *GOAL 1: Improve customer relations through the development of programs that educate the public and disseminate information.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. General Tours/Open Houses	3	n/a	18	18
2. School and Community Activities	n/a	n/a	50	70
3. Professional Development Activities	n/a	n/a	4	4

- *GOAL 2: Improve metering and meter reading efficiency.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Percentage of accounts receiving two annual actual meter readings	88%	88%	88%	90%
2. Eliminate large old meters	25	25	10	10
3. Meters replaced	275	275	275	275

- *GOAL 3: Provide professional growth and development opportunities for all employees with an emphasis on meeting regulatory training requirements and instilling uniform work practices.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Maintain the employee training program	50%	100%	100%	100%
2. Percentage of staff receiving required DEP training	100%	100%	100%	100%

ENGINEERING & PROGRAM DEVELOPMENT

PURPOSE & OVERVIEW: The Engineering Division is responsible for providing technical services to support the Department and developing and implementing new and existing programs; planning and overseeing capital improvements; maintaining maps/records; and coordinating water projects with other City departments.

FY04 GOALS

- *GOAL 1: Develop, implement and maintain 5, 10 and 20-year capital plans.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Perform update of Capital plans	40%	75%	100%	100%

- *GOAL 2: Effectively manage existing programs and develop new programs in order to conserve water and protect public health.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Test all backflow prevention devices semi-annually; number of tests	4 683	5 400	5 600	5 600
2. Number of establishments where cross connection control surveys are performed	145	65	165	145

- *GOAL 2: (continued)*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
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3. Develop and implement an Automatic Meter Reading (AMR) program	20%	45%	0%	50%
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- *GOAL 3: Continue the issuance of water work permits in a timely manner, pursuant to Citywide permit guidelines.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Percent of permits issued within two weeks	95%	95%	95%	95%
2. Number of construction permits	150	150	150	125
3. Number of hydrant permits	29	60	60	30
4. Number of fire pump test permits	186	150	150	150

ACTUAL FY02	PROJECTED FY03		BUDGET FY04
809 732	852 015	WATERSHED	931 975
2 937 571	3 309 680	WATER TREATMENT OPERATION	3 433 790
<u>42 000</u>	<u>42 125</u>	DEP ASSESSMENT	<u>45 000</u>
3 789 303	4 203 820		4 410 765

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 3 095 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 develops and implements intricate watershed protection plans, hazardous materials response plans, partnerships, conducts environmental and raw water quality monitoring, manages the grounds at the Fresh Pond Reservation (Cambridge's largest open space) and at the up-country reservoirs, 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. Implements the Fresh Pond Master Plan recommendations.

FY04 GOALS

- *GOAL 1: Develop, implement and maintain Watershed Protection Plans to protect the City's source water supply.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Review and monitor site development and remediation projects throughout the watershed	60	60	60	60
2. Update the Cambridge Watershed Protection plan to comply with DEP standards and the EPA mandated Source Water Assessment Plan recommendations.	n/a	10%	10%	40%

■ *GOAL 1: (continued)*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
3. Maintain the US Geological Survey Water Quality Monitoring Program	100%	100%	100%	100%
4. Develop early warning water quality monitoring system for reservoir management	n/a	50%	50%	75%

■ *GOAL 2: Manage watershed and reservoir improvements to ensure safe and continuous delivery of water to the treatment facility.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Implement tasks in the Fresh Pond Master Plan.	15%	50%	50%	60%
2. Develop a Fresh Pond landscape maintenance/management plan	n/a	50%	50%	75%
3. Develop a watershed/reservoir facilities maintenance/management plan	n/a	30%	30%	75%
4. Develop a Stony Brook conduit easement maintenance/management plan	n/a	20%	0%	20%

WATER TREATMENT OPERATIONS

PURPOSE & OVERVIEW: The Water Treatment Operations Division has primarily been responsible for the operation of the Walter J. Sullivan Water Purification Facility at Fresh Pond. During FY03 the treatment facility was successfully brought online a second time with full implementation of the staffing plan. 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).

FY04 GOALS

- *GOAL 1: Optimize, operate and maintain the water treatment facility.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Update and maintain maintenance and preventive maintenance programs	n/a	100%	100%	100%

- *GOAL 2: Provide analytical services through the operation of a certified water quality laboratory.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Perform required Department of Environmental Protection (DEP) analytical testing	100%	100%	100%	100%
2. Total water quality tests performed	47 422	40 500	40 500	50 000
- Water treatment plant	41 878	35 576	35 576	45 100
- Watershed	1 444	824	2 000	2 000
- Transmission and Distribution	4 100	4 100	4 100	4 100
3. Update and maintain quality and process controls	90%	100%	100%	100%
4. Perform annual certification performance testing	100%	100%	100%	100%

DEP ASSESSMENT

PURPOSE & OVERVIEW: The City is assessed by the Massachusetts Department of Environmental Protection (DEP) for the cost of administering the Safe Drinking Water Act (SDWA) in Massachusetts. This assessment is collected from all users of public water systems. The

assessment makes up the difference between costs of administering the SDWA and the funds available through federal grant and state appropriations. The rate for FY04 is estimated at \$8.00 per million gallons of water usage. The assessment is based on prior year consumption. Our usage for FY03 is projected at 5.2 billion gallons of water. The major benefit to public water suppliers from this assessment will be to enhance services provided by DEP (e.g., enhanced education and outreach programs, streamlining of existing programs, reduced permit review time and additional one-on-one assistance).

ACTUAL FY02	PROJECTED FY03	BUDGET FY04
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**WATER
- Transmission & Distribution**

2 160 381	2 391 555
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TRANSMISSION & DISTRIBUTION 2 278 585

PURPOSE & OVERVIEW: The Transmission and Distribution Division is primarily responsible for

the maintenance of the piping systems. The transmission system which connects the up-country reservoirs to Fresh Pond consists of 10.5 miles of pipe ranging in size from 30 to 63 inches. The distribution system which connects the purified water to all of the users consists of 180 miles of pipe, 14 859 services, 4 447 valves, 1 750 fire hydrants, and 18 306 valve and service boxes. This division regularly performs leak detection, preventative maintenance, provides effective emergency response for leaks and low pressure situations and assistance and support to customers and other City departments. A partnership is maintained with the Fire Department to ensure a high degree of reliability of fire hydrants throughout the City.

FY04 GOALS

- *GOAL 1: Rehabilitate the water distribution system.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Install, clean and line, and/or replace water mains; number of linear feet	5 900	5 000	8 500	4 000
2. Elimination of parallel old 6" cast iron pipe; number of linear feet	n/a	n/a	1 500	1 500
3. Number of lead services eliminated	380	300	400	350

- *GOAL 2: Ensure the highest degree of fire protection reliability and functionality through hydrant maintenance.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Percentage of in-service hydrants	99.8%	99.8%	99.8%	99.8%
2. Number of fire hydrants replaced	40	30	30	30

■ *GOAL 2: (continued)*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
3. Fire hydrants tested	100%	100%	100%	100%
4. Fire hydrants repaired	106	50	50	50

■ *GOAL 3: Expand and enhance the operation and maintenance of the water infrastructure to minimize the duration of water outages as a result of water main breaks and/or planned shutdowns to facilitate construction activities.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Valve boxes cleaned out	575	500	500	500
2. Valves replaced/repared	53	25	25	25
3. Water mark-outs performed	1 125	1 000	3 600	3 000
4. Inspections performed	180	150	150	150
5. Water turn-on/shut-off	600	500	500	500
6. Water leaks found and repaired	77	75	100	75

**COMMUNITY DEVELOPMENT
- Summary**

ACTUAL FY02	PROJECTE D FY03		BUDGET FY04
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961 839	1 056 895		1 043 780
3 046 198	3 194 515	ADMINISTRATION PLANNING	3 099 075
4 008 037	<u>4 251 410</u>	CONTINGENCY	<u>132 870</u> 4 275 725

PURPOSE & OVERVIEW: The Community Development Department is responsible for planning and managing physical change in a manner which best supports the overall diversity of the City. The

Department works with the residential and business communities to improve the quality of life and living environment through supporting sustainable growth that contributes to the tax base, expands job opportunities for residents and ensures a high level of services. In addition, the Department seeks to strengthen communication among and between the City, its residents and the business community.

The goal of supporting the City's diverse population is pursued in a number of ways including: preserving and developing affordable housing through both rental and ownership opportunities; working to preserve the character of the City's 13 neighborhoods by undertaking comprehensive planning efforts aimed at appropriate growth management; retaining and attracting businesses, strengthening the vitality of the City's commercial districts and providing assistance to the City's businesses, particularly small, women- and minority-owned businesses; planning transportation infrastructure that encourages walking, cycling and public transportation, enhances safety, preserves the character of the City's neighborhoods, supports the economic vitality of the City, and implements the vehicle trip reduction program; renovating neighborhood parks and playgrounds, and planning for development of other urban open space; and protecting and enhancing the environment through project review and encouragement of environmentally safe and renewable practices.

The Community Development Department staff performs its work as part of a public process in which a broad array of interests and viewpoints are represented, including those of the Planning Board, the Pedestrian and Bicycle Committees, the Affordable Housing Trust, citizen and community groups, non-profit organizations, private developers, the business community and other government agencies. The Department provides direct support to a number of standing committees, boards and commissions, and citizens' organizations which include the Planning Board, the Cambridge Neighborhood Apartment Housing Services, the Harvard and Central Square Advisory Committees, the Pedestrian Committee, the Bicycle Committee, the Climate Protection Committee, and the interdepartmental open space and transportation committees. The Department also works to advance a variety of community and neighborhood initiatives with the assistance of ad hoc advisory committees including the Harvard Square Design Committee, Concord/Alewife Study Committee, Cambridgeport

Roadways Advisory Committee, Cambridge Street Advisory Committee, and Climate Protection Task Force, as well as closely cooperates with many committees of the City Council including Housing and Community Development, Economic Development, Environment and Traffic and Transportation.

A large portion of the Department's work is funded through federal programs including Community Development Block Grant (CDBG), HOME and the Lead Hazard Control Grant.

FY03 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Worked with Planning Board and City Council to develop the Riverside Rezoning Petition based on the recommendations of the Riverside Study Committee to reduce density of new development, encourage increased open space, and create mixed use districts and better transitions between the low scale residential neighborhood and Harvard University.
- Initiated work with the Concord/Alewife Study Committee, an advisory committee of residents, business representatives and institutions, assisted by a consultant team, to develop recommendations regarding land use, zoning, urban design and transportation. Recommendations to be completed and forwarded to the Planning Board and City Council at the end of 2003.
- Completed construction of improvements at King School Playground and Bergin Park. Completed lighting improvements at Rindge Field ball courts. Commenced water play modernization at Hoyt Field, Gannett/Warren Pals Park and Sennott Park. Commenced construction of Franklin Street Park and Lopez Street Park. Conducted community design review processes for Maple Avenue Park, Lowell School Park and Dana Park.
- Completed study process to recommend regulatory changes governing rooftop mechanical equipment throughout the city; completed site layout and use recommendations for Trolley Square site; completed neighborhood study updates for Cambridgeport, Area IV, Neighborhood Nine, and Mid-Cambridge; and completed the Agassiz Neighborhood Study.
- Working with Planning Board, coordinated design and zoning review of projects seeking special permits, including the 5.2 million square foot North Point mixed use development project. Additional projects reviewed included: the Charles Smith residential development, the Brain and Cognitive Research Building at MIT, and the Draper Laboratories addition.
- Completed analysis of Census 2000 Long Form results released in mid-2002. Prepared on-line demographic map set in conjunction with MIS staff. Conducted presentations for City Council, City staff, Cambridge Department of Human Services, and Cambridge Kids Council.

- Completed acquisition of CAST Apartments project by Homeowner’s Rehab, Inc, preserving 42 units of affordable family-sized housing in Area 4.
- Expanded the City’s homebuyer program to serve households earning up to 120% of area median income with grant funds through the Community Preservation Act and loan funds from the Harvard University 20/20/2000 Initiative.
- Created 74 affordable rental and homeownership units through new development, acquisition and rehabilitation, preservation, and the Inclusionary Zoning Ordinance.
- Completed construction and rehabilitation work on 92 affordable units, in partnership with Homeowner’s Rehab, Just-a-Start Corporation, CASCAP, Cambridge Housing Authority, and Shelter, Inc.
- Completed a report on Incentive Zoning and recommended that the housing contribution rate be adjusted to reflect changes in market conditions.
- Educated over 500 Cambridge residents about homeownership and provided direct counseling to over 150 individuals, increasing homeownership opportunities for Cambridge residents. Participated in housing outreach events to provide information about the City’s housing programs and services including: Danehy Park Family Day, Hoops N Health, Cambridge River Festival, Women’s Health Day, and Fair Housing events.
- Assisted over 60 households through the City’s low-interest home improvement loan programs. These loan programs help make home improvements affordable to households that otherwise would be unable to address their needs.
- Updated the 1997 Cambridge Economic Development Policy. Held three public meetings to discuss changes in the economy since 1997 and received input from small business owners, large businesses and residents.
- Provided technical assistance and matching grants to seven Cambridge businesses for completion of improvements to their storefronts through the Façade Improvement program. Presented a workshop to Cambridge businesses to educate them about the program.
- Presented a workshop to Cambridge businesses interested in interior design, marketing and operational improvements as part of the Retail Best Practices Program. Assisted 12 income-eligible small retailers through private consultations. Approved four matching grants for recommended interior improvements.

- Published a Minority- and Women-owned Business Directory to serve as a resource for these businesses to network and market their goods and services. The Directory also contains other business resources and instructs businesses on how to do business with the City and the School Department.
- Provided assistance to 175 small businesses on a wide range of business matters including site searches, developing business plans, defining capitalization strategies, and market analysis.
- Completed design for the Cambridgeport Roadways and for Mass. Ave./Lafayette Square roadways projects. Completed design for Yerxa Road underpass and a feasibility study for building a multi-use path along the Grand Junction railroad right-of-way.
- Completed design process for Porter Square and continued design of Harvard Square improvements, including roadway, sidewalks, lighting, and landscaping. Designed traffic calming projects for Second, Sparks, Brattle, and Willow Streets, Matignon Road, and Broadway. Oversaw construction of traffic calming devices on Holworthy Street, Aberdeen Avenue, and Concord Avenue.
- Began implementation of the City's newly-adopted climate protection plan, working with the City Manager-appointed committee. Initiatives included an assessment of the City's tree canopy, a study of solar energy capacity of City buildings, and collaboration with Mass. Energy Consumers Alliance to make green electric power available to Cambridge homes and businesses. Provided assistance to other City departments on energy management and alternative fuels for vehicles, and developed a Green Fleets policy for the City.
- Continued to review and monitor results of transportation demand management plans for developments subject to the Parking and Transportation Demand Management (PTDM) ordinance. Administered a commuter survey to City employees and developed a PTDM plan for City workers.
- Obtained outside funding for second year of EZ Ride shuttle and carried out additional marketing efforts for the service. With more than nine private sector partners supporting its operation, shuttle ridership doubled during the fiscal year.
- Deleted and preserved the affordability of 60 residential units occupied by low or moderate income families, reaching a total of 520 units deleted through the Lead-Safe Cambridge program since it began in FY95. Provided information and education to approximately 12 000 individuals through outreach activities. Secured renewal funding for two-year extension of program.

FINANCING PLAN. This budget is supported by Community Development Block Grant, \$1 074 530; property taxes, \$2 663 115; parking fund, \$165 000; plan review permit, \$20 000; water transfer, \$30

000; sewer transfer, \$30 000; cherry sheet revenue, \$16 185; HODAG Program Income, \$20 000; and interest earnings, \$256 895.

STATUTORY ANALYSIS. Salaries and Wages, \$3 484 615; Other Ordinary Maintenance, \$623 040; Travel and Training, \$35 200; and Extraordinary Expenditures, \$132 870.

ACTUAL FY02	PROJECTE D FY03	BUDGET FY04
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436 703	490 885
127 611	136 930
235 679	274 430
<u>161 846</u>	<u>154 650</u>
961 839	1 056 895

GENERAL MANAGEMENT	472 480
CDBG	141 325
FISCAL	275 820
CLERICAL	<u>154 155</u>
	1 043 780

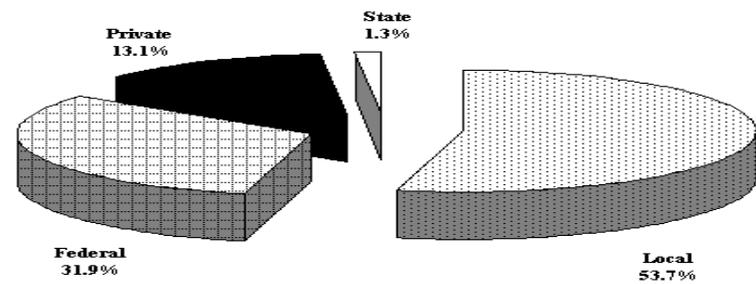
**COMMUNITY DEVELOPMENT
- Administration**

PURPOSE & OVERVIEW: The Administration Division provides leadership, financial, regulatory and operational support to the Department's other divisions. The Administration Division provides policy direction for staff, and coor-

dination with other City departments and state and federal agencies. A major priority of this Division continues to be the identification and provision of training and professional development opportunities to support staff's ability to perform at a high level and to support retention and professional growth of staff. The Division also works to promote diversity in the Department's workforce through its hiring, staff evaluation, and training activities. In addition to leadership, the Division consists of general management, fiscal management, Community Development Block Grant (CDBG) program management, and clerical functions.

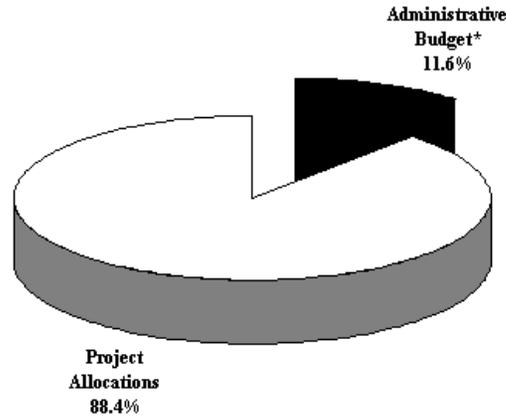
The Administration Division manages programs and activities which total \$38 842 000 (as of January 1, 2003) from various sources. In addition to direct program support, these funds may be used to leverage the acquisition of additional state, federal and private funds to supplement local funds. These funds are allocated to achieve the highest levels of service delivery and infrastructure improvement output.

SOURCES OF FUNDS (1/1/03):



Local	\$20,869,000
Federal	12,384,000
Private	5,101,000
State	488,000
TOTAL:	\$38,842,000

ALLOCATION OF AVAILABLE FUNDS (1/1/03):



Administrative Budget	\$4,504,600
Project Allocations	34,337,400
TOTAL:	\$38,842,000

FY04 GOALS

- *GOAL 1: Strongly advocate for improvements in state and federal legislation, regulation and funding for community development programs, particularly CDBG and HOME funding. Provide high quality technical assistance to the Community Development Department staff and the City regarding the best use of CDBG funds to support City objectives.*
- *GOAL 2: Provide administrative and operational support for all department operations, including document preparation, administrative assistance in personnel and operational matters, telephone support, and providing information to the public.*
- *GOAL 3: Continue ongoing staff performance management and evaluation process.*
- *GOAL 4: Provide ongoing skills development with particular emphasis on project management, negotiation and consensus building, and public communication.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
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1. Number of staff receiving at least four hours of training in project management, consensus building, negotiation, or public communication	37	40	41	40
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**COMMUNITY DEVELOPMENT
- Community Planning**

ACTUAL FY02	PROJECTE D FY03		BUDGET FY04
1 125 203	1 129 950	PLANNING & DESIGN SERVICES	1 083 635
520 577	563 890	HOUSING PLNG. & PROGRAM DEV.	560 945
176 260	179 555	MULTI-FAMILY REHAB	182 010
161 655	150 190	JUST-A-START	87 360
226 290	283 705	ECONOMIC & EMPLOYMENT PLNG.	340 910
		ENVIRONMENTAL/ TRANSPORTATION	844 215
<u>836 213</u>	<u>887 225</u>		<u>3 099 075</u>
3 046 198	3 194 515		

PURPOSE & OVERVIEW: The goal of the Community Planning Division is to enhance the overall living environment for Cambridge's highly diverse population by providing professional planning and design services in the areas of zoning, urban design, neighborhood planning, parks and open space, data/ geographic information and graphics.

This work includes conducting citywide and neighborhood planning studies, renovating and developing parks and open space, and providing information and technical assistance to the City's residents, property owners, developers and neighborhood groups. The Division works with the Planning Board to provide appropriate public participation and planning information and analysis of special permit applications and zoning ordinance amendments. Additionally, the Division's goal is to ensure that the planning and design work, which proceeds to construction, is carried out with a high degree of quality and cost-effectiveness. To this end, the Division also provides construction supervision for the park and urban design projects it originates.

These planning activities are coordinated with City departments and other institutional, state and federal agency participants. Such planning requires a set of preliminary assessments and strategies to ensure that all participants, especially low and moderate-income residents are involved in the process, from setting goals and priorities through implementation. Projects may be initiated by the City, neighborhood groups or non-profit organizations in response to identified needs of the neighborhood. Planning work may also involve integrating into the City's plans the goals of other entities, such as developers, institutions or other government agencies.

FY04 GOALS

- *GOAL 1: Provide planning information and assistance to the general public, property owners and project developers. Provide interpretation of the zoning ordinance and information on the outcome of Board of Zoning Appeal (BZA) and Planning Board cases. Provide urban design and planning information on the City or on current planning policy.*

Provide information on status of zoning amendments before the City Council and on zoning-related services provided by the Department or the City.

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Provide public with information on planning, zoning or Planning Board cases; number of responses	1 470	1 400	1 400	1 400
2. Act as City Liaison to neighborhood/citywide committees; number of meetings	110	120	110	110

- *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 development represents high quality urban design.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Provide urban design and master planning services for a variety of projects and development areas throughout the city; service will be provided with the assistance of consultants. Number of projects reviewed	29	24	27	24

- *GOAL 3: Staff and assist the Planning Board in conducting its duties as it approves special permits. Research and develop appropriate amendments to the zoning ordinance.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of applications for Special Permits and Major Amendments to Special Permits processed and reviewed	12	12	15	10

- *GOAL 3: (continued)*

FY02 FY03 FY03 FY04

PERFORMANCE MEASURES	ACTUAL	BUDGET	PROJECTED	PROPOSED
2. Number of proposed amendments to the Zoning Ordinance processed and reviewed	8	10	10	8
3. Number of Planning Board meetings staffed. Review plans, provide research and materials, public notice and minutes	22	30	30	26
4. Identify and rezone small areas of the city that are inappropriately zoned; number of zoning proposals	3	3	3	3

- GOAL 4:** *Provide park and open space planning, design and construction supervision services. 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	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Value of construction contracts under supervision	\$1.7M	\$1.5M	\$3.4M	\$1.5M
2. Number of park renovations in design or construction phase	6	5	10	5
3. Number of projects on which staff provided technical assistance to other City departments regarding open space	4	6	6	6
4. Work with Open Space Committee, residents and public on open space initiatives; number of initiatives	3	3	3	3

- GOAL 5:** *Conduct planning studies with residents, businesses and other affected parties to address significant planning issues such as zoning, urban design, housing, economic development, and open space. Working with the participants, develop recommendations and action plans. Conduct regular meetings on planning goals and progress on implementation.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
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1. Conduct neighborhood studies and regular updates; number of planning efforts under way	4	4	7	3
2. Work with Concord/Alewife Planning Committee to develop planning recommendations addressing urban design, land use, zoning, and transportation; percent complete	n/a	50%	50%	100%
3. Continue to work with Agassiz neighborhood on Harvard's plans for North Yard; percent complete	n/a	n/a	40%	90%

■ *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 design services for the Community Development Department and other City departments.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Design and update GIS maps for department analysis and public information; number of maps	329	120	200	200
2. Number of public information materials and reports designed in support of department's public outreach	85	100	100	120

■ *GOAL 6: (continued)*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
3. Provide research and analysis for major department initiatives; number of projects	3	4	4	4
4. Enhance department Web site to provide improved public information and outreach; number of major	4	3	3	3

functional or content additions				
5. Analyze and present Census 2000 information and other statistical data to City staff, elected officials and others; number of presentations	7	n/a	6	4

HOUSING

PURPOSE & OVERVIEW: The Housing Division promotes and finances the development of affordable rental and homeownership housing; creates new opportunities for first-time buyers through education and financing; preserves the long-term affordability of existing affordable housing; improves the City’s housing stock through low-interest loans to owners; develops and implements initiatives designed to increase access to affordable housing such as the inclusionary zoning and linkage programs; supports nonprofits in the development and management of affordable housing; coordinates with the federal and state governments to leverage additional housing resources; and provides planning assistance and public information related to housing issues. The Housing Division will continue its significant efforts in planning the City’s response to escalating housing costs and proposing initiatives to develop new housing resources.

FY04 GOALS

- *GOAL 1: Increase the supply of affordable housing through the CITYHOME program by financing the acquisition and rehabilitation of rental and homeownership units; improve the quality of affordable housing by providing low-interest loans to owners; promote affordable unit set-asides from private owners under the Multifamily Rehab Program; and create new programs to increase the supply of affordable housing in Cambridge.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of affordable multi-family rental units under development	82	65	60	60
2. Number of affordable homeownership units under development	6	5	5	5
3. Number of units in 1-4 family owner occupied buildings re-habbed (HIP program)	41	55	55	55
4. Number of privately-owned units set aside under multifamily rehab program (CNAHS)	13	10	10	10

5. Number of affordable units created through inclusionary zoning ordinance	2	38	62	80
6. Number of Harvard loan fund-assisted units	15	35	20	30

- *GOAL 2: Improve first-time buyer services by increasing the quality of first-time homebuyer classes and individual counseling. Continue to offer and expand the availability of purchaser financial assistance such as soft second mortgage loans, and assist homebuyers in purchasing units.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of four-session buyer classes offered	10	10	10	10
2. Number of course participants	504	475	500	500

- *GOAL 2: (continued)*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
3. Number of Cambridge residents receiving individual counseling	163	150	160	150
4. Number of Special Homebuyer Classes (e.g., multi-family, post-purchase, second language)	3	3	3	3
5. Number of households assisted with purchasing units in Cambridge (soft second, purchaser assist, new/re-sales technical assistance, etc.)	5	6	6	6
6. Number of units purchased by first-time homebuyers with incomes under 120% AMI	0	5	5	5

- *GOAL 3: Improve information, referral and outreach services to Cambridge residents; maintain mailing list and notify residents about affordable rental and homeownership opportunities; and attend community events to publicize housing opportunities.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of responses to requests for information and referral services	5 421	2 000	4 500	3 000
2. Number of households added to database/ mailing list	840	300	400	400
3. Number of community outreach and educational events participated in	9	4	4	4
4. Number of projects provided with technical assistance for inclusionary zoning	n/a	n/a	10	10

- *GOAL 4: Maximize the use of City housing funds, including the Cambridge Affordable Housing Trust, Community Preservation Act (CPA), CDBG, HOME, and Harvard Loan Funds. Efficiently manage ongoing housing programs, including: affordable rental and homeownership programs, Home Improvement Program (HIP); Cambridge Neighborhood Apartment Housing Services (CNAHS); Rehab Assistant Program (RAP); and Housing Services Program. Provide effective loan management and construction management services to development projects.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Value of construction contracts managed by City rehab staff	\$2 155 138	\$4M	\$5.6M	\$4M
2. Number of youths trained via Rehab Assistance Program (RAP)	166	125	154	125
3. Number of clients assisted through landlord and tenant counseling and mediation services under Housing Services Program	536	400	400	400
4. Work with nonprofit developers to evaluate project feasibility, number of sites and/or development proposals evaluated	29	15	15	15

- *GOAL 5: Preserve the affordability of expiring use buildings by facilitating dialogue between owners, federal, state, and local officials and educating and organizing tenants to advocate for themselves. Support preservation through a range of financing and policy strategies*

including gap financing, enforcement of local use restrictions (zoning and tax agreements), and advocating for the preservation of Section 8 subsidies.

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of tenants living in federally assisted units in expiring use buildings receiving organizing and technical assistance	1 078	300	300	200
2. Conduct negotiations with owners of expiring use buildings to achieve City's preservation goals; number of owners	3	2	3	3

- *GOAL 6: Develop new housing initiatives to meet the need for affordable housing and the goal of maintaining a diverse population, including preparation of plans and reports for federal, state, and other funders (Consolidated Housing and Community Development Plan, the One Year Action Plan, Fair Housing Plan, and Executive Order 418 Housing Certification).*
- *GOAL 7: Establish and maintain asset management function for Trust, CDBG, HOME, DHCD, Inclusionary Zoning, and Harvard loan portfolio. Manage and monitor compliance with loan terms and deed restrictions on first-time homebuyer units and non-profit-owned rental developments.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Continue to manage asset management database and monitor affordable units, number of units monitored	n/a	n/a	350	350
2. Number of units marketed by CDD (e.g., Inclusionary Zoning, resale units, etc.)	n/a	n/a	20	27

3. Number of applications processed for units marketed by CDD	n/a	n/a	200	350
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ECONOMIC DEVELOPMENT

PURPOSE & OVERVIEW: A community’s economic development efforts translate directly into jobs, taxes, goods and services and the overall quality of life. A healthy variety of employment opportunities enable residents to prosper. A strong tax base enables a community to enjoy a high level of public services as well as invest for the future. A wide array of goods and services provided by the private sector makes a community an attractive place to reside and conduct business. Together, the jobs, taxes, and services generated by economic activity contribute to the quality of life experienced and enjoyed by residents and businesses alike. Recognizing the roles played by both the civic and business communities in generating the quality of life that makes Cambridge an attractive place to live and invest, the City seeks approaches to economic development that provide for mutual gains.

The Economic Development Division’s efforts focus on supporting entrepreneurship by providing a broad range of services to assist small businesses: monitoring changes in the job base and working to maintain a diversified employment base; helping growing companies get access to capital through loans and referrals; monitoring changes in the real estate market; maintaining thriving commercial districts; and promoting a healthy business climate.

FY04 GOALS

- *GOAL 1: Cultivate a supportive environment for entrepreneurship. Enhance the growth of Cambridge’s economy by cultivating small businesses.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of business development events conducted	5	4	6	4
2. Total number of small companies provided with business development services, including marketing assistance, and information on starting a new business	259	175	175	200

■ *GOAL 1: (continued)*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
3. Number of minority and women owned businesses provided with individual business development services	72	45	38	45
4. Total number of participants in pre-business and business planning workshops, financial literacy programs, and other programs developed with the Cambridge Business Development Center	55	36	40	60

■ *GOAL 2: Market Cambridge as a location for business.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of brochures distributed to market economic development program	583	500	500	500
2. Promote Cambridge to businesses outside the City; number of contacts	n/a	n/a	n/a	20

■ *GOAL 3: Support efforts to sustain a diverse array of employment opportunities accessible to Cambridge workers by working with the Office for Workforce Development Business Advisory Board, and working where appropriate with the public schools to improve connections between curriculum and employment opportunities.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Update labor market survey; percent complete	n/a	n/a	n/a	100%

■ *GOAL 3: (continued)*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
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2. Continue to work with community partners in the New Economy Taskforce (NET) to develop programs for preparing Cambridge residents for jobs in the new economy; number of initiatives	3	3	1	3
3. Support new bio-medical and healthcare training programs; number of participants enrolled in programs	n/a	n/a	n/a	20

■ *GOAL 4: Increase access to capital for small businesses.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of businesses assisted with referrals to sources of capital	354	1 000	75	75
2. Number of businesses assisted with finance packaging, including feasibility analysis, business plans, and loan applications	33	20	20	25
3. Number of businesses obtaining private, state or federal financing through assistance by CDD	7	8	5	7

■ *GOAL 5: Promote a real estate market that offers a diverse array of options for the development and leasing of business properties of different sizes, use categories and price ranges.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Monitor changes and trends in vacancies and provide information regarding the Cambridge real estate market to brokers, investors and developers, and others; number provided with information	52	35	38	35
	6	6	6	6

2. Maintain and publish a development log of projects to facilitate communication with other City departments; number of logs	n/a	n/a	n/a	6
3. Maintain a database to track available commercial space; number of updates				
4. Number of companies assisted with site searches	n/a	n/a	35	30
5. Create and maintain a map locating Cambridge retail businesses by commercial district, identifying vacancies; percent complete	n/a	n/a	n/a	100%

■ *GOAL 6: Promote thriving commercial districts.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of façade or lighting and signage improvements completed	6	8	7	10
2. Number of small businesses served by Retail Best Practices program consultations and grants	35	26	26	26
3. Number of support services provided to assist Cambridge business associations and organizations	1	3	3	5

■ *GOAL 7: Maintain a supportive business climate.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of new businesses contacted with information regarding economic development services available through the City	50	50	100	
2. Number of CEOs of Cambridge companies to increase communication with the business community, promote economic development and	1	10	10	20

encourage good corporate citizenship				
3. Work with interdepartmental permitting and licensing committee to move forward with organizing initiatives to continue the streamlining process; number of initiatives under way	1	2	2	

ENVIRONMENTAL AND TRANSPORTATION

PURPOSE & OVERVIEW: The Environmental and Transportation Planning Division is responsible for improving the City’s quality of life and working environment by managing the design or improvement of transportation systems to facilitate all modes of transportation, with a special emphasis on pedestrian and bicycle facilities and traffic calming measures; coordinating and planning transportation infrastructure projects; implementing vehicle trip reduction programs to improve safety and to reduce congestion and pollution; reviewing development proposals and regional transportation initiatives to ensure that the City’s natural resources are protected and appropriate mitigation strategies are implemented; promoting environmentally safe and renewable practices; and preventing childhood lead poisoning.

FY04 GOALS

- *GOAL 1: Educate residents about the health and community benefits of travel by means other than single occupancy vehicles; provide information about travel safety, emphasizing tips for respecting all road users; and assist residents seeking to use alternatives.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of publications distributed	19 000	16 000	17 000	16 000
2. Number of transportation educational/promotional initiatives organized or participated in	14	8	8	8

- *GOAL 2: Reduce congestion and air pollution caused by motor vehicles through planning efforts to implement Transportation Demand Management (TDM) program measures, promote alternative fuel and low-emissions vehicles, analyze cumulative traffic impacts and review proposed traffic mitigation strategies for new development projects.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of employers and large residential property owners con-sulted on implementing TDM pro-gram elements.	n/a	n/a	n/a	36
2. Number of PTDM plans and special permits reviewed and monitored for compliance	25	20	36	30
3. Number of City employees utilizing MBTA pass subsidy program and other TDM incentives	340	400	350	400
4. Number of traffic impact studies, site plans, and park plans reviewed to ensure that they further the City's transportation goals	9	10	10	10

■ *GOAL 3: Plan, advocate for, and implement improvements to enhance safety and encourage walking, bicycling, and public transportation use.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of traffic calming measures designed	6	6	6	6
2. Number of recent infrastructure and transit service improvements evaluated, including traffic calming projects	4	4	4	4
3. Number of initiatives undertaken or involved in to support and enhance conditions for bicycling (including installation of bike racks), walking, and/or use of public transportation	7	6	6	6
4. Number of multi-use path projects worked on	1	4	4	4
5. Number of regional transportation planning projects or processes participated in	15	10	11	10

- *GOAL 4: Protect natural resources, reduce potential human exposure to toxic substances and reduce energy use and greenhouse gas emissions in Cambridge.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of major projects and sites requiring environmental review or management worked on	12	10	10	10
2. Number of initiatives undertaken to implement or monitor results of Climate Protection Plan, such as Green Fleets Policy	4	4	6	5

- *GOAL 5: Work with representatives from the community, state agencies and other City departments to design and implement major transportation planning projects.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Design Harvard Square improvements; percent complete	10%	75%	50%	95%
2. Number of construction projects where design oversight provided, including Cambridgeport Roadways, Yerxa Rd. underpass, Lafayette Sq./Mass. Avenue, University Park, Cambridge Street, and North Point Roadways	n/a	n/a	2	6

- *GOAL 6: Involve community in design and implementation of environmental and transportation policies and projects.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of public meetings hosted/staffed with standing committees	44	36	45	36
2. Number of project-specific community meetings hosted/staffed or presentations to community groups	32	20	32	20

- *GOAL 7: Continue to create lead-safe, affordable housing in the City of Cambridge through Lead-Safe Cambridge (LSC) financial, technical, relocation, and medical assistance, and prevent childhood lead poisoning through outreach and education.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of private, residential affordable units deleaded	66	60	60	54

- *GOAL 7: (continued)*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
2. Number of private, residential affordable units receiving landscaping services to treat leaded soil	62	45	45	41
3. Number of eligible LSC deleaded units monitored for compliance with affordable housing covenant	141	240	240	175
4. Number of community events sponsored or participated in	30	45	45	40
5. Number of individuals who receive information and referral services	18 775	5 000	8 000	8 000

ACTUAL FY02	PROJECTE D FY03		BUDGET FY04
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**COMMUNITY DEVELOPMENT
- Development Activities**

		<p style="text-align: center;">CONTINGENCY</p> <p>FY04 and is reserved principally for overruns in already funded projects. This \$132 870 appropriation will be used to ensure the realization of affordable housing, neighborhood business development and open space projects undertaken during the fiscal year since estimated costs are frequently lower than the actual cost of completing a project.</p>	<p style="text-align: center;">132 870</p>
		<p>This allotment represents the Community Development Block Grant (CDBG) contingency for</p>	

ACTUAL FY02	PROJECTE D FY03		BUDGET FY04	HISTORICAL COMMISSION
439 531	395 780	<p style="text-align: center;">HISTORICAL COMMISSION</p> <p>of the oldest and most comprehensive historic preservation programs in the country. More than 3 000 buildings in two historic and five neighborhood conservation districts, 20 individual landmarks, and 39 properties covered by preservation restrictions now come under Commission jurisdiction. In addition, the Commission is responsible for reviewing demolition applications for all buildings over 50 years old and can delay demolition of significant structures in an attempt to find preservation alternatives. Restoration of historic public areas, such as Longfellow Park and the Revolutionary-era Fort Washington, is an on-going Commission responsibility. In direct outreach to the community, the Commission offers preservation grants to low- and moderate-income families. The staff also meets with homeowners, developers, and local groups to encourage preservation options and offer technical advice on construction and historic paint colors. Children and adults in local school and community groups benefit from the Commission's wide range of educational and informational programs. The Commission also maintains an extensive archive of the City's architectural and social history including information on every building in the City, historic photographs and maps, and biographical material on many Cambridge individuals. The Commission's publications program includes histories of the architecture and development of every neighborhood and an on-going oral history program.</p> <p>SIGNIFICANT BUDGET MODIFICATIONS: The Other Ordinary Maintenance component of this budget has increased significantly from FY03 due to the addition of \$42 500 to fund the final phase of the East Cambridge Oral History Project. The manuscript has been completed and \$3 500 from this allocation has been set aside to edit the manuscript. The graphic design phase, which includes the laying out of the text pages and cover and producing high resolution scans of illustrations, is estimated to cost \$14 000. The final phase will include printing 2 500 copies of the 200-page book at an estimated cost of \$25 000. Revenues from the sale of the book will begin to be received in FY05 with approximately \$26 000 to be earned in that fiscal year.</p> <p>FY03 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:</p> <ul style="list-style-type: none"> Completed design review for several large projects, including: 90 Mt. Auburn Street (Harvard University library conservation and information services building); Zero Arrow Street; and 12 Holyoke Street (Hasty Pudding's new theatre). Also completed design review and construction oversight of 98 Winthrop Street (restoration of front of house and rehab for restaurant). 	421 440	<p>PURPOSE & OVERVIEW: The Historical Commission was established in 1963 to administer one</p>

- Completed preliminary reviews for Cambridge Public Library Main Library Expansion Project.
- Completed pre-press tasks, including editorial and cartographic services, for the new edition of *Old Cambridge* in the neighborhood studies series, *The Survey of Architectural History in Cambridge*.
- Completed manuscript for a new oral history focusing on East Cambridge, a major industrial center and prime destination for immigrants in the 19th century. This project involved interviews of more than 100 current and former residents, storeowners, and business people.
- Published informational brochure on window repairs and replacement for distribution to homeowners.
- Approved new disbursement formula for Preservation Grants and increased funding for these grants using Community Preservation Act monies.
- Installed 14 history markers at sites throughout North Cambridge and two markers at Fort Washington in Cambridgeport. This project was partially funded by two community groups, the North Cambridge Stabilization Committee and the Friends of Fort Washington.
- Restored City-owned bronze statues. The statues of John Bridge, Charles Sumner, and Abraham Lincoln, 12 bronze plaques on the Civil War Monument (all on or near Cambridge Common), and “The Hiker” in Arsenal Square Park were cleaned and repaired.
- Completed restoration of City Hall portrait collection. (The first phase was completed in Spring 2002.) The collection comprises 23 oil portraits of mayors and other City officials dating from the 1870s to the 1920s.
- Completed a condition assessment report of the gravestones and monuments in the Old Burying Ground in Harvard Square.
- Installed irrigation system in Longfellow Park, in conjunction with the Cambridge Department of Public Works.
- Honored owners and project participants of Preservation Award-winning properties at the 7th annual Preservation Recognition Program during National Historic Preservation Week. The goals of this program are to promote high quality preservation work in Cambridge and to inspire property owners to conserve and protect the City’s architecture.

- Completed GIS mapping and creation of data layer for National Register properties in Cambridge.
- Published brochure series and illustrated history of Harvard Square on the Commission’s Web site.
- Facilitated the listing of Cambridge properties protected by façade preservation easements on the State Register of Historic Places.
- Received and catalogued donations of Cambridge-related materials, including: a collection of 8,500+ photographs of Cambridge, Harvard, and Boston-area subjects; photos, immigration and naturalization papers, and other documents relating to a Lithuanian-American family; and over 400 City records documenting house moving from 1890 to 1920. The Commission also completed a cataloguing program for its collections, using the National Union Catalogue of Manuscript Collections (NUCMC) format. Records will be available on-line to assist researchers seeking Cambridge-related material and information.

FY04 GOALS

- *GOAL 1: Administer Cambridge’s historic districts, neighborhood conservation districts, landmarks, and protected buildings through public hearings and staff review. The volume of applications is subject to economic conditions and activity in the real estate market.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Total number of applications reviewed by staff	313	250	245	245
2. Number resolved administratively	212	185	196	196

■ *GOAL 1: (continued)*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
3. Number requiring public hearing	101	65	49	49
4. Percent of applications processed within 1 day (5 day requirement)	98%	98%	98%	98%

■ *GOAL 2: Review demolition permit applications to preserve 50+ year old buildings important to Cambridge's social and architectural history. The volume of applications is subject to economic conditions and activity in the real estate market.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Total number of applications reviewed by staff	47	30	50	50
2. Number resolved administratively	28	20	30	30
3. Number requiring public hearing	19	10	20	20
4. Percent of applications processed within 1 day (5 day requirement)	98%	98%	98%	98%

■ *GOAL 3: Protect significant buildings through landmark designations and easement donations. Landmark designations protect buildings by order of the City Council; easement do-nations accomplish the same goals, with additional benefits to the property owner Landmark designation studies often result in the donation of an easement.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Total number of landmarks	22	28	24	26
2. Total number of easements	39	39	37	38
3. Total number of individually protected buildings	61	67	61	64

■ *GOAL 4: Protect districts and neighborhoods through establishment of historic and neighborhood conservation districts.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of districts in effect (does not include districts under study)	7	7	7	8
2. Total number of buildings pro-ected (does not include districts under study)	3 072	3 072	3 072	3 200
3. Districts under study	0	1	1	1

- *GOAL 5: Monitor adverse impacts on historic resources 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	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of 21Es (site assessments assisted)	24	26	22	20
2. Number of completed reviews of Environmental Notification forms, Environmental Impact Statements, and Environmental Impact Reports for projects affecting historic resources; also includes Section 106 reviews under Historic Preservation Act.	84	60	100	100

- *GOAL 6: Assist members of the public in using the Commission's archive of Cambridge architectural and social history.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of visitors	391	360	360	365
2. Number of inquiries (telephone, mail, e-mail)	1 980	1 980	1 980	1 980

■ *GOAL 6: (continued)*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
3. Number of hits to C.H.C. Web site	n/a	45 000	222 000*	237 000*
* Attributed to new tracking software				

■ *GOAL 7: Educate and inform the public about the City's architectural and social history through presentations in schools and at neighborhood and public hearings. Through a continuing effort, expand public awareness of Cambridge's past through the placement of historic site markers.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of programs	115	65	65	65
2. Estimated audience	4 699	1 500	1 500	1 500
3. Total number of history stations	6	8	8	8
4. Total number of historic markers	107	131	121	121

■ *GOAL 8: Provide technical assistance to homeowners, institutions, public agencies, and commercial property owners.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. On-site consultations with homeowners, institutions, public agencies and businesses	79	70	140	140
2. Number of paint consultations	48	50	35	35
3. Other technical consultations (in office; telephone)	450	450	475	475

■ *GOAL 9: Support affordable housing programs by providing financial assistance for exterior restoration to low- and moderate-income homeowners and housing rehab agencies. Community Preservation Act funds now allow grants of up to \$15 000 for homeowners and up to \$50 000 for agencies and are based on project cost.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of grants	3	5	6	6

■ *GOAL 10: Maintain an active publication program to broaden community awareness of Cambridge history.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of books published since 1965	13	14	13	15
2. Publications in print	6	7	6	8
3. Publish Old Cambridge, new edition				
a. graphic design, preparation, and printing	0%	100%	0%	100%
4. Continue a Cambridge oral history program focusing on East Cambridge to collect personal remembrances, photographs, documents, etc.				
a. editing and other pre-press	n/a	85%	12%	100%

FINANCING PLAN. This plan is funded by \$408 940 in property taxes; \$5 000 in block grants; and \$7 500 in royalties and other income.

STATUTORY ANALYSIS. Salaries and Wages, \$350 760; Other Ordinary Maintenance, \$69 880; and Travel and Training, \$800.

ACTUAL FY02	PROJECTE D FY03		BUDGET FY04
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46 152

64 780

<p style="text-align: center;">CONSERVATION</p> <p style="text-align: center;">87 925</p> <p>natural resources through regulatory review, planning, environmental monitoring and education. In pursuing these goals, the Commission undertakes a wide array of activities. The Commission administers the Massachusetts Wetlands Protection Act Regulations, reviewing, permitting, and inspecting projects proposed in or near Cambridge’s wetlands, floodplains and water bodies. Related to this, the Commission plays an important role in the implementation of the Massachusetts Stormwater Management Policy and Standards for development projects located near sensitive natural resources. The Commission also assists with the interdepartmental review of Environmental Impact Reports, other state and federal environmental documentation, and permit applications for projects that may impact Cambridge or its water supply. The Commission regularly provides technical assistance to other City departments 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 also coordinates the 13 community gardens which serve approximately 500 Cambridge gardeners each year. The seven members of the Conservation Commission are appointed by the City Manager to three-year terms, and are served by one permanent staff person.</p> <p>FY03 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:</p> <ul style="list-style-type: none"> • Worked with City departments, businesses, developers and other groups in Cambridge to fulfill statutory requirements under the Massachusetts Wetlands Protection Act, through holding public meetings and hearings, issuance of permits, monitoring of construction activities and issuance of certificates of compliance. • Served on the Fresh Pond Advisory Board. This Committee was established by the City Manager for the long-term management of the water quality, natural landscapes and recreational resources in the Fresh Pond Reservation. • Continued development of the “Cambridge Wetlands and Floodplain Conservation Ordinance.” The aim of the Ordinance is to enhance protection of Cambridge’s most sensitive environmental
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CONSERVATION COMMISSION

PURPOSE & OVERVIEW: The Conservation Commission’s purpose is to protect and enhance the City’s

resource areas, including the Charles River, Fresh Pond, Little River and Alewife Brook, and the wetlands, floodplains and habitats bordering these water resources.

- Oversaw the performance of the City's consultants in revising the "1989 Cambridge Wetlands Update: Identification, Classification, and Evaluation." The Commission worked with other City departments and the City's consultants to develop a complete and comprehensive inventory, assessment and mapping of all wetland resource areas in Cambridge, and to record the data collected in a user-friendly GIS format for use by City departments and on the City's Web site.
- Contributed to efforts by federal and state regulatory agencies, and local watershed groups to improve water quality in the Charles River and Alewife Brook. In the Charles River watershed, the Commission worked with other City departments in cooperation with the U.S. Environmental Protection Agency (EPA) and Massachusetts Water Resources Authority (MWRA) to make the Charles River "fishable and swimmable" by 2005.
- The Director of the Commission was appointed by the City Manager to serve on the Tri-Community Watershed Committee along with other representatives from Cambridge and the towns of Arlington and Belmont. The purpose of the Committee is to develop and implement cooperative strategies aimed at reducing flooding and the impacts of flooding in the Alewife Brook Watershed.
- Served on the Cambridge Watershed Advisory Committee with representatives from the Cambridge Water Department and the towns of Lincoln, Lexington, Weston and Waltham. The purpose of the Committee is to ensure the availability and quality of public water supplies in the watershed through monitoring of development projects and preservation of important natural resources.
- Administered the Cambridge Community Garden program and distributed informational materials and maps to interested residents and City staff.
- Educated other City departments about the Conservation Commission's permitting process and requirements.

FY04 GOALS

- *GOAL 1: Fulfill statutory requirements under the Massachusetts Wetlands Protection Act.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of public meetings/ hearings	32	32	32	32
2. Number of permits issued	15	15	15	15
3. Number of site inspections	60	100	50	100

- *GOAL 2: Review and provide analysis of environmental documents for projects affecting Cambridge and its water supply. This includes reviewing applications under federal and state regulatory programs and the Massachusetts Environmental Policy Act for major projects in the City. Assist the Water Department’s efforts to protect the City’s drinking water supply, through serving on the Cambridge Watershed Advisory Committee and by assisting in the review of proposed projects within the water supply watershed.*

- *GOAL 3: Administer the Community Gardens Program through communication with and assistance to current and potential community gardeners in Cambridge.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of gardens on public land	5	6	6	6
2. Number of gardens on private land	8	7	7	7
3. Number of estimated gardeners	450	500	450	450

- *GOAL 4: Assist with implementation of the Fresh Pond Master Plan through continued work with the Fresh Pond Master Plan Advisory Committee and coordination with Water Department staff.*

- *GOAL 5: Revise the “1989 Cambridge Wetlands Update: Identification, Classification and Evaluation” which will provide a complete inventory, assessment and mapping of wetland resource areas in Cambridge.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Completion of Update	85%	100%	90%	100%

- *GOAL 6: Continue development of the “Cambridge Wetlands and Floodplain Conservation Ordinance” to achieve effective protection of the functions and values of the City’s water resources, wetlands and floodplains.*

FINANCING PLAN. This plan is supported by \$71 925 in property taxes, \$15 000 from the Water Fund, and \$1 000 in filing fees.

STATUTORY ANALYSIS. Salaries and Wages, \$83 175; Other Ordinary Maintenance, \$3 865; and Travel and Training, \$885.

ACTUAL FY02	PROJECTE D FY03		BUDGET FY04	PEACE COMMISSION
	72 290	<p data-bbox="884 240 1215 269" style="text-align: center;">PEACE COMMISSION</p> <p data-bbox="646 342 1959 602">within Cambridge, at the personal, neighborhood and citywide level. Originally established in 1982 to confront the concerns of nuclear war, the Commission has expanded its mission to challenge local forms of discrimination that foster violence and to promote ideas and programs that affirm diversity and build community within our city. Dedicated to the concept of thinking globally and acting locally, the Commission connects international issues with Cambridge. The Commission pays special attention to the concerns of young people and the schools by collaborating with others to design creative programs that might prevent further violence. The Commission acts as a link between peace organizations, social justice efforts, anti-violence coalitions, communities and the municipal government.</p> <p data-bbox="646 646 1409 675">FY03 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:</p> <ul data-bbox="646 721 1959 1294" style="list-style-type: none"> <li data-bbox="646 721 1959 987">• Promoted peace and justice in schools through working with the Peaceable Schools Group to organize and run a 5-day Urban Peaceable Schools Institute to build multicultural, safe, equitable and democratic classrooms including an international team of peace educators and sustaining a Leadership Team of 12 teachers, youth workers and advocates; sustained a school-community Violence Prevention Network, leading workshops on bullying, and sharing K-12 violence prevention curriculum; supported the Baldwin School Stain glass project on the Holocaust and promoted understanding about El Salvador and peace for Haggerty School Peace Week; and worked with the School Department to provide material on the past dangers and restrictions regarding military recruitment. <li data-bbox="646 1032 1959 1294">• Worked to promote peace and justice locally as the alternatives to violence by organizing the successful passage of a resolution of Cambridge as a sanctuary city for civil liberties and freedoms against the dangerous implications of the USA PATRIOT Act; supervised a staff and team of young adults training the Youth Peace and Justice Corps (PJC), a multi-racial team of CRLS students with skills, relationships, awareness and action for self-esteem, social justice and peace; collaborated with Area 4 neighborhood leaders on meetings fostering peace and alternatives to local violence; connecting Martin Luther King, Jr's vision of peace with the possible war in Iraq with a outside vigil "Stand for Martin in the Spirit of Peace" of more than 400 and a church 	73 380	<p data-bbox="1482 240 1959 337">PURPOSE & OVERVIEW: The Cambridge Peace Commission's mission is to promote peacemaking</p>

gathering of more than 400 and a church gathering of 600 with community residents reading excerpts of King's Riverside church speech; worked with No Ordinary Times at the Episcopal Divinity School to design, select and support a Peace and Justice Fellows program of 12 peace-makers; designed and moderated CCTV program with Howard Zinn, Joan Harris, Rev. Bob Tobin and Moacir Barbosa on standing against war and violence and creating peace in local communities; responded to the U.S. war against the people in Afghanistan and the threat of war with Iraq by forming the Boston area coalition United for Justice, supported the Cambridge chapter, and a Central Square Peace vigil and a resolution against war with Iraq.

- Fostered peace in the community through building bridges working with No Ordinary Times for a peace and justice retreat and organizing a center based at the Episcopal Divinity School in Cambridge; coordinated with women's groups and peace organizations to sponsor a recognition of June Jordan on her death; performed outreach coordination for housing and support for Middle East initiative Open House for Israeli/Palestinian youth; collaborated with the Center for Psychology and Social Change for a Cambridge Forum program on Fostering Peace; supported the September 11 City Commemoration Service coordinating with schools and providing materials to principals for school children; chaired the Cambridge committee for the annual Holocaust Program entitled "Reflection on Turning Points - Remembering Kristalnacht."
- Acted locally for global concerns and globally for the community by strengthening the respect for the Salvadoran community in Cambridge and solidarity with democracy through the Cambridge El Salvador Sister City project by coordinating a February delegation of Cambridge teachers and health educators to our sister city; coordinated and co-lead a June delegation of Cambridge youth to continue an arts and politics dialogue. Assisted the youth-led exchange initiative VIVA promoting esteem for Salvadoran youth in Cambridge and consciousness for youth in both communities; collaborated with Middle East peace and justice groups to sponsor educational awareness; enhanced citizen understanding of Cuba by chairing the sister city relationship with Cienfuegos, organized the first official City delegation led by the Vice-mayor and coordinated 2 youth and arts delegations.
- Recognized the 20th Anniversary of the Peace Commission with a series of special events creating a committee of founders to collect their reflections and created a piece dramatizing some of the Commission's programs over the 2 decades; sponsored a 20th anniversary evening celebrating the Commission attended by more than 350 with a viewing of the original video on nuclear disarmament, the dramatic presentation, musical performances by local performers including Sol y Canto and Taproot and performances by Jimmy Tingle and Derrick Jackson and a founders honor through a special tribute to Boone and Peggy Schirmer; authored pieces in the Cambridge Chronicle; created a button One City One World for distribution; organized an evening program and City reception on Nuclear disarmament featuring Hiroshima Mayor Akiba connecting the realities of nuclear weapons dangers with the costs to local communities.

FY04 GOALS

- GOAL 1:** *Respond to school/community violence and create school/community peace by creating programs, workshops and institutes for public school teachers and staff to enable them to more effectively resolve conflicts, appreciate diversity and promote peace-making in the classroom. Work with the Peaceable School Project to train teachers, a new leadership and disseminate a model for creating “peaceable schools.” Support City, community and school collaborations to sustain violence prevention, diversity and peace initiatives and explore models of restorative justice and community mediation.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of teachers attending annual Peaceable Schools Institute	145	145	80	120
2. Number of students receiving multicultural/violence prevention programming	120	120	80	80
3. Number of teachers and staff receiving multicultural/violence prevention training	32	50	35	25
4. Number of community/school partnerships	3	3	3	3

- GOAL 2:** *Build peace-oriented alternatives to violence in the community by developing young Cambridge leaders capable of understanding differences and promoting non-violence. Support model programs that foster multi-racial Cambridge youth reaching out to their peers on issues of violence and social justice. Provide education and outreach on the costs of personal and institutional violence to Cambridge and support alternatives.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of youths involved in Peace and Justice Corps	30	25	30	25
2. Number of peers reached via Peace and Justice Corps	75	150	75	75

- GOAL 3:** *Bridge community divisions by creating, supporting and recognizing programs and*

groups which promote peace and justice and decrease violence. Sponsor forums, recognition, educational and networking events, which address issues of class, race, gender and build support for social justice and community issues.

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of residents and groups honored at Peace and Justice dinner	26	20	35	20
2. Number of participants at dinner	225	200	350	200
3. Number of events for networking	4	8	6	6
4. Number of participants at events including Holocaust Commemoration	150	250	1 350	250

- *GOAL 4: Thinking globally, acting locally through disseminating information relevant to Cambridge's diverse communities and linking cultural programming with social/political action for peace. Initiatives include on-going response to current global issues through sister city efforts with El Salvador and Cuba, supporting efforts to understand and promote a just peace in Israel/Palestine including delegations and other timely collaborations or resolutions; initiating municipal resolutions and policies of support for countries facing unwarranted injustices; creating public forums on issues of global concern; acting as a resource center for and participate in collaborative efforts among community, school, university, and local peace and justice organizations.*
- *GOAL 5: In recognition of the 2002 20th anniversary of the Peace Commission, create a booklet that documents 20 years of the Peace Commission.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Booklet creation, percent complete	0	n/a	10%	60%

FINANCING PLAN. This budget will be financed by \$49 930 in property taxes; and \$23 450 in cherry sheet revenue.

STATUTORY ANALYSIS. Salaries and Wages, \$60 750; Other Ordinary Maintenance, \$11 280; and Travel and Training, \$1 350.

ACTUAL FY02	PROJECTE D FY03		BUDGET FY04
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720 949	401 155	CABLE TELEVISION CCTV	480 790
720 949	<u>481 425</u> 882 580		<u>461 965</u> 942 755
<p>Cambridge Municipal Television Channel. The Channel, operating within the Cambridge broadcast footprint, is a resource that provides both original and acquired programming drawn from and relating to the City of Cambridge. The Municipal Channel strives to provide its viewers with a sense of the overall vitality that is associated with the City in the areas including, but not limited to, education, culture, arts, health & human services and history.</p> <p>As we move into the 21st century, the Municipal Channel will play an increasingly important role in forging community understanding as it builds upon its legacy of presenting both public and cultural affairs programming. The Office of Cable Television, in its upcoming season, will continue to partner with a number of City of Cambridge departments and agencies to produce and broadcast programs and specials on the Channel.</p> <p>In what will now become a new and regular focus for the Office of Cable Television, the Municipal Channel will begin to produce original programming. Cambridge, with its important contributions in the local, national and international arena, is a potent environment for the production and dissemination of information and ideas. With the advancements and accomplishments being made in the areas of education, science, intellectual thought, politics and governmental leadership to name a few, there is a wealth of opportunity to develop programming to stimulate and serve our viewing audience.</p> <p>The Office of Cable Television works with and develops programming specifically for City departments and agencies. In covering and broadcasting City Council and subcommittee meetings and hearings, one of its primary responsibilities, the office will continue to strive to improve the production value of its presentations.</p> <p>SIGNIFICANT BUDGET MODIFICATIONS: According to the contract the City has with its Cable TV provider, the City receives 5% of gross revenues received by the cable provider. Three percent of the aforementioned 5% is distributed to CCTV to support public access. In previous years</p>			

PURPOSE & OVERVIEW: The Office of Cable Television is responsible for the television and audio production needs related to the programming for the City of

the remaining 2% has supported the Cable Department’s operating budget. For FY04, 0.5%, or approximately \$75 000, has been added to the budget for the purpose of supporting the School Department’s cable program needs.

FY03 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Increased our broadcast offerings with a mixture of original and acquired programming to accommodate a 12-hour per day air schedule.
- Developed a program open sequence for City Council meetings.
- Recognized as a “National City of Note” by the Multi-Image Network for “Outstanding Creative Achievement” for the use of our broadcast bulletin message board.
- Continued our broadcast production relationship with the City of Everett, teaming with their mobile production unit to produce and broadcast a number of City of Cambridge events including the Dance Party, the Memorial Day Parade, and the Annual Cambridge/Everett Thanksgiving Day Football Game.
- Began the total renovation of the Sullivan Chamber television production facility, including new cameras and lighting.

FY04 GOALS

- *GOAL 1: Work with City departments utilizing the new services and technologies of the Office of Cable TV.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of departments utilizing services	31	28	30	30

- *GOAL 2: Expand Channel Eight produced programming.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
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1. Hours per week of programming	18	27	27	27
2. Programs per week	11	16	20	20
3. Number of in-house programs produced	16	40	40	40
4. Number of hours of live City Council and subcommittee meetings covered / rebroadcast	51/105	120/200	80/140	80/140

FINANCING PLAN. This budget will be financed by \$22 665 in property taxes; \$919 940 in municipal access fees; and \$150 in the sale of program tapes.

STATUTORY ANALYSIS. Salaries and Wages, \$350 990; Other Ordinary Maintenance, \$588 315; and Travel and Training, \$3 450.

ACTUAL FY02	PROJECTE D FY03		BUDGET FY04
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DEBT SERVICE

<p>11 379 352 4 834 841 <u>174 441</u> 16 388 634</p>	<p>14 045 350 4 810 510 600 600 <u>216 000</u> 19 073 060</p>	<p>MATURING BONDED DEBT INTEREST ON BONDS SANDERS TEMPERANCE FUND DOWSE INSTITUTE FUND BOND SALE FEES</p>	<p>16 218 310 5 027 305 600 600 <u>216 000</u> 21 462 815</p>
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PURPOSE & OVERVIEW: The primary purpose of this allotment is to finance the debt service on all City bonds with the exception of Water and School issues. Funds to cover the debt service on all issues related to improvements to the water system, including the construction

of a new water treatment plant, 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 a new 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, as well as the amount for debt service included in the Water budget, include the gross debt service on the loans from the Massachusetts Water Pollution Abatement Trust (MWPAT) for sewer reconstruction projects and the construction of a new water treatment plant. Approximately 63% of the debt service on sewer loans and 36% on water loans from MWPAT are covered by subsidies from the State with the remainder financed through sewer and water service charges respectively.

Funds budgeted in these cost centers cover debt service on a wide variety of projects, including the acquisition and renovation of the Citywide Senior Center, construction of the Frisoli Youth Center, renovations to various public buildings including several fire stations, and improvements to the City's many recreational facilities.

The City last issued bonds on January 21, 2003 to finance renovations to the Taylor Square Fire Station, improvement to Cambridge Street, renovations to several City buildings including City Hall Annex, golf course improvements, Phase I of the Harvard Square Enhancement Project, several sewer reconstruction projects, and open space improvements.

In conjunction with the January 21, 2003 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 IBCA, Inc. Cambridge is one of only a few cities nationally to receive the highest rating from all three agencies.

SIGNIFICANT BUDGET MODIFICATIONS: The sizable increase in the Maturing Bonded Debt allocation for FY04 is directly attributable to the first principal payment on the January 2003 General Obligation bonds, as well as a loan that the City received from Massachusetts Water Resources Authority (MWRA) to finance sewer reconstruction projects. Of the approximately \$2 million in additional debt service costs, \$.7 million is related to sewer reconstruction projects with the remaining \$1.3 million supported by property taxes. While total sewer debt has increased only \$.7 million, the portion covered by the sewer service charge has increased by \$1.3 million with a \$.6 million decrease in MWPAT subsidies.

MATURING BONDED DEBT. This allotment covers the cost of the principal payments on the City's existing bonded debt with the exception of the School and Water debt, which is included in their respective budgets. This allotment also includes the total principal payments on the City's loans from the Massachusetts Water Pollution Abatement Trust (MWPAT) and the Massachusetts Water Resources Authority (MWRA) which have been used to cover a large portion of the costs of the Phase VI Sewer Separation Project. There is no impact on this cost center for FY04 from the issue planned for the Winter of 2004 because the first principal payment will not be due until the Winter of 2005, which will be reflected in the FY05 budget.

INTEREST ON BONDS. The interest which the City pays on its bond issues is determined primarily by market conditions and the supply of bonds at the time of the issue, the maturity schedule of the issue, and the City's credit ratings. As mentioned above, the City's credit rating was reviewed by the three major credit rating agencies in conjunction with the bond sale on January 21, 2003 and confirmed at the highest level by all three agencies. This factor, in addition to favorable market conditions at the time of the sale, contributed to the lowest interest rate in many years, 3.11%.

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 which 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 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 "atheneum," a structure which was used as a 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 preparation, printing, and mailing of the official statements. In addition, any fees related to loans that the City receives from the

Massachusetts Water Resources Authority (MWRA) and Massachusetts Water Pollution Abatement Trust (MWPAT) are included.

FINANCING PLAN. The sewer service charge will provide \$7 661 190 for a portion of the debt on the sewer and surface drainage issues with the remaining \$2 333 640 funded through state subsidies. Golf course fees of \$214 325 will cover debt service on bonds issued for improvements to the golf course. Loan repayments of \$45 475 will offset costs related to the Section 108 housing loan. The Cambridge Health Alliance will cover its share of the debt service on hospital bonds with a contribution of \$2 512 500. The Parking Fund will contribute \$171 875 for its share of the first interest payment on the bonds scheduled to be issued in the Fall of 2001. Property tax contribution of \$8 523 810, cover the remainder of debt service costs.

STATUTORY ANALYSIS. Other Ordinary Maintenance, \$216 000; and Extraordinary Expenditures, \$21 246 815.

THIS SPACE RESERVED FOR COUNCILLORS' NOTES

SUMMARY: HUMAN RESOURCE DEVELOPMENT

FY02 ACTUAL	FY03 PROJECTED	PROGRAM EXPENDITURES	FY04 BUDGET
4 732 248	5 029 455	Library	5 100 920
12 805 709	13 554 090	Human Services	13 719 885
142 677	145 860	Women's Commission	148 860
133 358	151 995	Human Rights Commission	152 140
<u>430 054</u>	<u>491 435</u>	Veterans	<u>485 460</u>
18 244 046	19 372 835		19 607 265

FINANCING PLAN	FY04 BUDGET
Taxes	15 717 760
Fines & Forfeits	85 000
Charges for Service	2 267 375
Intergovernmental Revenue	<u>1 537 130</u>
	19 607 265

ACTUAL FY02	PROJECTE D FY03		BUDGET FY04
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<p>3 304 355 <u>1 427 893</u> 4 732 248</p>	<p>3 501 700 <u>1 527 755</u> 5 029 455</p>	<p>MAIN LIBRARY BRANCH LIBRARY</p>	<p>3 595 515 <u>1 505 405</u> 5 100 920</p>
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PURPOSE & OVERVIEW: So that access to information and literacy will be pervasive in our community and so that our citizens may flourish, the Cambridge Public Library dedi-

cates itself to collecting and disseminating an array of materials that is diverse in nature, varied in format, and rich in viewpoint. The library serves as the primary source for knowledge for both individuals and businesses. The library provides traditional library services such as book circulation and story hours and newer services such as access to electronic information and literacy training. Cambridge has a unified system with a strong Main Library and six active branch libraries, which are tailored to the unique constituencies and needs of their immediate neighborhoods. The system is available an average of 346 hours each week. Additionally, some online resources are available 24 hours a day. Active cardholders now exceed 58 000.

FY03 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

Facilities:

- Completed schematic design for Main Library building.
- Initiated *Books and Mortar* Web site (www.ci.cambridge.ma.us/~CPL/booksandmortar/bandm.html) and newsletter to keep community informed about building project news and information.

Services and Programs:

- Hosted, with Children’s Literature New England, the American Library Association’s 2003 May Hill Arbuthnot Lecture, which was given by renowned children’s author and illustrator, Maurice Sendak.
- Sponsored, with the Friends of the Library, the Cambridge Center for Adult Education, the Mayor’s Office, and the Harvard Book Store, *Cambridge Cover to Cover*, a citywide reading discussion program featuring **The Color of Water: A Black Man’s Tribute to His White Mother** by James McBride.

- Received a grant from the Bill and Melinda Gates Foundation to purchase computers and other equipment for the Central Square, O’Connell, and Valente branches and the Main Library.
- Redesigned library Web site.
- Increased system circulation by 16%.
- Answered 16% more questions in person, by phone, e-mail, fax or post.
- Processed 13% more reserves.
- Increased O’Connell Branch, Central Square Branch, Collins Branch circulation by 75%, 31%, and 23% respectively.
- Increased in-library computer use by 16%.
- Increased the number of books processed for shipment to and from other libraries by 33%.

LIBRARY SYSTEM GOALS

- *GOAL 1: Improve materials availability to library patrons.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Increase A-V acquisitions by 25%	4 405	4 165	5 154	6 450
2. Process patron requests for materials from Minuteman libraries	37 384	35 000	42 642	43 000

- *GOAL 2: Maintain quality of service in an efficient and cost-effective manner.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. System circulation	998 331	950 000	1 097 200	1 100 000

- *GOAL 2: (continued)*

FY02 FY03 FY03 FY04

PERFORMANCE MEASURES	ACTUAL	BUDGET	PROJECTED	PROPOSED
2. Audio-Visual Circulation	194 262	n/a	259 484	260 000
3. Register new borrowers	7 934	8 300	9 006	9 006
4. Reserves filled	73 447	66 700	83 978	85 000
5. Questions answered	355 347	362 000	412 620	415 000
6. In-library computer sessions	76 659	n/a	88 800	92 000
7. Program attendance	69 975	60 000	58 812	60 000
8. Children's circulation for summer reading	52 495	n/a	60 032	60 000
9. Total transactions	1 582 628	1 522 400	1 749 534	1 786 000
UNIT COST MEASURES				
1. Cost per transaction*	\$2.97	\$3.00	\$2.83	\$2.81
* Transactional unit costs are determined by averaging budget costs over the total number of transaction units, which are a count of direct services to the public such as book loans, book reserves, questions answered, and participation in library program.				

FINANCING PLAN. This budget will be financed by property taxes, \$4 592 270; fines, \$85 000; state aid to free public libraries, \$107 320; photocopying, \$1 500; and cherry sheet revenue, \$314 830.

STATUTORY ANALYSIS: Salaries and Wages, \$4 134 225; Other Ordinary Maintenance, \$930 045; and Travel and Training, \$36 650.

**PUBLIC LIBRARY
- Main Library**

ACTUAL FY02	PROJECTE D FY03	BUDGET FY04
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335 405	385 040
300 650	332 045
756 950	728 185
710 228	743 785
360 559	393 555
374 621	409 645
313 524	325 680
<u>152 418</u>	<u>183 765</u>
3 304 355	3 501 700

ADMINISTRATION	426 475
PUBLIC SERVICES	329 730
REFERENCE SERVICES	769 105
CIRCULATION SERVICES	743 455
TECHNICAL SERVICES	419 625
CHILDREN'S SERVICES	404 485
SUPPORTIVE SERVICES	307 555
COMPUTER TECH. SUPPORT SVCS	<u>195 085</u>
	3 595 515

PURPOSE & OVERVIEW: The Main Library serves as the heart of the library system, providing the infrastructure and support services for administration, facilities management, cataloging, materials processing, reference services, outreach to senior citizens, citizen's services and programs, as well as personnel functions. The City's most comprehensive and expansive library collect-

ions can be found at the Main Library. It provides the backup for the branch collections. Transactions at the Main Library account for 66% of all library activity.

FY04 GOALS

- *GOAL 1: Plan for and relocate to temporary facility.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of staff to be relocated	n/a	n/a	n/a	68
2. Electronic equipment to be wired for and installed	n/a	n/a	n/a	150
3. Volumes to be moved	n/a	n/a	n/a	270 000

- *GOAL 2: Provide library users with access to a broad collection of print, electronic, and audio-visual resources.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Select, purchase and catalog new acquisitions for library collection	41 134	35 000	30 428	35 000

■ *GOAL 2: (continued)*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
2. Deliver library materials to home-bound residents, nursing homes, and senior housing (number of books)	14 441	14 000	14 086	14 000
3. Deliver library materials to home-bound residents, nursing homes, and senior housing (number of deliveries)	n/a	820	794	800
4. Provide bi-weekly delivery service (Sept. - June) to home daycare providers (number of deliveries)	n/a	294	180	180
5. Pack and ship materials within the CPL and to libraries (# of bins)	6 805	n/a	8 024	8 800
6. Locate materials on the shelf for shipping to branches and other libraries	20 222	n/a	28 122	31 000

■ *GOAL 3: Maintain Web site and provide remote use of library resources via Internet and Minuteman Library Network.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of visits to library Web site through City portal	126 109	148 475	297 996	300 000
2. Number of connections to CPL online catalog and databases	137 939	135 100	182 806	200 000

■ *GOAL 4: Evaluate collection: identify weaknesses; select titles to addresses weaknesses; update outdated titles; weed collection (# of volumes evaluated).*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Dewey Decimal 800's	n/a	n/a	n/a	13 900
2. Videos	n/a	n/a	n/a	5 500
3. Picture books	n/a	n/a	n/a	12 300

■ *GOAL 5: Process invoices within 2 weeks.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of invoices	n/a	n/a	n/a	3 000
2. Percentage of invoices	n/a	n/a	n/a	98%

**PUBLIC LIBRARY
- Branch Libraries**

ACTUAL FY02	PROJECTE D FY03	BUDGET FY04
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225 796	239 430	O'NEILL (NORTH CAMBRIDGE) 255 510
193 152	237 820	VALENTE (CAMBRIDGE FIELD) 223 620
163 897	167 640	BOUDREAU (OBSERVATORY HILL) 155 030
140 583	149 690	O'CONNELL (EAST CAMBRIDGE) 143 705
148 497	146 155	COLLINS (MOUNT AUBURN) 153 035
<u>555 968</u>	<u>587 020</u>	CENTRAL SQUARE <u>574 505</u>
1 427 893	1 527 755	1 505 405

PURPOSE & OVERVIEW: The Branch Libraries are designed to provide neighborhood-based services especially to children and their families. The branch collections specialize in high demand materials, popular fiction for adults and children, as well as materials in languages other than English where

demand exists. The Central Square Library houses materials in Spanish, Créole, and Bengali as well as the Black Studies collection. The Valente Branch offers an extensive collection of materials in Portuguese and the O'Connell Branch offers story hours in Chinese. Branch Libraries are intended to offer basic services and not to duplicate the in-depth and expensive reference materials available only at the Main Library. Branch Libraries are responsible for much of the outreach efforts by the Library to neighborhood constituencies by the CPL system. Their small size enables them to be more inviting to those unfamiliar with public libraries and how they work.

FY03 GOALS

- *GOAL 1: Increase use at Valente, Central Square, and O'Connell branch libraries.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Increase total circulation at the Valente Branch by 1 000	32 984	n/a	38 356	39 356
2. Increase computer use by patrons at the Valente Branch by 25%	3 691	n/a	5 940	7 425
3. Increase computer use by patrons at the Central Square Branch by 15%	10 468	n/a	11 318	13 000
4. Increase computer use by patrons at the O'Connell Branch by 25%	1 272	n/a	1 994	2 500

**HUMAN SERVICES
- Summary**

ACTUAL FY02	PROJECTE D FY03		BUDGET FY04
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1 649 433	1 743 635		1 759 805
1 201 164	1 302 585	ADMINISTRATION	1 327 905
1 890 405	1 791 040	OFFICE OF WORKFORCE DEV.	1 780 365
2 876 739	1 583 595	PLANNING & DEVELOPMENT	1 480 545
1 129 707	1 186 020	COMMUNITY SCHOOLS	1 167 780
801 246	843 895	RECREATION	886 710
2 159 294	2 369 385	ELDERLY SERVICES/COA	2 390 450
500 396	516 830	CHILD CARE &	516 595
597 325	622 095	FAMILY SUPPORT SERVICES	638 705
<u>12 805 709</u>	<u>13 554 090</u>	GOLF COURSE	<u>1 771 025</u>
		LEARNING CENTER	13 719 885
		YOUTH PROGRAMS	

PURPOSE & OVERVIEW: In FY04, the Department of Human Service Programs will continue providing staffing and leadership for major community collaborations, such as the Agenda for Children project 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 seek consensus upon and work toward implementation of goals to improve

the lives of Cambridge children. During FY03, the Department continued to work closely with the School Department in major planning initiatives around extended day programming to meet the needs of Cambridge students and their families.

All of this work befits the Department's original charge (by ordinance in 1980) of "creating and coordinating services which enhance the quality of life for Cambridge residents." The Department works to respond appropriately to changing needs and opportunities with a combination of services provided directly by the City, planning and technical assistance for local groups and services provided through contracts with community agencies. Among the service components of the Department itself are Community Schools, Recreation, Youth Centers, Fuel Assistance, the Council on Aging, the Community Learning Center, the Multi-Service Center for the Homeless, Haitian Services, the Cambridge Prevention Coalition, the Commission for Persons with Disabilities, the Kids' Council, and the Center for Families and Child Care. Services purchased by the City for residents through not-for-profit agencies include: 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 most vulnerable residents. Those goals are:

- In collaboration with the School Department, Cambridge Health Alliance, Public Library, Police Department and community partners, continue implementation strategies to achieve the two goals adopted by the Kids' Council for the Agenda for Children: *Children and their parents need to be able to read. Children and youth need access to supervised activities in nurturing and safe environments.*
- In partnership with the School Department, implement recommendations from a recent evaluation conducted by the Harvard Graduate School of Education of the Harrington Extended Day Program.
- With support from the Cambridge Community Foundation, continue community-wide professional development training for out-of-school time staff led by the Agenda for Children's Coordinator for Out-of-School Time.
- Continue the provision of housing search assistance and stabilization for families, individuals and senior citizens.
- Through training and professional development, enhance the capacity of middle school age out-of-school time programs at the Fitzgerald School to incorporate children with significant special needs.
- Work collaboratively with the School Department, the Economic Development Division of the City's Community Development Department, community organizations and employers to expand the number of opportunities for youth to incorporate a work component into their academic studies.
- Continue work with the Housing Authority to implement programs that improve the literacy and vocational skills of public housing residents.
- To ensure appropriate taxi service is available for Cambridge senior and disabled residents, the Council on Aging and the Commission for Persons with Disabilities will continue to collaborate with the License Commission to increase taxi accessibility.

- In collaboration with the Personnel Department, continue to roll out comprehensive training for supervisory staff and develop and implement enhanced diversity training for DHSP staff.

SIGNIFICANT BUDGET MODIFICATIONS: As a result of the school consolidations and closure of school buildings, one Community School program was also eliminated. In the Child Care Division's Pre-School programs, two positions were reconfigured and one teacher position was eliminated resulting in all Pre-Schools having a similar staffing structure. In FY04, the Positive Edge Program will be ending and the City will be awarding two contracts for services for at risk youth and young adults.

FY03 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Served 75 242 meals in 31 sites throughout the City during the 2002 Summer Food Service Program. Meals were served at 19 open sites, including parks, MDC pools, housing developments and at 12 enrolled sites.
- Successfully sponsored the 16th annual CityRun road race, raising approximately \$16 000 for the Friends of Cambridge Athletics.
- Continued to provide meals to elders at the Citywide Senior Center, 365 days a year. Also provided wellness programs, English for Speakers of Other Languages, multi-cultural celebrations, computer classes, monthly social events and creative arts activities.
- Provided significant support to the North Cambridge Crime Task Force in organizing and carrying out the 10th successful Day and Night Out Against Crime, attracting more than 2 000 participants.
- Provided athletic opportunity to 10 summer camps serving 500 children ages 7-14 through coordination of the 19th Annual Citywide Youth Games held at Danehy Park.
- Collaborated with six elementary schools to incorporate an academic component into a full time summer camp experience for children K-6.

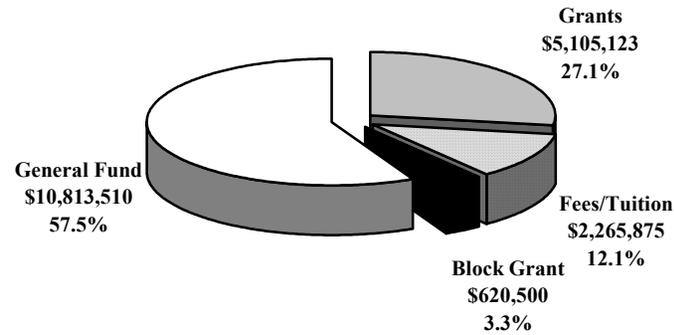
- Through the Agenda for Children, provided professional development in quality improvement to 42 out-of-school time staff from municipal and community-based programs.
- Completed development of a comprehensive online database of human service programs, in collaboration with the Cambridge Health Alliance, to be made available to parents and providers.
- In collaboration with the Personnel Department, continued implementation of comprehensive training for an additional 28 supervisors, with a focus on the role of the supervisor, managing performance, and building a team.
- Served a record number of 650 youth in the Mayor's Summer Youth Employment Program with more than one-third in Summer Work and Learning Programs.

FINANCING PLAN. This budget is supported by \$10 547 245 in property taxes; \$66 335 in recreational activity fees; \$13 650 in league fees; \$73 445 in swimming pool fees; \$551 595 in golf course fees; \$8 000 in special needs fees; \$20 000 in senior center revenue; \$1 085 230 in child care tuition fees; \$337 000 in community schools fees; \$55 620 in field permit fees; \$20 000 in senior meals revenue; \$20 000 in Bureau of Nutrition revenue; \$35 000 in youth program fees; \$266 265 in cherry sheet revenue; and \$620 500 in Community Development Block Grant funds.

STATUTORY ANALYSIS. Salaries and Wages, \$11 177 435; Other Ordinary Maintenance, \$2 452 000; Travel and Training, \$65 450; and Extraordinary Expenditures, \$25 000.

ACTUAL FY02	PROJECTE D FY03		BUDGET FY04
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**TOTAL DHSP FUNDING - FY04
\$18,805,008**



GRANTS ACTIVITIES: Grants not appropriated during the budget process continue to provide major funding for services to families, homeless individuals, child care programs, adult basic education, older adults and low income fuel assistance clients. Some services described below are provided directly by Department staff; others are provided through subcontracts with community agencies. The grant amounts below reflect reductions based on FY03 state cuts, but the amounts could be further reduced based on changes in the State or Federal FY04 budgets.

DEPARTMENT OF TRANSITIONAL ASSISTANCE, EMERGENCY TRANSITIONAL PROGRAMS (\$78 439). This program provides casework support for men and women who are moving from homelessness toward permanent housing, and who are housed at the YMCA and YWCA during the transitional period.

U.S. DEPARTMENT OF HOUSING & URBAN DEVELOPMENT, EMERGENCY SHELTER GRANT PROGRAM (\$133 000). These funds are used to assist Cambridge overnight and day shelter programs with operating and facility improvement expenses, and other services for homeless persons.

MASSACHUSETTS DIVISION OF HOUSING AND COMMUNITY DEVELOPMENT/ HOUSING ASSISTANCE PROGRAM (\$173 250). These funds are utilized to provide housing search and stabilization services to families through the Multi-Service Center.

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT SUPPORTIVE HOUSING PROGRAM (\$1 595 323). Administered through the City, three-year grants totaling \$4 376 043 fund 29 Cambridge programs assisting homeless persons through a continuum of care with housing and services.

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT SHELTER PLUS CARE (\$129 000). Administered through the City and the Housing Authority, this multi-year grant provides housing subsidies for homeless individuals with disabilities. Several collaborating community agencies and the Multi-Service Center are contributing housing search and supportive services as required for local match.

FUND FOR HOUSING THE HOMELESS (\$17 762). This fund consists of donations and proceeds from special events to meet the needs of homeless persons being placed in permanent housing.

U.S. DEPARTMENT OF EDUCATION, BUREAU OF NUTRITION (\$140 000). Federal reimbursement ensures those children receiving free or reduced-price meals during the school year can also receive nutritious meals during school vacations. The Department operated 31 meal sites in the summer of 2002, serving 66 342 meals and 8 900 snacks.

MASSACHUSETTS DEPARTMENT OF EDUCATION (\$842 437). The Community Learning Center, in collaboration with the Cambridge Housing Authority, receives funds for Adult Basic Education, English for Speakers of Other Languages, civic education, volunteer coordination, and education for homeless adults, workplace education, and family literacy.

MASSACHUSETTS DEPARTMENT OF EDUCATION/YOUNG ADULTS WITH LEARNING DISABILITIES PROJECT (\$85 000). The Community Learning Center receives funds for specialized training for teachers and technical assistance in the area of working with learning disabled students.

MASSACHUSETTS DEPARTMENT OF EDUCATION/EVENSTART/EARLY LEARNING OPP. (\$88 213). These federal funds are contracted to the School Department with a subcontract to the Community Learning Center for a program of early childhood education, parent support, parent and child activities, home visits and adult basic education, and family literacy.

CAMBRIDGE HOUSING AUTHORITY (\$55 729). Funds from the U.S. Department of Housing and Urban Development are subcontracted to the Community Learning Center from the Cambridge Housing Authority to provide classes in basic computer skills and transitional classes for CHA residents who are interested in attending college.

FOUNDATIONS/FRIENDS OF THE CLC (\$78 233). The Community Learning Center receives funds from several foundations, for transitional classes for adults with a GED or high school diploma who are interested in attending college, and for out-of-school youth working towards an adult diploma.

CAMBRIDGE HOUSING AUTHORITY (\$70 000). The Office of Workforce Development receives funds from the Cambridge Housing Authority to expand Cambridge Employment Program job search services to public housing residents.

EXECUTIVE OFFICE OF ELDER AFFAIRS/PROJECT BREAD/SCES (\$72 400). The Council on Aging receives an annual award from the State Elder Affairs Formula Grant Program which is used primarily for the Substance Abuse Services for Seniors (SASS) program and for weekly medical and grocery shopping transportation. Project Bread funds support the senior center food pantry. SCES funds small-scale home adaptations and heavy chore services to help at-risk seniors remain safely in their homes or apartments.

LOW INCOME FUEL ASSISTANCE/FEMA (\$1 001 530). The City of Cambridge is the only municipality currently operating a fuel assistance program in the Commonwealth. The program served 1 747 households in Cambridge and Somerville over the 2002 winter season with financial assistance for heating bills and rental assistance if heat is included in the rent. FEMA funds were used for emergency situations.

MASSACHUSETTS DEPARTMENT OF EDUCATION, CENTER FOR FAMILIES (\$175 583). This Massachusetts Family Network grant funds parent outreach, education and support to families with children prenatal to age three. Included is Project Playgroup which brings together parents and children 0-3, with special needs and more typical development.

CHILDREN'S TRUST FUND, CENTER FOR FAMILIES INITIATIVE (\$57 000). This Massachusetts Family Center grant funds family support programs for families with children from birth to age five.

FEDERAL EARLY LEARNING OPP. ACT (\$87 705). This grant of nearly 1 million dollars to the Cambridge 0-8 council includes a portion of funds to DHSP for parenting education and family support activities throughout the City.

OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION (\$100 000). This grant funds the Cambridge Prevention Coalition to provide substance abuse prevention services to youth, parents, and other groups within the City.

MASSACHUSETTS EXECUTIVE OFFICE OF PUBLIC SAFETY, NORTH CAMBRIDGE CRIME TASK FORCE (\$38 000). This grant is awarded to the City through the Community Policing Grant Program to support community involvement in crime prevention efforts. The grant is used to cover the salary of the Taskforce's coordinator as well as Taskforce operations.

MASSACHUSETTS DEPARTMENT OF EDUCATION/PERFORMANCE PROJECT (\$86 519). The Community Schools received funding to work collaboratively with the School Department on Extended Day programming and on summer and vacation camps with an academic component. Also, the Performance Project operates theatrical, dance and other performing arts classes, using a mix of funds from State agencies, private foundations and contributions from businesses and individuals.

**HUMAN SERVICES
- Administration**

ACTUAL FY02	PROJECTE D FY03		BUDGET FY04
313 515	346 505		326 680
534 907	590 665	LEADERSHIP	613 175
165 846	160 565	OPERATIONS	163 145
423 233	400 010	MIS	400 000
<u>211 932</u>	<u>245 890</u>	EXTENDED DAY	<u>256 805</u>
1 649 433	1 743 635	AGENDA FOR CHILDREN	<u>1 759 805</u>

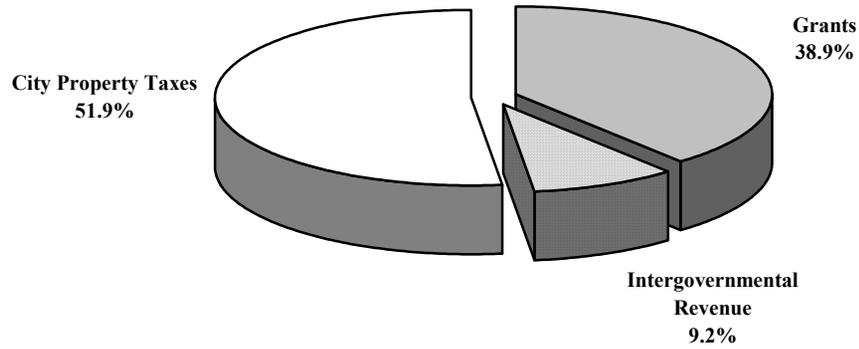
PURPOSE & OVERVIEW: The Administration Division provides leadership, financial, personnel, MIS and clerical support to the operating divisions of the Department as well as to the 28 satellite locations, almost 200 salaried and 450 part-time and seasonal employees. The

Division provides oversight to the Agenda for Children, a collaboration of the Department, the School Department, the Cambridge Health Alliance, the Library, the Police Department, the Kids' Council, and the community. The Division acts as the liaison with other City Departments including the Purchasing, Auditing, Personnel, Payroll, Finance, Law and MIS Departments as well as outside vendors and contractors. The Division manages a budget of \$5.7 million in grant funding, and \$13.2 million in the general fund, which includes \$2.3 million in tuition and fees. The Division is responsible for the Department's budget preparation, accounts payable and receivable, and expense and revenue tracking and reconciliation as well as the recruitment and hiring of staff, all payroll processing, employee orientations, employee benefit tracking and other related functions for the Department.

For the past three years, the Division has led a Department wide effort to build a more collaborative culture. Cross-divisional teams led by staff have been working to address issues of communication, diversity, and staff support and validation. One component of the project has been a joint effort with the Personnel Department to develop comprehensive supervisory training for managers. This year, an additional component is the development of enhanced diversity training for DHSP staff.

MIS leadership acts as a liaison with the City's MIS Department, analyzes the technology needs of the Department, sets the Department's technology priorities, and responds to the Department's MIS needs. The Division is also responsible for the administration of the Federal Fuel Assistance Program serving over 1 700 low-income households. In addition, the Division administers the Federal Summer Nutrition Program providing nutritious meals and snacks at over 30 sites in the summer.

FUNDING SOURCES/ADMINISTRATION:



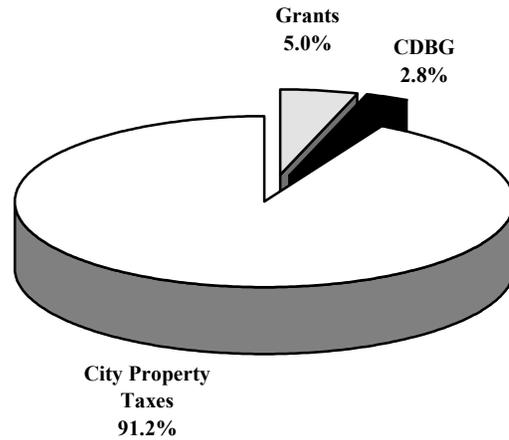
Grants	\$1,121,530
Intergovernmental Revenue	266,265
City Property Taxes	<u>1,493,540</u>
TOTAL:	\$2,881,335

* Includes funds anticipated to be received in FY04, but not yet appropriated.

ACTUAL FY02	PROJECTE D FY03		BUDGET FY04
1 201 164	1 302 585	<p align="center">WORKFORCE DEVELOPMENT</p> <p>employment and training opportunities for Cambridge adult and youth residents and to assess and respond to the unmet needs of the local workforce and employers. It does so by forging alliances among employers, community-based organizations, the schools and post-secondary educational institutions and by providing research and development services to them. The principal areas of Office responsibility are: (1) streamlining access to information about employment and training resources for residents and employers; (2) coordinating service delivery through collaborative planning and program development; (3) creating opportunities for youth and adult residents to develop career pathways; and (4) providing unified outreach to employers to increase opportunities for adult and youth residents.</p> <p>The Office oversees the Cambridge Employment Program (CEP), convenes the Jobs Consortium (through which local job developers share job leads), and works closely with its partners to coordinate school to career activities, the Youth Employment Center, the annual private sector Summer Jobs Campaign, and Bunker Hill Community College's Cambridge site. The Office also manages contracts with local community-based organizations for employment and training services (including Just-A-Start's Biomedical Training Program).</p> <p>For the Mayor's Summer Youth Employment Program (MSYEP), the Office will continue to increase participants' skills and employability by expanding career/college readiness activities, and enhancing the Summer Work and Learning component. To better serve adults and employers, the Office has expanded resources available through the Cambridge Employment Program by co-locating staff funded by the Cambridge Housing Authority, and by working closely with Career Source, a one-stop career center located at Alewife. The office will continue to play a major role in the Metro North Region's implementation of the federal Workforce Investment Act.</p>	1 327 905

PURPOSE & OVERVIEW: The mission of the Office of Workforce Development (OWD) is to expand

FUNDING SOURCES/WORKFORCE DEVELOPMENT:



Grants	\$ 70,000
CDBG	38 500
City Property Taxes	<u>1,289,405</u>
TOTAL:	\$1,397,905

* Includes funds anticipated to be received in FY04, but not yet appropriated.

FY04 GOALS

- *GOAL 1: Continue job placements and employment referrals for adult residents of Cambridge.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of CEP education, training and job placements	144	135	135	135
2. Number of employers participating in OWD-sponsored activities such as job fairs, mock interviews and information sessions	17	25	45	45
3. Number of job seekers engaged with employers through OWD efforts such as job fairs, mock inter-views, and information sessions	85	70	70	70

- *GOAL 2: Continue training and education opportunities for Cambridge residents and businesses.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of enrollments in courses at Bunker Hill Community College Cambridge Satellite Campus	259	260	220	220
2. Number of individuals enrolled in courses at Bunker Hill Community College Cambridge Satellite Campus	226	230	200	200
3. Number of employers participating in OWD sponsored activities with employment and training providers	10	10	10	10

- *GOAL 3: Coordinate the efforts of local employment and training providers and support the professional development of local program staff.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of local youth and adult programs participating in service coordination efforts	60	n/a	60	60
2. Number of workforce development professionals attending OWD sponsored trainings and workshops	115	n/a	115	115

- *GOAL 4: Improve career awareness and work readiness of students and increase access to, and quality of, summer and school year jobs and internships.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of students enrolled in school to career activities including internships	54	50	41	45

- *GOAL 4: (continued)*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
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2. Number of student enrollments in work-readiness and career awareness workshops	180	200	180	180
3. Number of youth visits to the Youth Employment Center	446	500	500	500
4. Number of private sector summer and school year jobs	184	180	150	150
5. Number of employers, post-secondary representatives and community-based agencies engaged in school to career/career awareness activities	25	n/a	22	35

- *GOAL 5: Enhance experience of Mayor's Summer Youth Employment Program participants by increasing staff capacity, infusing school-to-work best practices and creating connections to year-round programming.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of youth enrolled in MSYEP who receive work experience, work readiness work-shops and career awareness activities	572	500	650	650
2. Number of supervisors/mentors trained in working with young employees	101	90	115	115
3. Number of students enrolled in Summer Work and Learning projects with school-to-work competencies	186	170	226	215

- *GOAL 5: (continued)*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
4. Number of youth served in school year employment and service learning activities	52	50	50	50

**HUMAN SERVICES
- Planning & Development**

ACTUAL FY02	PROJECTE D FY03		BUDGET FY04
143 139	98 750	LEADERSHIP	99 430
976 141	839 150	CONTRACTS	793 590
		COMMISSION FOR PERSONS WITH DISABILITIES	116 050
111 098	115 045	KIDS' COUNCIL	81 235
65 447	80 590	HUNGER AND HOMELESS SVCS.	639 985
543 583	608 230	PLANNING & DEVELOPMENT	
4 697	670	HAITIAN SERVICES	50 075
<u>46 300</u>	<u>48 605</u>		<u>1 780 365</u>
1 890 405	1 791 040		

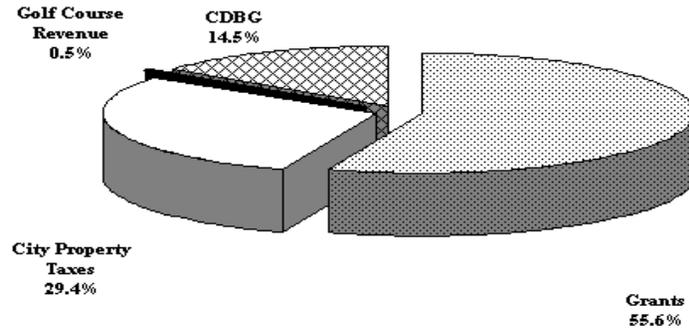
PURPOSE & OVERVIEW: Planning and Development staff assist in formal and informal community needs and resources assessment activities, working with the Commission on Human Service Programs, DHSP staff from other divisions and other local groups. The Division is providing leader-ship and staff support in working

with other divisions and community agencies in the development of an online human services Information and Referral database for Cambridge and Somerville. The Division also gives technical assistance to agencies seeking funding from many sources, and coordinates the processes for agency proposals for funds which flow through the Division, such as Community Development Block Grant, Emergency Shelter Grant and the HUD Supportive Housing and Shelter Plus Care Programs. The Grants Management unit administers outgoing contracts for a variety of community services.

This Division also offers direct casework services to homeless and at-risk individuals and families and transitional single room occupancy housing for men and women through the Multi-Service Center. As a component of case management activities, financial assistance from several sources is available on a limited basis to stabilize families and individuals at risk of losing housing and to help homeless people move into housing. DHSP-staffed programs are complemented by services provided on site by Shelter, Inc., Tri-City Mental Health, the Cambridge Health Alliance, Shelter Legal Services and CASCAP Representative Payee/Budget Counseling Services. The Division is working with community agencies to develop Family Transitional Housing programs utilizing HUD funds. Haitian Services provides case management and services to persons who have resettled here from Haiti.

The Cambridge Prevention Coalition will continue to provide substance abuse prevention services in collaboration with other City agencies. The Coalition is developing and implementing a program to decrease youth access to alcohol through trainings for alcohol servers and sellers.

FUNDING SOURCES/PLANNING & DEVELOPMENT:



Grants	\$2,226,774
CDBG	582,000
Golf Course Revenue	20,000
City Property Taxes	<u>1,178,365</u>
TOTAL:	\$4,007,139

* Includes funds anticipated to be received in FY04, but not yet appropriated.

FY04 GOALS

- *GOAL 1: Continue to provide services to Multi-Service Center homeless individuals and those at risk of homelessness.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of clients seen for personal counseling, mental health services, substance abuse services, employment	2 267	2 100	2 700	2 500
2. Number of clients placed in temporary housing	327	225	275	250
3. Number of clients placed in permanent housing	170	125	160	150
4. Number of clients maintained in current housing	230	150	175	180

- *GOAL 2: Provide homeless prevention counseling and housing search assistance for homeless families and those at risk of homelessness.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of family intakes	288	300	275	300
2. Number of families placed in housing	99	90	125	125
3. Number of families referred for personal counseling, mental health services, substance abuse services, employment	567	500	600	650
4. Number of families maintained in current housing	297	225	275	300

- *GOAL 3: Continue to contract with local service providers to serve disadvantaged residents through the use of Community Development Block Grant monies, McKinney Homelessness monies, and City tax dollars.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of clients served in youth and family services programs	1 631	1 450	1 354	1 350
2. Number of clients served through domestic violence and abuse prevention program.	281	450	221	220
3. Number of clients served through linguistic minority programs	825	850	806	800
4. Number of clients served through homelessness prevention and service programs	3 454	3 100	5 166	5 150
5. Number of client visits to food pantry programs	7 308*	14 050	12 860	12 850
* Method of counting was different				

■ *GOAL 3: (continued)*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
6. Number of clients served through elderly and disabled service pro-grams	393	550	408	400

COMMISSION FOR PERSONS WITH DISABILITIES

PURPOSE & OVERVIEW: The Commission for Persons with Disabilities promotes the full integration of people with disabilities into all aspects of Cambridge community life. Covering a wide range of access and disability topics, Commission staff provides information to individuals with disabilities, their families, and social service agencies. Ensuring compliance with the Americans with Disabilities Act (ADA) continues to be an essential focus of the Commission’s interactions with other City departments. Other ADA efforts include serving as a clearinghouse for processing requests for reasonable accommodations from City employees and supervisors, educating Cambridge businesses about their ADA obligations, and providing technical assistance to both the public and private sectors. Staff is available to provide disability awareness training throughout the City, free of charge, to businesses, non-profits and schools.

The Commission continues to administer a number of programs for Cambridge residents with disabilities, which include: issuing Temporary Disability Parking Permits, providing Taxi Discount Coupons, and processing applications for accommodations for disabled residents unable to comply with the City’s trash and recycling requirements.

FY04 GOALS

■ *GOAL 1: Continue implementation of the City’s ADA Compliance Plan.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of ADA trainings and technical assistance sessions provided to City Departments and employees	113	80	80	80

■ *GOAL 1: (continued)*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
2. Working with School Department, adapt City's ADA handbook for School Department	75%	95%	95%	100%

■ *GOAL 2: Improve access to public accommodations and transportation services in Cambridge.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of site visits and access surveys of Cambridge businesses completed	39	40	40	40
2. Number of Cambridge agencies and businesses which remove barriers to access	10	10	10	10
3. Number of trainings delivered to Cambridge Taxi School attendees to enhance awareness of serving passengers with disabilities	12	12	11	12

■ *GOAL 3: Improve understanding of disability issues and awareness of resources for people with disabilities.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of disability awareness trainings delivered to various City Departments	51	35	35	35
2. Number of responses to individual service, information and referral requests	1 455	1 200	1 200	1 200

■ *GOAL 3: (continued)*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
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3. Number of training and technical assistance sessions delivered to Cambridge private sector organizations	101	100	100	100
4. Number of community newsletters on disability resources, news and information	10	10	10	10

- *GOAL 4: Working with The Cambridge Adult Employment Alliance and other community organizations, implement recommendations from “In The Loop” Report to increase employment opportunities for individuals with disabilities.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Implementation of plan recommendations, percent complete	30%	40%	40%	50%

KIDS’ COUNCIL

PURPOSE & OVERVIEW: Created by City ordinance in 1991, the Coordinating Council for Children, Youth, and Families (Kids’ Council) provides leadership in promoting a comprehensive local response to the needs of Cambridge children and families. The Council is comprised of parents, community members, top City officials, and representatives from universities, business, philanthropies, and community organizations. Currently, the major undertakings of the Kids’ Council are the *Centers for Families*, the *Agenda for Children*, and the *Youth Participation Planning Initiatives*.

The Kids’ Council’s first major initiative, the Centers for Families, was launched in 1994 to develop school-linked neighborhood-based family support centers for all families, particularly those with children from birth to age 5. The initiative’s pilot project, Center for Families of North Cambridge, became one of the first 12 family support programs in the country to receive accreditation as an exemplary program from Family Support America. Planning for the selection of a second Center for Families site has begun and resource identification efforts will continue in FY04.

The Agenda for Children brings together different City entities (schools, City departments, the health system) with community-based agencies, business, and residents to promote the well being of our city’s children. Drawing upon extensive community input, the Kids’ Council prioritized two goals for citywide action: 1) All Cambridge children and families will be able to read. 2) All Cambridge children and youth will have equal access to safe, stimulating, nurturing, and healthful out-of-school time activities, in order to ensure optimal

academic performance and overall healthy development. Since the hiring of the two coordinators in 2001, implementation of the action plans for the two goals are well underway. Given this, the Community Engagement Program has evolved to facilitate and strengthen the connection between parents and the coordinators in order to promote the importance of the two goals. The Harrington Extended Day Program, launched as a pilot to address the out-of-school time goal, will be completing its third year. A re-evaluation of the program has been completed. Benchmarks from the re-evaluation along with other guidelines will be used for program planning and review for the coming year.

As the newest Kids' Council effort, the Youth Participation Planning Initiative began in summer 2002 with the goal to develop a comprehensive plan to engage the young people of Cambridge in the civic life of their city through the creation of opportunities for participation by youth. In its first year, the initiative made steady progress: recruited youths to join in the planning of the initiative; made connections to a national network of organizations and cities working on youth participation through the National League of Cities; conducted a summer term community mapping project and planning one for the academic term; developed a technical assistance proposal; and secured an international expert on youth development to provide consultation on the initiative. Materials developed from the mapping projects will serve as outreach and educational tools to involve other youths, particularly middle school students, in the planning of a summit.

For the coming year, as a way to report progress to the community, the Kids' Council plans to move toward using Child Outcome indicators to assess City efforts related to the Agenda for Children on a pilot basis. Quality criteria will be established to set benchmarks for programs. In conjunction with that, a policy plan will be developed and implemented for inclusion of children with special needs in out-of-school time programs and activities that maximize their participation and interaction with peers. Also, the Kids' Council will develop and implement a promotion and marketing plan to raise public awareness about the City's efforts for children and families. One such effort in FY04 is to hold a Middle School Summit to highlight issues important to adolescents; the Summit will seek ways to engage youth, parents and providers in collaboration to strengthen school and out-of-school time programs as well as other community assets for middle school youth.

Policy Plan for Inclusion of Children and Families with Special Needs in Programs

- *GOAL 1: Develop and implement a Policy Plan for inclusion of children and families with special needs in City operated and supported programs in order to ensure equal access and appropriate opportunities for their active participation are available.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Percentage completed in develop-ment of Policy Plan	n/a	n/a	n/a	

2. Percentage completed in implementation of Policy Plan	n/a	n/a	n/a	20%
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Youth Involvement: Youth Participation Planning

- *GOAL 1: Increase youth engagement in the civic life of Cambridge through the creation of opportunities for participation by youth.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Minimum number of youth members participating on the Youth Involvement Subcommittee	n/a	n/a	n/a	5
2. Percentage of recommendations implemented pertaining to the Mapping Project from the June 2003 evaluation report	n/a	n/a	n/a	75%
3. Percentage completed in the development of plan for 2004 Middle School Summit	n/a	n/a	n/a	100%

Agenda for Children: Literacy Initiative

- *GOAL 1: Parents, primary caregivers, and early care and education providers will be supported as primary and continuous teachers.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of parents and children reached through the parent education and support component of Literacy Initiative	583	300	600	925
2. Number of early care and education and after-school providers reached through professional development	62	125	125	175
3. Number of books and resource materials distributed to children and families	2 753	2 500	2 500	2 500
4. Percentage completion of Quality	n/a	n/a	n/a	100%

Criteria and Benchmarks for early education and family support and for K-2 literacy				
5. Percentage completion of Emer-gent Literacy Outcome Measures and participant tracking system	n/a	n/a	n/a	100%

Agenda for Children: Out-of-School Time Initiative

- *GOAL 1: Create an Out-of-School Time Resource Partnership that supports service providers in strengthening operational infrastructure, increasing program quality and coordi-nation for families through collaboration and innovation.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of Programs participating in Professional Development and Quality Improvement Activities in:				

- *GOAL 1: (continued)*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
- Academic areas	2	n/a	10	10
- Arts areas	18	n/a	18	18
- Human Relationships and Mental Health	42	n/a	45	45
2. Develop and implement a Plan to provide training, marketing and outreach for the Health and Human Services Database	n/a	n/a	n/a	100%
3. Percentage completion of plan to analyze and distribute Parent Survey information to families, providers, and policy-makers	n/a	n/a	n/a	100%
4. Percentage completion of Quality Criteria and Benchmarks for Out-of-School Time Programs	n/a	n/a	n/a	100%
5. Percentage completion of Outcome Indicators for Out-of-School Time	n/a	n/a	n/a	100%

Initiative

- *GOAL 2: Improve the quality of the Harrington Extended Day Program by reviewing its compliance to the recommendations set by the evaluation report from the Program in Afterschool Education and Research (PAER) and the Kids' Council.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Percentage completion of recommendations set by PAER evaluation report and Kids' Council	n/a	n/a	n/a	80%

Agenda for Children: Community Engagement

- *GOAL 1: To expand community engagement and ownership of the Agenda for Children's two goals.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Percentage completion of revised plan to continue active community engagement with Agenda for Children	n/a	n/a	n/a	100%

**HUMAN SERVICES
- Community Schools**

ACTUAL FY02	PROJECTE D FY03		BUDGET FY04
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94 299
2 601 379
<u>181 061</u>
2 876 739

93 440
1 284 390
<u>205 765</u>
1 583 595

LEADERSHIP
COMM. SCHOOLS PROGRAMS
SUPPORT SERVICES

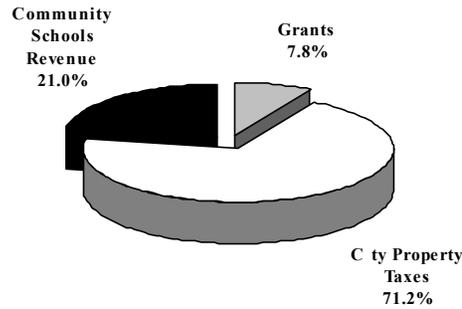
81 430
1 191 660
<u>207 455</u>
1 480 545

PURPOSE & OVERVIEW: The Division of Community Schools provides a network of neighborhood services offering educational, cul-tural, social and recreational oppor-tunities for all age groups. Through

the 12 Community Schools, directors work with their respective councils to assess community needs and to create high quality, cost effective out-of-school time programs to address them, including after school enrichment classes, four extended day programs with the School Department, full-day summer and vacation camps. The Community Schools also run programs such as Summer Arts in the Park, Camp Information Night, cultural and social family events, and children’s performances in music, dance, and theater. Participants in these programs represent the racial and ethnic diversity of Cambridge and over the past year, there has been a substantial increase in Asian, Hispanic and Haitian participation. Community schools also collaborate with local cultural and social service organizations. Tuition assistance is provided in all aspects of the programs; for example, last summer, over 20 percent of the children in the summer camp received scholarships, many of them being subsidized for a significant portion of the camp fee. During the summer of FY03, Community Schools collaborated with a number of elementary schools to allow children enrolled in academic programs to participate in summer camps. Community Schools are covered by participant fees supplemented by corporate and individual donors and by City tax dollars.

In fiscal 2004, as a result of the school consolidation, the Longfellow and Graham and Parks school buildings are being closed. However, the Longfellow Community School program, as the only community school program in its neighborhood, will continue operations out of a space to be identified. For the programs formally provided at the Graham and Parks School, services will be provided through neighboring community school programs at the Morse and King Community Schools.

FUNDING SOURCES/COMMUNITY SCHOOLS:



Grants	\$ 124 519
Community Schools Revenue	337 000
City Property Taxes	<u>1,143,545</u>
TOTAL:	\$1,605,064

* *_____*, *_____*, *_____* **not yet appropriated.**

- *GOAL 1: Continue to provide out-of-school time programs such as enrichment classes, summer and vacation camps, and provide programs for adults, families and seniors.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of children’s classes city-wide during the school year	1 003	1 150	1 150	1 150
2. Number of adult, family and senior classes citywide during the school year	248	250	250	250
3. Number of summer camps for children				
4. Number of children served in summer camps	12	13	12	13
5. Number of school vacation camps	863	900	858	900
6. Number of youth enrolled in CIT programs in summer camps	12	6	6	6
	133	100	105	125

■ *GOAL 1: (continued)*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
7. Number of partners, such as universities, community coalitions, community-based agencies and City departments, collaborating on children's programs	53	60	60	60
8. Number of collaborative summer academic/camp programs	6	5	6	5

■ *GOAL 2: Continue to provide summer Arts in the Park events that support families of young children, preschools, and summer camps.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of Arts in the Park events	54	50	61	50

■ *GOAL 3: Enhance training for staff and residents of all ages in domestic violence prevention, and assist in outreach for programs of the safe neighborhood groups, utilizing resources of safe neighborhood/crime-watch groups, community schools, youth centers and community-based providers.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of meetings for youth and adult residents with an emphasis on crime prevention, personal safety, and community resources	38	45	45	45

**HUMAN SERVICES
- Recreation**

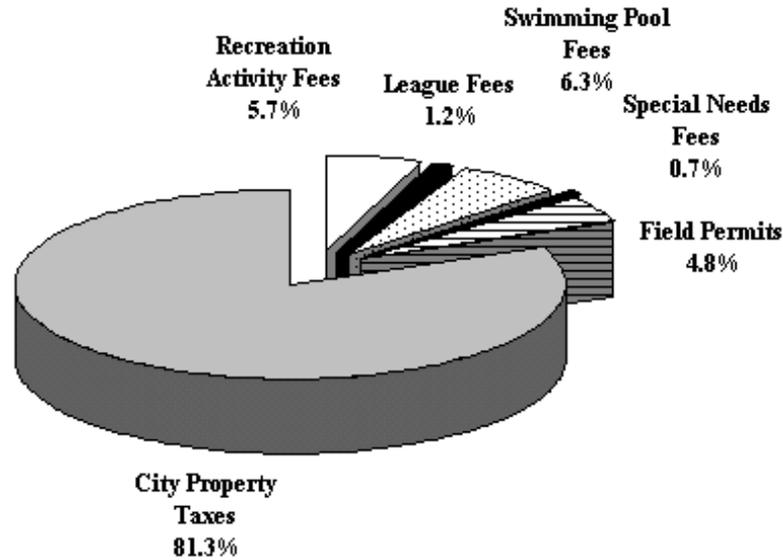
ACTUAL FY02	PROJECTE D FY03		BUDGET FY04
88 999	90 060	LEADERSHIP	90 915
55 192	55 455	SUMMER	63 300
42 571	43 395	GOLD STAR	67 555
199 559	213 935	WAR MEMORIAL	198 690
176 160	190 155	SPECIAL NEEDS	162 770
7 562	10 000	LEAGUES	3 000
71 614	70 050	RECREATION ACTIVITIES	62 650
261 649	278 285	DANEHY PARK	280 805
<u>226 401</u>	<u>234 685</u>	SUPPORT SERVICES	<u>238 095</u>
1 129 707	1 186 020		1 167 780

PURPOSE & OVERVIEW: The mission of the Recreation Division is to provide quality, affordable and accessible recreational opportunities for Cambridge residents of all ages in well-designed and maintained recreational facilities. The Recreation Division is responsible for the management of year-round, Citywide and neighborhood-based recreation programs and facilities; for the scheduling of all City parks

for athletic uses; and for the maintenance and management of Mayor Thomas W. Danehy Park, the 55- acre former landfill which has become the main focal site of youth and adult athletic leagues and city-wide special events such as the Danehy Park Family Day. The Division oversaw an expansion of the recreational opportunities at Danehy with the addition of a new upgraded 400 meter running track and synthetic surface soccer field and will continue systematic improvements to the extensively used fields to ensure quality playing surfaces. Staff is also engaged in open space initiatives such as the Fresh Pond Master Plan Advisory Committee, the Open Space Committee and the Green Ribbon Committee.

The Division provides municipal support for Cambridge Camping - Inner City Day Camp, Cambridge Girls Softball, Little League Baseball, Babe Ruth Baseball, Youth Soccer, Youth Hockey, Shoot Straight Basketball and Pop Warner Football and manages the City of Cambridge Road Race - "CityRun" - which annually attracts 700 participants and approximately \$16 000 in corporate and individual donations and was named one of the top 100 road races in New England by New England Runner Magazine. The Division coordinates multi-faceted recreational programs and activities at the War Memorial Pool and Fieldhouse, and the Gold Star Pool, and summer children's activities at neighborhood parks and playgrounds, including a family movie series, clinics in baseball, basketball, golf and tennis, adult leagues in softball and basketball and an extensive summer and school year program for children with special needs.

FUNDING SOURCES/RECREATION:



Recreation Activity Fees	\$ 66,335
League Fees	13,650
Swimming Pool Fees	73,445
Special Needs Fees	8,000
Field Permits	55,620
City Property Taxes	<u>950,730</u>
TOTAL:	\$1,167,780

FY04 GOALS

- *GOAL 1: Provide high quality instruction to children and adults in swimming and recreation activities, including tennis, jazz/ballet and gymnastics.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of youth recreation classes	75	100	100	100
2. Number of adult recreation classes	18	24	24	24
3. Number of youth swimming classes	80	80	80	80
4. Number of adult swimming classes	32	32	32	32

- *GOAL 2: Provide year-round recreational programming for special needs participants ranging from pre-school age to young adults.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
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1. Number of children age three and up in summer camps	70	70	70	70
2. Number of children age 6-14 in after school programs	25	25	25	25
3. Number of young adults in evening programs	25	25	25	25
4. Number of children in unified integrated Saturday programs	60	60	60	60
5. Number of children participating in Special Olympics	60	60	60	60

■ *GOAL 3: Maximize youth program usage of City athletic fields through consistent sound field management practices.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Total number/percentage of permitted hours of youth programs	13 518/77%	13 518/77%	13 818/77%	13 818/77%
a. Number/percentage of youth soccer hours	5 048/29%	5 048/29%	5 048/28%	5 048/28%
b. Number/percentage of little league hours	4 004/23%	4 004/23%	4 004/22%	4 004/22%
c. Number/percentage of Babe Ruth baseball hours	1 716/10%	1 716/10%	1 716/10%	1 716/10%
d. Number/percentage of CRLS high school hours	1 452/8%	1 452/8%	1 752/10%	1 752/10%
e. Number/percentage of girl's youth softball hours	512/3%	512/3%	512/3%	512/3%
f. Number/percentage of school intramural program hours	368/2%	368/2%	368/2%	368/2%
g. Number/percentage of Pop Warner football hours	258/1%	258/1%	258/1%	258/1%

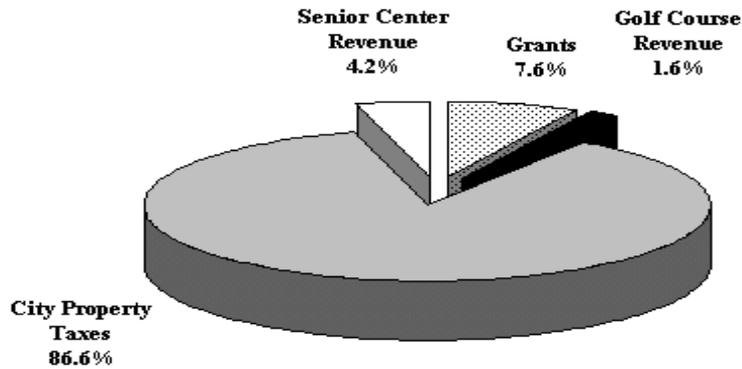
■ GOAL 3: (continued)

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
h. Number/percentage of youth flag football hours	160/1%	160/1%	160/1%	160/1%
2. Total number/percentage of per-mitted hours of adult programs	4 106/23%	4 106/23%	4 106/23%	4 106/23%
a. Number/percentage of adult softball hours	3 040/17%	3 040/17%	3 040/17%	
b. Number/percentage of adult soccer and ultimate frisbee hours	1 066/6%	1 066/6%	1 066/6%	1 066/6%

**HUMAN SERVICES
- Elderly Services & COA**

ACTUAL FY02	PROJECTE D FY03		BUDGET FY04
<p align="center">254 257 56 240 <u>403 463</u> 801 246</p>	<p align="center">83 440 272 105 62 495 <u>425 855</u> 843 895</p>	<p align="center">LEADERSHIP SUPPORT SERVICES 2050 SENIOR CENTER CITYWIDE SENIOR CENTER</p>	<p align="center">84 305 270 345 96 075 <u>435 985</u> 886 710</p>
<p>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 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 problems of finding health benefits and prescription drug benefits coverage, the COA has sponsored informational sessions for seniors. The Division reaches out to seniors through active promotion of services and through distribution of 4 000 copies of its monthly newsletter. The Substance Abuse Services for Seniors (SASS) program is a unique program within the Commonwealth, serving seniors who have difficulty with substance abuse or medication misuse. The Division operates a Senior Shuttle bus which picks up individuals at all major housing buildings and at other locations throughout the City, Monday through Friday.</p> <p>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 365 days per year. Other services and classes include counseling and support groups, vision screenings, blood pressure clinics, men's groups, computer classes, as well as many other educational and recreational offerings, including numerous classes devoted to exercise, movement, and physical health and wellness. Groups of seniors from diverse ethnic backgrounds meet regularly at the Citywide Senior Center, including Asian, Haitian, Russian and African American seniors. In addition to weekend meals and casual drop-ins, the Citywide Senior Center now offers classes on Saturdays in response to requests from many seniors. To ensure that the programs and services provided at the new Center meet the needs of Cambridge's seniors, a citywide advisory committee meets regularly with the Center staff to provide input.</p>			

FUNDING SOURCES/COUNCIL ON AGING:



Grants	\$ 72,400
Senior Center Revenue	40,000
Golf Course Revenues	15,000
City Property Taxes	<u>831,710</u>
TOTAL:	\$959,110

* Includes funds anticipated to be received in FY04, but not yet appropriated.

FY04 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, and case management, Serving the Health Information Needs of the Elderly (S.H.I.N.E.) benefits counseling, substance abuse services, and the coordination of home-based services.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of information and referral services provided	3 324	3 200	3 400	3 550
2. Number of clients provided case management services	72	80	90	95
3. Number of seniors receiving home-based services	59	60	70	75

- *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	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of seniors receiving Food Pantry services at twice weekly pantry	297	300	325	335
2. Number of Food Pantry visits by financially eligible seniors	4 989	4 600	5 000	
3. Number of meals served at 806 and 2050 Mass. Avenue sites	35 723	35 000	35 500	35 500
4. Number of different seniors coming to meals at the Senior Centers on a monthly basis	528	560	540	560
5. Number of seniors receiving home delivered food pantry services	10	20	20	20

- *GOAL 3: Continue transportation services for seniors to the Citywide Senior Center and continue to serve other transportation needs of seniors.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of seniors linked to transportation services to the Center	238	235	252	255
2. Number of seniors served by subsidized weekly food shopping trips	230	240	240	240
3. Number of seniors served by subsidized medical transportation				
4. Number of seniors using taxi coupons	312	330	330	330
	240	315	315	325

- *GOAL 4: Enhance program offerings to seniors to eliminate digital divide and to improve Seniors' well being and fitness.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of different seniors attending computer classes	131	150	150	156
2. Number of hours of health/fitness/wellness classes offered each month	52	50	65	65
3. Number of special events pro-moting health/fitness/wellness	26	18	34	24

**HUMAN SERVICE
- Child Care & Family
Support Services**

ACTUAL FY02	PROJECTE D FY03		BUDGET FY04
<p align="right">522 320 1 173 309 357 040 <u>16 461</u> 2 159 294</p>	<p align="right">117 895 525 825 1 286 900 409 045 <u>29 720</u> 2 369 385</p>	<p align="center">LEADERSHIP AFTERSCHOOL PRE-SCHOOL SUPPORT SERVICES CENTER FOR FAMILIES</p>	<p align="right">114 335 568 995 1 296 680 383 825 <u>26 615</u> 2 390 450</p>

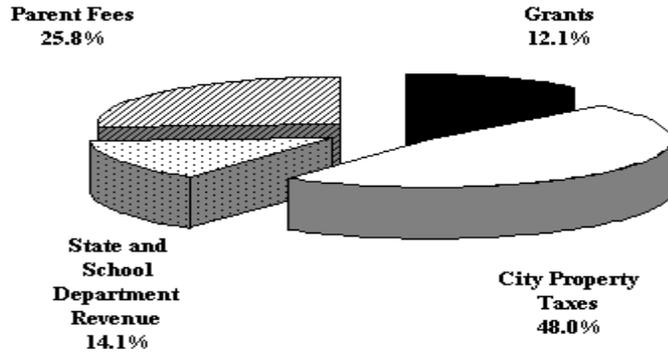
PURPOSE & OVERVIEW: The Child Care and Family Support Services Division offers residents the services of 13 Massachusetts Office for Child Care Services licensed child care programs. The six Pre-School Programs and the seven School-Age Programs serve

approximately 285 children daily. The Child Care Division is supported by municipal revenues, parent tuition, and state contracts. City scholarship funds enable many lower income children to be served. More than half of the children served receive full or partial subsidy or scholarship through the state or the City.

The School-Age Programs located at the Morse, Fletcher-Maynard and Fitzgerald Schools serve children in grades K-4, and the King and Graham and Parks Programs serve children in grades K-2 & 2-4. Parents have the option of enrolling two, three or five days per week. School-Age Programs focus on socialization skills, community service and building self-esteem as well as providing academic support and programmatic linkages with the school day curriculum.

Of the six existing Pre-School Programs, five, located at the King, Longfellow, Morse, Kennedy and Fitzgerald Schools are full day, year-round programs and one, located at the Haggerty, is a half day school year program where children are enrolled two, three or five days per week. The Pre-School programs offer a developmentally appropriate curriculum focused on the children's interests and abilities. Inclusionary practices are strongly supported through collaboration with the Office of Special Education of the Cambridge School Department. Linkages are also made to the elementary school curriculum wherever possible. The program is enhanced by the presence of student interns from local colleges, a practice that also aids in recruitment of new staff, and by the participation of senior citizens supported by the foster Grandparents program. This makes for a truly intergenerational program.

FUNDING SOURCES/CHILD CARE:



Grants	\$330,288
Childcare Tuition	
State and School	
Department Revenue	384,420
Parent Fees	700,810
City Property Taxes	<u>1,305,220</u>
TOTAL:	\$2,720,738

includes funds anticipated to be received in FY07, but not yet appropriated.

FY04 GOALS

- *GOAL 1: Continue to offer high quality licensed pre-school child care to a diverse population.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of pre-school slots	113	113	113	115
2. Percentage of children receiving some subsidy or scholarship	60%	60%	48%	43%
3. Percentage of teachers remaining more than two years	61%	50%	59%	
4. Number of children with significant special needs served	5	5	10	10

- *GOAL 2: Continue to offer high quality school-age child care to a diverse population.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of school-age slots	168	168	168	170
2. Percentage of children receiving some subsidy or scholarship	54%	55%	53%	48%
3. Percentage of teachers remaining more than two years	35%	40%	40%	40%
4. Number of children with significant special needs served	12	12	9	12

- *GOAL 3: Within the Department's child care programs, expand opportunities for children to increase their literacy skills by increasing children's connection to libraries and by increasing linkages to school curriculum.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Percentage of eligible children having individual library cards	95%	95%	90%	90%
2. Number of visits to public libraries for Pre-School and School-Age programs	33	30	30	35
3. Number of visits by school age staff to school day classrooms	n/a	n/a	10	21

- *GOAL 4: Expand the child care staff's knowledge of state-of-the-art practices working with children with special needs, in parent support techniques and in developmentally appropriate practices.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of staff training sessions targeted to goal	4	6	6	10

■ *GOAL 4: (continued)*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
2. Number of times pre school staff complete a full developmental assessment in the areas of cognitive, social, emotional and motor skills for each child	2	n/a	2	2

CENTER FOR FAMILIES

PURPOSE & OVERVIEW: The Center for Families of North Cambridge (CFNC) began in 1994 as an initiative of the Kids' Council and has been part of the Department of Human Services Child Care and Family Support Services Division since 1999. This neighborhood based, school-linked family support program is housed in the Fitzgerald School Community Wing. The Director of the Center for Families is supported equally by funds from the Cambridge Health Alliance, the School Department, and the City. The operating costs for the CFNC are supported by a Family Network grant from the Massachusetts Department of Education and a Family Center grant from the Children's Trust Fund. CFNC receives support and oversight from two councils: the Citywide Cambridge 0-8 Council and a local Community Advisory Council composed of parents and providers in North Cambridge. In FY03 the Child Care and Family Support Division received new funds from state and federal sources for the extension of family support activities to other parts of the City. The goals and performance measures below are for activities in North Cambridge only. Additional goals for expanded activities are being set in response to the requirements of those funders.

■ *GOAL 1: Create formal and informal opportunities for families to enhance parent-child relationships and mobilize resources to support family development.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of families enrolled in parent education classes, support groups, or workshops	84	n/a	150	200

■ *GOAL 1: (continued)*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
2. Number of families enrolled in parent-	178	n/a	200	250

child playgroups and other family activities				
3. Number of families that received information and referral services	86	150	100	150
4. Number of families that received one-on-one consultation/support	57	n/a	60	100
5. Number of families enrolled in ESL/ABE classes	12	12	18	15
6. Total number of families participating in all direct service programming	210	400	300	400
7. Number of families that received newsletter or other written information about parenting and family support	359	n/a	400	500

- *GOAL 2: Extend outreach and services to non-English speaking families, low income families, and families of children with special needs.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of families served for whom English is a second language	50	n/a	60	75
2. Number of families served who are residents of Fresh Pond Apartments, Jefferson Park, Walden Square and Lincoln Way	55	n/a	70	75
3. Number of families served who have a child with special needs	11	n/a	20	25

- *GOAL 2: (continued)*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
4. Number of collaborations with community organizations serving non-English speaking families, low income families, or families of children with special needs	20	n/a	20	30

■ *GOAL 3: Enhance accessibility of programs to families.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of hours of on-site child care provided for parent groups and classes	200	n/a	250	250
2. Number of hours of programming held in community housing or other locations	35	n/a	75	100
3. Number of hours of family support programming that featured translation or was offered in a language other than English	30	n/a	60	100
4. Number of languages in which programming is conducted	3	3	3	3

**HUMAN SERVICES
- Golf Course**

ACTUAL FY02	PROJECTE D FY03	BUDGET FY04
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<u>204 835</u>
500 396

301 720
<u>215 110</u>
516 830

OPERATIONS	265 550
MAINTENANCE	<u>251 045</u>
	516 595

PURPOSE & OVERVIEW: The Thomas P. O'Neill, Jr./Fresh Pond Municipal Golf Course is in operation from early April through

early December and is fully supported by daily fees, membership 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. There are also a variety of leagues scheduled at the course which include companies and organizations, two weekly women's leagues, the Cambridge Rindge and Latin and Matignon High Leagues and a members' tournament program on weekends. All leagues, with the exception of the high schools, are charged an additional fee and are given specific, but limited tee times in order to facilitate play for all people. In addition, the golf course management staff has instituted a very successful free weekly junior golf lesson program, hosted a recent United States Public Links Ladies Qualifying Tournament and has assisted in the development and implementation of a variety of charitable golf tournaments for non-profit organizations and agencies. Working with the Massachusetts Golf Association and Harvard University, staff has initiated a weekly off-season youth golf lesson program. The Golf Course is implementing the recommendations from the Fresh Pond Natural Resource Stewardship plan, which will result in establishment of buffer zones to expand, protect and enhance the natural areas of the Golf Course.

FY04 GOALS

- *GOAL 1: Continue to provide reasonable and affordable access to the golf course through different membership and non-membership options.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Total number of rounds annually	56 565	57 682	45 940	48 000

■ *GOAL 2: Continue to expand the youth program at the Golf Course.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of youth members	102	102	102	102
2. Number of youths participating in free weekly clinics	50	50	50	50

**HUMAN SERVICES
- Community Learning Center**

ACTUAL FY02	PROJECTE D FY03	BUDGET FY04
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81 981 <u>515 344</u> 597 325	79 670 <u>542 425</u> 622 095	LEADERSHIP OPERATIONS 81 250 <u>557 455</u> 638 705
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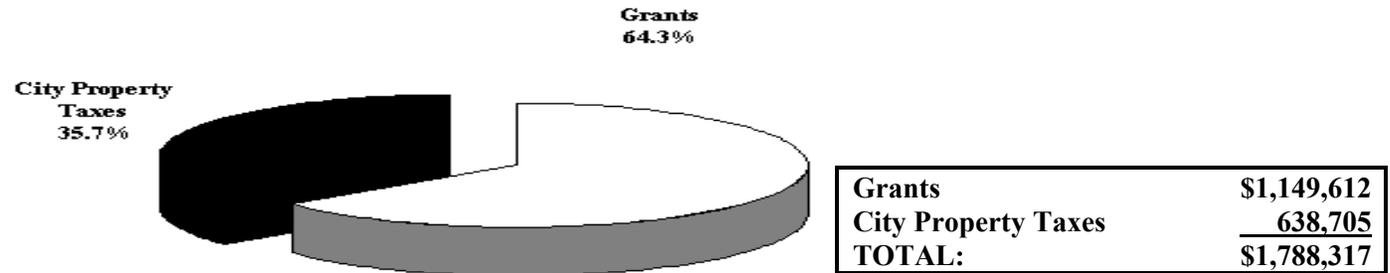
PURPOSE & OVERVIEW: The Community Learning Center (CLC) located at 19 Brookline Street, provides adult basic education classes to more than 1 000 adults

each year in the following areas: English for Speakers of other Languages (ESOL), citizenship preparation, literacy, GED preparation, the Adult Diploma Program and the Pre-College Bridge Program. The core program includes seven levels of ESOL classes and six levels of basic reading, writing and math classes. GED and pre-GED classes prepare students to pass the five high school equivalency examinations. The Adult Diploma Program awards a Cambridge Rindge and Latin School Diploma to adults based on a combination of demonstrated competency in reading, writing, mathematics and US history and credit for previous coursework, employment, home management, languages, and other life experience areas. The Bridge Program prepares students for the transition to post-secondary education. All students receive educational counseling; individual tutoring with trained volunteers is available as needed. Students can also learn basic computer operations, and practice their reading, writing and math skills on a computer. CLC provides additional computer training each year for 15-18 students and community members who wish to become volunteer or paid aides in the computer lab.

Of the more than 1 000 adults served each year at the CLC, approximately 200 are from the United States and the remainder come from 70-80 different countries, with over 40 different native languages represented. Approximately 35% 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, in addition to the core services described above, family literacy programs, outreach and classes for special populations including the homeless, and public housing residents, teacher training on working with learning disabled students, workplace education and the development of health, study skills and civic education curricula.

The CLC ESOL Network offers technical assistance, training, and support for groups throughout Cambridge that are interested in setting up ESOL classes taught by volunteers or paid teachers. Students who are on the waiting list at the CLC are referred to these classes. The ESOL Network increases the availability of ESOL instruction for Cambridge adults.

FUNDING SOURCES/COMMUNITY LEARNING CENTER:



yet appropriated.

FY04 GOALS

- *GOAL 1: Maintain a full range of adult literacy and English for Speakers of Other Languages classes, family literacy and citizenship/civic education courses.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of school year classes	87	83	71	70
2. Number of school year instructional hours	11 936	11 730	10 428	10 400
3. Number of school year student slots	750	730	702	700
4. Number of summer classes				
5. Number of family literacy classes	36	36	36	32
6. Number of citizenship classes	5	5	4	
7. Number of students served	2	2	2	2
8. Number of computer operations classes offered	1 182	1 170	1 000	1 000
	23	n/a	26	26

■ *GOAL 1: (continued)*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
9. Number of classes using computer lab regularly	38	30	37	40
10. Number of classes supported by ESOL Network	15	n/a	17	15

■ *GOAL 2: Continue to improve the quality of instruction.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of in-house staff development sessions	22	14	20	20
2. Number of class curricula written or revised	4	2	2	2
3. Number of student assessment measures revised	2	2	4	1

■ *GOAL 3: Continue to improve the transition from CLC programs to other education and training programs by establishing and strengthening collaborative relationships with other agencies, by expanding in-house student workshops and increasing follow-up calls to former students.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of high school graduates	37	35	35	35
2. Number of advanced ESOL graduates	22	15	20	20
3. Number of students advancing to education and training program	53	40	40	40

■ *GOAL 3: (continued)*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
4. Number of workshops for students on careers, further education, study skills, health education and support services	19	25	25	25
5. Number of follow-up contacts with former students	100	110	100	100

**HUMAN SERVICES
- Youth Programs**

ACTUAL FY02	PROJECTE D FY03		BUDGET FY04
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1 451 605
143 405
 1 595 010

**YOUTH CENTER PROGRAMS
POSITIVE EDGE**

1 771 025
1 771 025

PURPOSE & OVERVIEW: The Cambridge Youth Programs' goal is to enrich the lives of youth (aged 9-19) by promoting their leadership skills while providing them with a

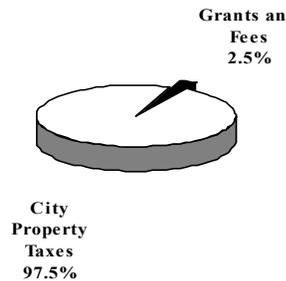
safe, fun place in which to grow. Programs are provided through a network of five youth centers located in different neighborhoods of the City. The centers include classroom space, meeting rooms, gymnasiums and easy access to parks and fields. A diverse and multi-talented staff is available six days a week to provide direct services and mentorship to youth.

The Cambridge Youth Programs have a history of adapting to the changing needs of the community. The centers all have provisional licenses through the Office of Child Care Services and are in the process of getting full licensure for the after-school leadership program, which runs Monday through Friday for 9-13 year olds with participants engaging in community service, life skills development, academic support, recreation and arts programming, ranging from video production to theater, hip hop and dance. Youth Leaders, a Saturday service learning program, is also available to 9-13 year olds to allow participants to learn about their communities with a focus on service, diversity and learning about the world around them. During the Summer, there are three summer camps, a Summer Sports Leadership Academy and two Summer Arts Programs.

Development of a new Teen Program for 14-19 year olds is in process. The teen enrichment programs provide teens with the opportunity to participate in program planning, career awareness, leadership development and academic support. Another opportunity provided for older teens is the Leaders in Action program, now in its third year, which is a training internship for youth age 16-18. Leaders in Action teens work in each youth center and participate in biweekly trainings focused on self-awareness, career development, event planning, communication and service learning among others. Participants are also members of the Mayor's Youth Council. The Neighborhood Service Project, a collaboration with the Office of Workforce Development, continues to operate in the Spring providing 14 and 15 year olds with an introduction to the world of work through service learning projects. During the summer, teens may participate in the Youth In Leadership program where participants engage in experiential learning opportunities, provide service to their community, practice interviewing skills and complete projects.

In FY04, the Positive Edge program will be ending and the City will be supporting services for at risk youth through a contract with the Salvation Army and its Bridging the GAP program rather than providing services directly to at risk youth through the Positive Edge Program. In addition, the City, working with the Port Action Group, will oversee a Request for Proposal process leading to a contract for street worker services in Area 4, focused on older youth and young adults.

FUNDING SOURCES/YOUTH PROGRAM



Grants and Fees	\$ 45,000
City Property Taxes	<u>1,736,025</u>
TOTAL:	\$1,781,025

* I

but not yet appropriated.

FY04 GOALS

- *GOAL 1: Focus and deepen program impact by providing quality programs for pre-teens and teens, by enhancing staff training and by developing and implementing a program evaluation system.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of pre-teens 9-13 in licensed after school program	120	n/a	212	225
2. Number of teens participating in evening program, summer leadership program and after school internship programs	100	n/a	180	225

■ *GOAL 1: (continued)*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
3. Number of teen focus groups for program development	3	10	10	10
4. Number of trainings provided to full- and part-time staff	21	15	15	15
5. Number of summer programs for pre-teens and teens	7	4	8	8
6. Development and implementation of program evaluation system, percent complete	75%	95%	80%	100%

■ *GOAL 2: Enhance program visibility and deepen connections to families, neighborhoods, schools and community-based organizations.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of meetings of new City-wide advisory board	4	7	7	7
2. Number of partnerships/collaborations with community based organizations	9	12	12	12
3. Number of parents and community volunteers who participate in program activities	55	56	45	55

**COMMISSION ON THE
STATUS OF WOMEN**

ACTUAL FY02	PROJECTE D FY03	BUDGET FY04
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142 677	145 860	<p align="center">WOMEN’S COMMISSION 148 860</p> <p>PURPOSE & OVERVIEW: The Cambridge Commission on the Status of Women was established in October 1977 to “act as a centralizing force in the City of Cambridge and in the community to deal with all women’s issues.” The powers and duties of the Commission are: “to ensure the equal status of women in educational, economic, political, health, legal and social spheres; to design and implement programs that promote equality for women in the City; to recommend policy to all departments, divisions and agencies of the City, including the City Manager and City Council; to initiate, coordinate and monitor legislation; and to respond to incidents of discrimination against women.”</p> <p>FY03 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:</p> <ul style="list-style-type: none"> ● Completed comprehensive evaluation of Citywide Domestic Violence-Free Zone Initiative in collaboration with the Cambridge Public Health Department. Worked with the cities of Gloucester and Northampton to establish similar domestic violence prevention models. Collaborated in development and implementation of a campaign to address Teen Dating Violence. Coordinated monthly meeting of local agencies and organizations to improve and increase domestic violence services and prevention programs. ● Presented the 6th annual Fifth Grade Girls’ Sports Day at MIT with sports and recreation clinics for every fifth grade girl in the Cambridge Public Schools to encourage a commitment to healthy physical activity. Participated in development of Five-Year Strategic Plan for the Cambridge School Department’s Health, Physical Education and Athletics Program with focus on increasing gender equity and girls’ participation at all levels. ● Coordinated the 9th annual Women’s Health Day at Lesley College in collaboration with six other community groups and agencies; provided day-long sessions of non-traditional approaches to health including acupuncture, massage, Reiki, nutrition and movement as well as 30 workshops on all aspects of health care and access. Coordinated the first annual Haitian Health Day in collaboration with Haitian Women in Action. Chaired the Women’s Health Task Force of the Cambridge Health Alliance and the Advisory Committee to the Cambridge Birth Center. ● Continued development of the Cambridge Women’s Arts and Heritage Project in collaboration
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with the Historical Commission by: presenting an International Women’s Day event on women immigrants’ experiences in Cambridge; conducting interviews with founders of historic women’s organizations in the City; establishing and conducting the Women’s Historical Walking Tour of Central Square.

- Sponsored three sessions of the Girls’ Leap Program for safety awareness for pre-teen and adolescent girls and their parents or guardians in three Cambridge public schools.
- Coordinated The Kitchen Table Conversations Project, a group for women affected by welfare reform and living in public or subsidized housing in Cambridge. The group focused on increasing mental health services for women and children, reversing budget cuts to the MassHealth program and offering workshops on rights and opportunities to public housing residents. Obtained private grant funding for childcare and other meeting expenses.

FY04 GOALS

- *GOAL 1: Develop working committees of municipal departments and community-based organizations to proceed with the coordination of the Domestic Violence-Free Zone Implementation Plan; coordinate Citywide Domestic Violence Task Force meetings including quarterly joint meetings with Somerville.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. New working Committees/ Projects established	2	3	3	2
2. Number of Domestic Violence Task Force meetings	8	10	10	10

- *GOAL 2: Work with neighborhood groups and individual women and girls in safety awareness and security activities.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Initiate telephone notification of key women safety activists within 48 hours of publication of police alert	100%	100%	100%	100%

■ *GOAL 2: (continued)*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
2. Organize a timely meeting to respond to an assault or other incident of violence against women which has a significant impact on a neighborhood or community in collaboration with the Police Department and other agencies or groups	7 days	7 days	7 days	7 days
3. Number of self-defense and safety awareness classes organized/ participants	5/150	5/150	5/150	5/150
4. Implement specialized classes/ programs for pre-teens and teen-aged girls; number of classes	3	3	3	3

■ *GOAL 3: Work with School Department, other City departments and community groups to evaluate girls' needs in relationship to sports, physical fitness, health services and academic achievement.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Estimated number of participants in the Annual 5 th Grade Girls' Sports Day	350	350	258	258

■ *GOAL 4: As a member of the Mayor's Welfare Reform Task Force, participate in City's response to changes in state and federal laws limiting availability of welfare benefits. Responses may include developing support groups for women affected by loss of benefits and on-going assessment of the impact of reform on individuals, families and communities.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Regular support group meetings per year for low-income women in public housing affected by welfare reform (number of meetings)	25	35	35	35
2. Provide regular support and recreation programs for children of participants at group meetings (number of meetings)	25	35	35	35

- *GOAL 5: Create a Cambridge Women's Arts and Heritage Project in collaboration with the Arts Council, Historical Commission and Public Library.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Develop a museum-quality Web site for the project	30%	75%	40%	75%
2. Work with artist and architects in collaboration with Arts Council and Library to design public art installation for new main library building	30%	75%	75%	100%
3. Create a database of Cambridge women's history including individual achievements, events and institutions by and for women	25%	50%	50%	75%
4. Number of public events focusing on themes relevant to the project	4	5	5	5

FINANCING PLAN. This budget is supported by property taxes, \$138 900; and cherry sheet revenue, \$9 960.

STATUTORY ANALYSIS. Salaries and Wages, \$138 000; Other Ordinary Maintenance, \$9 860; and Travel and Training, \$1 000.

ACTUAL FY02	PROJECTE D FY03		BUDGET FY04	HUMAN RIGHTS COMMISSION
133 358	151 995	<p data-bbox="751 240 1218 272">HUMAN RIGHTS COMMISION</p> <p data-bbox="646 341 1959 506">for the purpose of protecting the Civil Rights of the citizens of the City. In operational terms, this means that the Commission is mandated to investigate and adjudicate complaints of discrimination in the areas of employment, housing, public accommodation and Civil Rights Act violations. The Commission educates the public including school-age children about their rights and responsibilities under the law, advises the administration about issues affecting City departments, and provides training to City employees.</p> <p data-bbox="646 544 1407 576">FY03 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:</p> <ul data-bbox="646 617 1959 1347" style="list-style-type: none"> <li data-bbox="646 617 1959 917">• With a one-year grant from the U.S. Department of Housing and Urban Development (HUD), the Commission hired a curriculum developer and an education & outreach coordinator to implement an aggressive outreach program targeting persons with disabilities, linguistic minorities, and immigrants. The Education and Outreach Coordinator developed and implemented collaborative outreach initiatives with various other City agencies. The Curriculum Developer developed an electronic-based Fair Housing Curriculum with the cooperation and assistance of the Cambridge Public Schools Department, aiming at introducing Cambridge high school students to the public rights and responsibilities under Fair Housing Laws. The positive effect of the grant was the significant increase in public inquiries and complaints the Commission has been receiving. <li data-bbox="646 966 1959 1063">• In addition to obtaining the annual cooperative agreement with HUD for case processing, the Commission also received a small Partnership Initiative HUD grant to develop a user-friendly Website and a Fair Housing video. The two initiatives are being undertaken this year. <li data-bbox="646 1112 1959 1209">• Despite the state budget crisis that affected the funding relationship between the Massachusetts Commission Against Discrimination (MCAD), secured a one-year memorandum of understanding with the MCAD to maintain case processing and enforcement between the two agencies. <li data-bbox="646 1258 1959 1347">• Collaborated with the Cambridge Commission for Persons with Disabilities and the Law Department in strengthening the Cambridge Human Rights Ordinance by adopting the language of Title III of the Americans with Disabilities Act. 	152 140	<p data-bbox="1465 240 1959 337">PURPOSE & OVERVIEW: The Cambridge Human Rights Commission (CHRC) was established in 1984</p>

- Developed and distributed newly designed Commission brochures as part of its first phase of the five-year strategic plan. The brochures are being translated into various other languages, Chinese, Haitian Creole, Spanish, and Portuguese, to be used in outreach work.
- Sponsored a Fair Housing Month Celebration in partnership with the Fair Housing Committee. Approximately 200 Cambridge students from sixth grade through eighth grade participated in the annual poster and essay contest. This year, various business establishments in Cambridge collaboratively assisted the Commission in the celebration. Cambridge Trust, Cambridgeport Bank, Cambridge Savings, East Cambridge Savings, the Cambridge Council of Realtors, and several local businesses donated money, certificates of savings bonds, and gift certificates toward the awards and prizes for the winners.
- Continued to produce a newsletter, which is widely distributed to community organizations, City employees, and people interested in discrimination issues. The newsletter consists of news of the Commission and legal news and analysis in the area of discrimination law.
- Continued to actively provide training sessions on various aspects of Fair Housing and Employment Discrimination Laws to a number of municipal agencies, Cambridge Schools, and community based organizations. The Commission Director also attended televised community forums, community meetings, and various Governor's Advisory Councils and Boards to talk about the effect of discrimination.
- Continued to collaborate with the City's Personnel Office and the Women's Commission in providing regular training on sexual harassment issues to new hires.
- Continued to collaborate with the Boston Fair Housing Center in their various projects aiming at strengthening Fair Housing laws and investigative practices.
- Continued participation in the Massachusetts Association of Human Rights and Human Relations Commissions to keep abreast of local issues and to jointly develop proactive and reactive means.
- Continued to meet with public officials and citizen groups from various municipalities to stress the importance of, and to advocate for, having local anti-discrimination ordinances and human rights commissions using the Commission as a model.
- Continued to participate in the Civic Unity Forum to provide better access of City services to the public.
- Continued implementing mediation as a component of the Commission's enforcement mission. All formal complaints under the Commission's investigation are now subject to an attempt of mediation at

some point before a determination on the merit of the case is made. Since its implementation, over 30% of cases were amiably mediated before a finding is made.

- Continued to investigate complaints referred to by the MCAD where all parties are represented by attorneys pursuant to the MCAD new Rules and Procedures. This referral recognizes the Commission’s ability to investigate complaints of discrimination that involve complex legal issues.
- Continued to receive funding from HUD for enforcement works, education, outreach, and training programs.

FY04 GOALS

- *GOAL 1: Increase public awareness of the Cambridge Human Rights Commission.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of public inquiries	400	400	400	400
2. Number of community training sessions	20	20	30	20
3. Number of events related to human rights issues	35	35	40	40

- *GOAL 2: Increase the effectiveness of case investigation.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of complaint intakes	120	150	200	170

■ *GOAL 2: (continued)*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
2. Number of complaints received by referral from other agencies for investigation	39	70	70	70
3. Number of complaints under CHRC investigation	144	150	120	120
4. Number of complaints referred to other agencies	120	120	120	120
5. Number of tests performed on complaints under CHRC investigation	5	5	5	5
6. Number of complaints closed by the CHRC after investigation or mediation	74	90	70	70

■ *GOAL 3: Implement mediation procedure as a means to resolve complaints through mediation as opposed to with an outside agency.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Mediations performed regarding City employees' issues	2	4	4	4
2. Number of complaints under formal mediation	126	150	120	120
3. Number of complaints mediated	35	50	40	40

■ *GOAL 4: Implement in-house public hearing procedure.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of complaints pending hearing	6	3	3	4

■ *GOAL 4: (continued)*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
2. Number of complaints heard and adjudicated	0	2	1	2

■ *GOAL 5: Maintain funding by the Federal Department of Housing and Urban Development (HUD). HUD pays the Commission on a case-by-case basis. The reimbursement rate is negotiated each year.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of complaints paid by HUD	9	16	10	10
2. Reimbursement per case/HUD	\$1 800	\$1 800	\$1 800	\$1 800

■ *GOAL 6: Continue interaction between the Cambridge Human Rights Commission and other City agencies in collaborative efforts, including education and training, with funding provided by the Personnel Department.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Joint projects and training (sexual harassment, disabilities, diversity, Fair Housing, etc.)	12	20	20	15

FINANCING PLAN. This budget is supported entirely by property taxes.

STATUTORY ANALYSIS. Salaries and Wages, \$147 385; Other Ordinary Maintenance, \$2 825; and Travel and Training, \$1 930.

ACTUAL FY02	PROJECTE D FY03		BUDGET FY04
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**VETERANS' SERVICES/
BENEFITS**

255 063
174 991
430 054

291 435
200 000
491 435

**ADMINISTRATION
BENEFITS**

285 460
200 000
485 460

PURPOSE & OVERVIEW: Man-dated by Massachusetts General Law, Chapter 115, the Department's mission is to advocate on behalf of Cambridge's wartime veterans (8 040)

and their families (22 350), provide them with quality support services, and direct a financial assistance program for those veterans and their dependents who are in need. The primary function of the Department is to administer a benefits program which provides monetary aid to qualified veterans and/or their dependents for food, clothing, shelter, utilities, house supplies, personal needs, insurance, fuel, telephone and transportation, as well as medical, dental, hospital, nursing home care and burial allowances. The cost of this benefits program is reimbursed by the State at the rate of \$.75 for every City dollar expended. In addition, the Department assists veterans who are 100% disabled or parents and wives of veterans killed in action or who died as a result of a service-connected injury in receiving an annual \$1 500 annuity at no cost to the City. In FY03, Cambridge veterans and their families received \$8.4 million in Federal Veterans' Administration benefits. The Department assists veterans in processing applications for federal benefits, such as service connected compensations, disability pensions, personal needs/aids and attendance pensions, social security/disability benefits, medical, education, housing, employment, life insurance and death benefits. The Department also provides assistance in filing for City tax exemptions and abatements earmarked for veterans or their spouses. The Department coordinates public events on Patriots', Veterans' and Memorial Days, including the Memorial Day Parade. In addition, in conjunction with the Cambridge Veterans' Organization (CVO), the Department participates in the dedication of streets, squares and parks as well as attending funerals of veterans killed in action. Each Memorial Day, over 8 550 flags are placed on the graves of veterans interred in Cambridge cemeteries. The Department also serves as Burial/Graves Agent for indigent Cambridge residents (non-veterans) who are buried in the Cambridge cemetery.

FY03 MAJOR DEPARTMENTAL ACCOMPLISHMENTS

- Participated in the Iwo Jima Day Observance held at the State House in which Cantabrigian, James C. Brennan, was honored for receiving the Navy's highest medal, the Navy Cross. Captain Brennan was honored for his exemplary service and heroism in the battle for Iwo Jima.
- Successfully managed a 10% increase in the number clients served. Continued to minimize

M.G.L. Chapter 115 expenditures (veterans' benefits) by aggressively procuring federal benefits, third party reimbursements and improved case management.

- Continued to enhance the department's Web site, which has been recognized as the number one Web site in the Commonwealth by the Massachusetts Veterans Service Officers Web Site Committee.
- Assisted veterans and/or their spouses in applying for real estate tax abatements. The Commonwealth of Massachusetts revised application procedures in FY03.
- In conjunction with the City Manager and other civic organizations, assisted in a salute to the victims of the September 11th attack.
- Assisted the Department of Public Works in the design, purchase and installation of new Kill in Action signs for the City.
- Participated in a state review of M.G.L. Ch 115 and CMR 108 (Massachusetts Veterans' Benefits Laws and Regulations). Revised laws and regulations to be promulgated effective July 2003.

FY04 GOALS

- *GOAL 1: Continue compliance with MGL Chapter 115 (Veterans' Benefits) regulations.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Ensure new 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 10 days following the payment month	100%	100%	100%	100%

- *GOAL 1: (continued)*

FY02 FY03 FY03 FY04

PERFORMANCE MEASURES	ACTUAL	BUDGET	PROJECTED	PROPOSED
4. Number of clients receiving weekly/monthly City subsidy; (units of service)	1 107	1 100	1 100	1 250
5. Number of veterans receiving City subsidy;	37	n/a	41	44
6. Number of spouses or dependents receiving City subsidy;	27	n/a	31	34
7. Percentage of new clients accessing federal benefits	19%	20%	20%	20%

- *GOAL 2: Increase public awareness of veterans' benefits, services and issues by producing a veterans' television program on cable television and veterans' articles for local publication.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of Cable TV programs produced or rebroadcast	12	12	12	12
2. Number of newspaper articles produced	22	16	16	16

- *GOAL 3: Increase community participation in veterans' ceremonial events by increasing public awareness through personal presentations, media utilization, linkages with schools, community organizations and other City departments. Continue the ceremonial and public events function of the Department by honoring both living and deceased veterans.*

- *GOAL 4: Produce timely updates to the Veterans' Web page.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of veterans benefits up-dates	12	12	12	12
2. Number of informational/current event updates	12	12	12	12

- *GOAL 5: Continue to upgrade staff skills with an emphasis on team building, skill sharing and accountability.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Number of internal staff trainings	13	4	4	4
2. Number of external trainings	11	12	12	12

- *GOAL 6: Aggressively identify and access federal and state resources for eligible clients.*

PERFORMANCE MEASURES	FY02 ACTUAL	FY03 BUDGET	FY03 PROJECTED	FY04 PROPOSED
1. Conduct assessments and evaluations of client eligibility for federal and state benefits; number of assessments	4	4	4	4

FINANCING PLAN. This budget is financed by \$287 205 in property taxes; \$4 500 in reimbursements from the Veterans' Administration for burial payments; \$122 055 in reimbursements from state Veterans' payments; and \$71 700 in cherry sheet revenue.

STATUTORY ANALYSIS. Salaries and Wages, \$230 360; Other Ordinary Maintenance, \$49 300; and Travel and Training, \$205 800.

THIS SPACE RESERVED FOR COUNCILLORS' NOTES

SUMMARY: EDUCATION

FY02 ACTUAL	FY03 PROJECTED	PROGRAM EXPENDITURES	FY04 BUDGET
112 563 834	116 562 345	Public School	117 872 457

FINANCING PLAN	FY04 BUDGET
	89 835 300
Taxes	100 000
Fines & Forfeits	27 637 157
Intergovernmental Revenue	300 000
Miscellaneous Revenue	117 872 457

ACTUAL FY02	PROJECTE D FY03		BUDGET FY04
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EDUCATION

112 563 834	116 562 345	<p style="text-align: center;">EDUCATION</p> <p>or 1.1% over the FY03 budget of \$116 562 345. At the time of the printing of this document, the School Committee had not yet adopted the School budget.</p> <p>Although this is the smallest budget increase in the School budget in many years and is in line with the financial guidelines of the City Manager, the Cambridge Public Schools are in a better position than most other school districts when it comes to funding for FY04. Unlike virtually every other district in the Commonwealth, the City Manager has not required the district to absorb potential major state aid losses that have decimated other school district budgets. A modest increase in property tax levy funding (3%) does not fully cover current level cost increases (health insurance, special education tuition, salary increases, etc.) which total \$4.5 million for FY04, and we therefore have been required to identify \$3.8 million (net) in a combination of reductions and fees to achieve the Manager’s guidelines. We also have maintained funding commitments for continued implementation of the Special Education Strategic Plan and the Rindge School of Technical Arts (RSTA) long-range plan.</p> <p>A major, although very difficult, accomplishment of the district, in preparing for this budget, has been the adoption of an Elementary School Consolidation Plan. The Plan, recommended by the administration and adopted by the School Committee in early April 2003, has reduced the number of elementary schools from 15 to 12, and has closed two buildings, beginning in September 2003. The Plan has resulted in estimated savings of \$4.3 million, which was applied to this budget. In addition, there have been other reductions, totaling over \$1.9 million, that have enabled us to substantially increase School Improvement Plan funding to the remaining schools, as well as continue the implementation of the Special Education Plan and the RSTA Plan, as mentioned previously.</p> <p>Through this Consolidation Plan, we have substantially decreased the number of vacant classroom seats in the district and have responded to a several-year trend of declining enrollment. We believe we have properly sized the district to respond to future financial challenges in light of the probable economic picture over the next few years. In doing so, we have been able, in the FY04 Budget, to substantially maintain our service levels to students in almost all areas, and have provided schools with increased leverage, through their School Improvement funds, to focus on the educational needs of each school in supporting the district goal of <i>“Excellent Instruction in Every Classroom.”</i></p>	<p>117 872 457</p> <p>The Adopted FY04 School Department Budget of \$117 872 457 represents an increase of \$1 310 112,</p>
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The budget has been developed within the financial planning framework of the CPS Five-Year Financial Plan, which was initially developed for the FY03 budget and was updated this year. This document, reflecting the educational priorities of the district, provides us with a long-range view of where we are heading financially, and can be adjusted as educational priorities, financial, enrollment, or other circumstances change.

FINANCING PLAN. This budget is supported by property taxes, \$88 899 300; hotel/motel taxes, \$936 000; parking fines, \$100 000; medicaid reimbursement, \$900 000; free cash, \$300 000; and cherry sheet revenues, \$26 737 157.

STATUTORY ANALYSIS. Salaries and Wages, \$82 590 736; Other Ordinary Maintenance, \$26 342 715; Travel and Training, \$537 962; and Extraordinary Expenditures, \$8 401 044.

THIS SPACE RESERVED FOR COUNCILLORS' NOTES

SUMMARY: INTERGOVERNMENTAL

FY02 ACTUAL	FY03 PROJECTED	PROGRAM EXPENDITURES	FY04 BUDGET
14 139 115	15 423 215	M.W.R.A.	16 143 130
7 282 821	7 699 910	Cherry Sheet Assessments	7 881 265
<u>6 597 000</u>	<u>6 598 000</u>	Cambridge Health Alliance	<u>6 500 000</u>
28 018 936	29 721 125		<u>30 524 395</u>

FINANCING PLAN	FY04 BUDGET
Taxes	13 935 325
Charges for Service	<u>16 589 070</u>
	<u>30 524 395</u>

**MASSACHUSETTS WATER
RESOURCES AUTHORITY**

ACTUAL FY02	PROJECTED FY03		BUDGET FY04
14 139 115	15 423 215	<p style="text-align: center;">MASSACHUSETTS WATER RESOURCES AUTHORITY</p> <p>(MWRA). The Authority acquired the operation of metropolitan Boston’s sewer and waterworks system from the Metropolitan District Commission (MDC). Since the City has its own source of water, the MWRA traditionally has had little impact on the City’s water rate. Because of the responsibility given to the MWRA to improve existing sewerage systems, especially as they affect the Boston Harbor, the Authority influences the City’s sewer service charge.</p> <p>For FY04, the MWRA estimated charge of \$16 143 130 represents a 4.7% increase from the FY03 charge of \$15 423 215. The FY04 MWRA budget amount is based primarily on an estimate received by the MWRA.</p> <p>FINANCING PLAN. This appropriation is fully supported by sewer service charges.</p> <p>STATUTORY ANALYSIS. Other Ordinary Maintenance, \$16 143 130.</p>	16 143 130

PURPOSE & OVERVIEW: In FY85, the State Legislature approved a bill creating the Massachusetts Water Resources Authority

ACTUAL FY02	PROJECTE D FY03		BUDGET FY04
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16 235
31 879
28 760
6 908 655
297 292
<hr/>
7 282 821

18 520
33 405
25 665
7 120 565
445 940
<hr/>
55 815
<hr/>
7 699 910

ELDERLY GOVERNMENTAL RETIREES
AIR POLLUTION CONTROL
MAPC
MBTA
C.S. REGISTRY HOLD PROGRAM
SPECIAL EDUCATION

18 985
34 240
26 310
7 298 580
445 940
<hr/>
57 210
<hr/>
7 881 265

CHERRY SHEET ASSESSMENTS

PURPOSE & OVERVIEW: The Cherry Sheet is a form showing all state and county charges to the City as certified by the state director of accounts. The name is due to the fact that years ago the document was printed on cherry colored paper.

The state Cherry Sheet assessments were not available at the time of the

budget submission. However, Cherry Sheet assessments included in the FY04 budget are projected to increase two and one-half percent over FY03 Cherry Sheet assessments, with the exception of the Registry of Motor Vehicles Hold Program. The Cherry Sheet assessments consist of the items listed below.

ELDERLY GOVERNMENTAL RETIREES. The Elderly Governmental Retirees Plan is a contributory group health and life insurance plan established for City employees who retired prior to the adoption of the City's group policy on July 1, 1957. This allotment covers the administrative premium costs as determined by the state and is carried on the Cherry Sheet.

AIR POLLUTION CONTROL. The Air Pollution Commission supervises six districts state-wide. The Metropolitan Boston Control District, of which Cambridge is a member, has a staff of 35 pollution inspectors. The Commission is empowered through the Office of the Governor and has a mandate to control air pollution through the enforcement of the Metropolitan Boston Air Pollution Control Acts and Safety Standards.

METROPOLITAN AREA PLANNING COUNCIL. The Metropolitan Area Planning Council (MAPC) serves 101 communities as a clearinghouse for the Federal A-95 review process.

PUBLIC TRANSPORTATION. The Massachusetts Bay Transportation Authority (MBTA) provides bus/minibus, trackless trolley and underground subway transportation across the City. The 30 surface routes are located within four-tenths of a mile of 95 percent of all Cambridge residents.

The MBTA provides rapid transit and other mass transportation to 79 cities and towns including

Cambridge. The cities and towns are assessed for these services by different formulas. Currently, the State pays 50 percent of the total net cost of service while the remainder is distributed among the 79 cities and towns. The portion of the cost distributed among the cities and towns is divided into an express service assessment and a local service assessment. The express service includes all transportation provided by or under control of the MBTA over rights of way with fully controlled access, and is restricted to the use of such service exclusively. Local service includes all transportation other than express service. The operating expenses are allocated on the following basis: 75 percent of the charge is assessed to cities and towns in proportion to the number of commuters in a city or town to the total number of commuters.

A portion of the total MBTA assessment supports the Boston District Commission, which is responsible for bonds issued by the transportation authority prior to the creation of the Metropolitan Transit Authority in 1947. Debt service is assessed to the 14 cities and towns of the Boston Metropolitan District on a pro-rated basis in proportion to the total assessment of each city and town as derived in the charge for operating expenses. The total local service assessment is based on 50 percent of the population and 50 percent of deficits incurred.

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 that has two or more outstanding parking tickets. This provision is enacted 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.

SPECIAL EDUCATION. This assessment is for special education services (Ch. 766) provided by other districts for students who are state wards that reside in Cambridge. The state now makes this adjustment using information provided in an end-of-year report submitted by each school district. However, this adjustment process on the Cherry Sheet is used for special education students who were grandfathered due to a statute change made several years ago.

FINANCING PLAN. This appropriation is supported by \$7 435 325 in property taxes; and \$445 940 from the parking fund.

STATUTORY ANALYSIS. Other Ordinary Maintenance, \$7 881 265.

CAMBRIDGE HEALTH ALLIANCE

ACTUAL FY02	PROJECTE D FY03		BUDGET FY04	
6 597 000	6 598 000	<p align="center">CAMBRIDGE HEALTH ALLIANCE</p>	6 500 000	<p>PURPOSE & OVERVIEW: The Cambridge Health Alliance (CHA), an independent authority established by home rule legislation effective July 1, 1996, includes the Cambridge Hospital, Somerville and Whidden Hospitals, 15 health centers, the Cambridge Public Health Department and Network Health, a statewide Medicaid managed care plan. Clinical departments have teaching affiliations with both Harvard Medical School and Tufts School of Medicine. The Alliance has been recognized nationally for health care innovation, including the 2001 National Association of Public Hospitals Safety Net Awards, and the 2002 selection by the Robert Wood Johnson Foundation as one of seven sites to receive a Pursuing Perfection grant to improve patient outcomes in all major care processes.</p> <p>The Health Alliance is committed to providing care to patients regardless of ability to pay. With approximately 10 000 Cambridge residents enrolled in Medicaid, budget reductions in the Medicaid program may force many of those losing coverage to seek free care. The Alliance is proportionately the largest provider of uncompensated care in the Commonwealth with 58% of funding coming from the Uncompensated Care Pool and Medicaid. Over 40 000 outpatient visits in 2001 were for uninsured Cambridge residents. The Health Alliance is also a major Cambridge employer with over 2 000 employees working in Cambridge. The Alliance convenes or plays a major role in several City initiatives including the Agenda for Children and the Men of Color Health Initiative among others.</p> <p>As an integral part of Cambridge Health Alliance, the Cambridge Public Health Department is responsible for protecting public health throughout the City. The Department has played a critical role in the City in emergency preparedness and has played an active role in preparing local and regional responses to scenarios involving biological or chemical weapons. In collaboration with other parts of the Alliance, the Health Department conducts an annual Public Health Assessment that reports on health status indicators and describes programs developed to address specific health problems.</p> <p>In accordance with the service agreement between the City and the Alliance, the City paid the Alliance \$8 598 000 annually from FY97-00, \$7 598 000 in FY01 and \$6 598 000 in FY02 and FY03. The Alliance made in-lieu-of-tax payments of \$2 000 000 in FY97 and \$1 000 000 in FY98-00. Pursuant to an extension of the service agreement, the City will pay the Alliance \$6 500 000 in FY04.</p> <p>FINANCING PLAN. This budget is fully supported by property taxes.</p> <p>STATUTORY ANALYSIS. Other Ordinary Maintenance, \$6 500 000.</p>

THIS SPACE RESERVED FOR COUNCILLORS' NOTES

PUBLIC INVESTMENT FUND**BUDGET****PUBLIC INVESTMENT
- Summary**

GENERAL GOVERNMENT	840 000
PUBLIC SAFETY	450 000
COMMUNITY MAINT. & DEV.	24 915 020
HUMAN RESOURCE DEV.	5 970 090
EDUCATION	<u>34 320 000</u>
	66 495 110

CAPITAL BUDGET INCREASES SUBSTANTIALLY IN FY04. Due primarily to the inclusion of a \$33 620 000 loan order for extensive improvements to Cambridge Rindge and Latin School (CRLS), the FY04 Capital Budget has increased by \$37 059 325, or 126%, from its FY03 level of \$29 435 785. It is very important to emphasize that the full amount of the loan order has been included in this budget to enable the City to submit

the application to the School Building Assistance (SBA) for reimbursement for this project. It is not expected that bonds will be issued to finance the project until the City receives reimbursements from the SBA to partially offset the debt service costs. If this loan order were not included in the FY04 Capital Budget, the total Capital Budget would be \$32 875 110, an increase of \$3 439 325, or 11.7%, from the FY03 allocation. However, the portion of the Capital Budget that is funded through a combination of Property Taxes and Free Cash has been reduced from its FY03 level of \$6 085 000 to \$3 725 000 in FY04, a decrease of \$2 360 000 or 38.8%.

As with most Capital Budgets in the past, Bond Proceeds are the primary component of the financing plan. The FY03 Capital Budget included \$14 062 537 in bond-financed projects which was comprised of \$12 437 537 in sewer-related debt and \$1 625 000 in tax-supported debt. The portion of the FY04 Capital Budget that is financed through bond proceeds (excluding the High School Renovation Project mentioned in the above paragraph) has increased to \$21 733 705. Sewer-related debt has decreased to \$7 833 705 in recognition of the need to stabilize the sewer rate as more sewer service charge revenues are set aside to cover future Massachusetts Water Resources Authority (MWRA) assessment increases while tax-supported debt has increased to \$9 700 000 to fund the Yerxa Road Underpass Construction Project, Donnelly Field Improvements, and Russell Field Renovations. The third bond-financed component of the Capital Budget is a \$4 200 000 loan order to finance the installation of an automatic water meter reading system with the debt service on this project being paid from water service charges.

As the table on the following page indicates, current revenues including Property Taxes and Free Cash show decreases due to the necessity of allocating more revenues from these sources to the operating budget to offset projected losses in State Aid in FY04. Decreases in the Street Preservation Offset Fund (SPOF) and MWRA Grant components are attributable to a lower balance in the SPOF and a decrease in grants available from the MWRA for sewer projects. Balances in the SPOF are directly related to the amount of utility work being done in the City. As a clearer picture of the amount available to finance street and sidewalk reconstruction projects emerges for future years, allocations will be made to this project to supplement projected level funding from the Chapter 90 program.

An increase in the Parking Fund balance at the end of FY02 has enabled the City to allocate a larger portion of revenues from this source to the Capital Budget to fund parking lot projects related to the reconstruction of Cambridge Street as well as other parking improvements. Contributions from water revenues to the Capital Budget have increased substantially to offset the elimination of Retained Earnings from the Water Fund as a source of revenue to the Capital Budget. This source provided a total of \$1 000 000 to the Capital Budget in FY03. Sewer revenues increased slightly from their FY03 level of \$1 000 000 to \$1 100 000 in FY04.

The following chart shows a comparison of Capital Fund revenues for FY03 and FY04:

	FY03	FY04	Variance FY03-04
Property Taxes	2 985 000	1 500 000	(1 485 000)
Free Cash	3 100 000	2 225 000	(875 000)
Parking Fund	340 000	500 000	160 000
Sewer Service Charge	1 000 000	1 100 000	100 000
Water Service Charge	-	1 100 000	1 100 000
Retained Earnings/ Water Fund	1 000 000	-	(1 000 000)
Street Preservation	1 724 955	1 039 455	(685 500)
Block Grant	2 089 420	2 177 970	88 550
Chapter 90	661 410	1 322 820	661 410
MWRA Grant	2 432 463	136 160	(2 296 303)
Bond Proceeds	14 062 537	55 353 705	41 291 168
Golf Course Fees	<u>40 000</u>	<u>40 000</u>	<u>-</u>
TOTAL	29 435 785	66 495 110	37 059 325

HOUSING, OPEN SPACE, AND HISTORICAL PRESERVATION. For several years after the abolition of rent

control, the City allocated a combination of property taxes and free cash to the Affordable Housing Trust Fund to finance the creation and preservation of affordable housing units in the City. Prior to the submission of the FY02 budget, the City Manager proposed and the City Council approved placing the Community Preservation Act (CPA) on the ballot in the November municipal election for voter approval. The voters accepted the CPA and it became effective during FY02. The CPA levies a 3% surcharge on property tax bills (with certain residential exemptions) to fund housing, open space, and historical preservation. Approximately \$4 900 000 in revenues from this source were derived in FY02. Of this total, \$3 600 000 was allocated to housing, \$450 000 to open space, and \$450 000 to historical preservation with the remainder to be distributed. In addition, FY03 CPA revenues of approximately \$5 000 000 will be combined with State matching funds of \$5 032 000 (as a match for FY02 CPA tax revenues) for a total budget of approximately \$10 032 000 with \$9 000 000 of that amount allocated to housing (\$7 200 000), open space (\$900 000), and historical preservation (\$900 000) with the remainder to be distributed. FY04 revenues from the CPA tax are expected to increase slightly based on a higher property tax levy. However, with more cities and towns accepting the CPA, the state match amount may decline. Revenues from both of these sources are credited to a Special Revenue Fund set up specifically for this purpose with appropriations made directly from this fund so that there is no impact on the FY04 Capital Budget as submitted.

CURRENT REVENUES SUPPORT A WIDE RANGE OF PROJECTS. While the property tax and free cash components of the capital budget are down from their FY03 levels, the FY04 allocations are large enough to support a wide range of capital improvement projects including further technology upgrades and computer purchases; replacement of a pumper unit and renovations to the Lexington Avenue Fire Station; renovations to the police station; building renovations; traffic calming; public art

conservation program; design funds for two roadway projects as well as the second phase of the Concord / Alewife Planning Study; open space improvements; school renovations; and improvements to public buildings to make them more accessible to persons with disabilities.

Sewer service revenues are up slightly from the previous year's level and are sufficient to continue funding the remedial reconstruction program, cleaning and TV monitoring, and metering and sampling. An allocation of water service revenues will fund improvements to the water system including the installation of water mains in the Cambridgeport area, third phase of the Fresh Pond Master Plan, and continuation of the water quality monitoring program.

CAPITAL BUDGETING PROCESS IMPROVED. As can be seen from the wide scope of projects included in this plan and total funds allocated to the implementation of the plan, the capital budget is considered to be one of the most significant components of the City's financial plan. It is clear that decisions made during this process will have a lasting impact on the on the City for many years to come. In order to achieve optimum results from this process, the Capital Improvement Committee, which includes the Deputy City Manager, Assistant City Manager for Fiscal Affairs, Chief Fiscal Officer of the School Department, and the heads of the Budget, Community Development, Human Services, and Public Works Departments, meets on a regular basis throughout the year to ensure that, as needs arise, they may be addressed in a timely and efficient manner. The information received from reviewing the timing and structure of capital projects has proven to be a valuable planning tool. The committee works closely with the City's financial advisors to ensure that this information is applied to future capital budgeting processes.

IMPACT ON CAPITAL BUDGET DETERMINED. In order to carefully evaluate all capital requests, the committee asked that all departmental funding requests be submitted by early January of 2003. During January and February, the committee met with the various department heads that had submitted requests to review and analyze these proposals. The impact on the operating budget, whether positive or negative, was an important factor in the decision-making process. It was determined that, in many cases, the primary effect was to increase the revenues of a particular program by increasing participation in the program. An example of this is how user fees for the Green Street Garage have increased as the City has made improvements to the facility. Allocations from the Parking Fund will continue to be made in FY04 with a high priority placed on the installation of new "Pay and Display" machines in the three Cambridge Street parking lots with the goal of enhancing revenue collections. The FY04 project that is expected to have the most significant effect on the operating budget is the installation of an automatic water meter reading system in homes and businesses throughout the City. It is anticipated that this project will eliminate the need for estimated readings, significantly improve customer service, and enhance revenues.

In many cases, the investment in new equipment, such as the acquisition of a new pumper for the Fire Department, will produce savings in both the equipment operation and maintenance accounts. This is an example of a purchase that is necessary to ensure a high level of public safety but also has the positive side effect of reducing the operating budget. It is also expected that significant savings will be realized from the replacement of the existing oil-burning boilers at Lombardi Building with energy-efficient, natural gas boilers.

While renovations and additions to the City's many parks and playgrounds have significantly improved the quality of life in

Cambridge, both the park maintenance cost center in the Public Works operating budget and the component of the Parks and Recreation cost center in the capital budget that includes funds for preventative park maintenance have experienced budget increases in recent years. Increases in the City's public art collection have required the establishment of a separate cost center to fund a continuing program of restoration and maintenance.

While the projects described in the preceding paragraphs are financed through current revenues, bond-financed projects also have an impact on the operating budget. Public Works has used General Obligation bonds, MWRA loans and grants, and MWPAT loans to eliminate those sources of inflow and infiltration that have been identified in investigations of the sewer system with the ultimate goal of reducing the MWRA assessment.

As the capital budgeting process continues to be refined over the next few years, it is expected that the City will be better able to accurately determine the effects of certain capital projects on the operating budget.

AMBITIOUS PLAN EMERGES FROM PROCESS. The plan that emerged from the above discussions included \$66 495 110 for FY04 and \$179 569 280 for FY05-08. It is important to note that appropriations are made only for FY04 with future allotments subject to revision as priorities change. As in most capital budgets, bond proceeds are the largest single source of financing with free cash the largest source of financing from current revenues. It is anticipated that pay-as-you-go projects will be fully financed through Free Cash allocations in the remaining four years of the plan as the full impact of reductions in State Aid is absorbed by the City.

BOND ISSUES NOT INCLUDED IN APPROPRIATION. It is important to note that while the \$55 353 705 in bond proceeds are

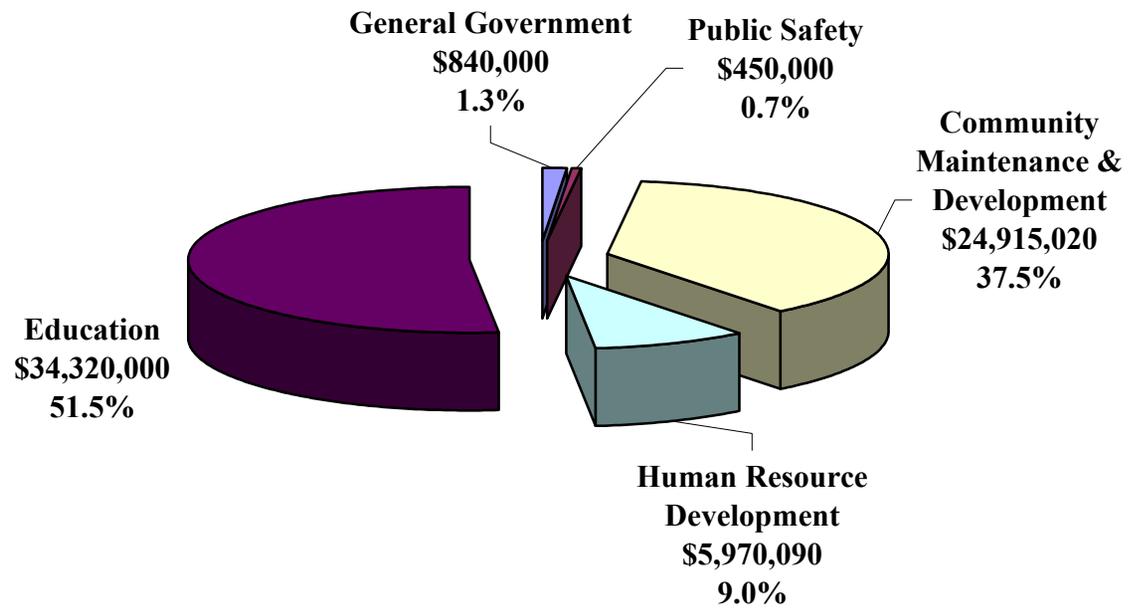
included in all charts, graphs and narratives in this section, they are not included in the Public Investment Fund appropriation order in Section VI. On the advice of the City's bond counsel, appropriations for all projects to be funded through bond proceeds are made separately and in conjunction with the authorization to borrow for these projects. It is anticipated that these orders will be submitted to the City Council prior to the adoption of the budget in order that the entire capital budget be approved intact.

BLOCK GRANT FUNDING. The Block Grant portion of the capital budget is \$2 177 970 which is \$88 550, or 4.2%, higher than the FY03 level. The primary reason for this is that \$70 000 in costs related to the Just-A-Start Program that were previously included in the Community Development operating budget are now allocated to the Employment Program Fund (\$350 000) in the Capital Budget. The Neighborhood Business Development component of the capital budget is funded at the same level as in FY03 (\$50 000) as is the Open Space Contingency allotment in the Parks and Recreation budget (\$95 090) with the remaining \$18 550 of the increase being allocated to the Housing Rehab and Development Program (\$1 682 880).

FY05-08 FUNDING. As can be seen from the chart on page V-13, Property Taxes have been eliminated from the financing plan of the Capital Budget for FY05-08 with Free Cash increasing to \$3 000 000 from its FY03 level of \$2 225 000. With decreases in State Aid expected in the next few years, it is essential to limit increases in Property Taxes to maintain a comfortable margin between the City's levy limit and tax levy. Sewer revenues will increase from their present level of \$1 100 000 to \$1 250 000 in FY06 and remain at that level for FY07-08 with water revenues allocated to the Capital Budget showing a slight decline in FY05 and then rising slightly in each of the following years. Since revenues from the Street Preservation Offset Fund are difficult to predict, there is no allocation from this source included in the

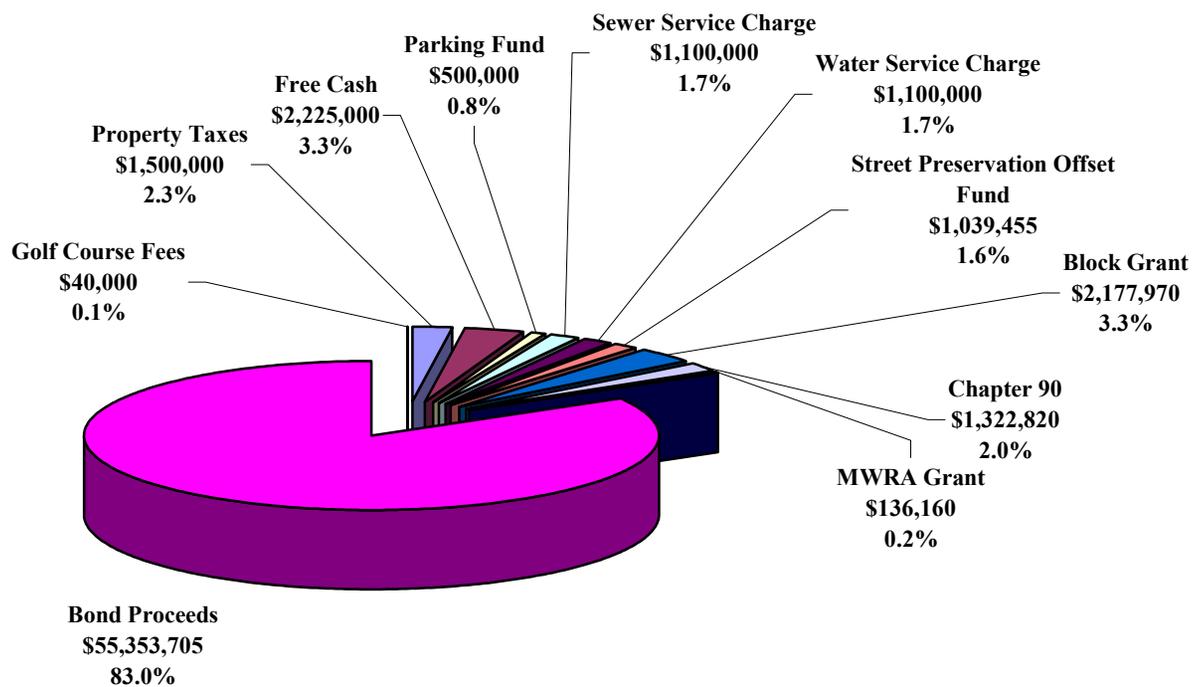
FY05-08 section of this plan. However, allocations from this source will be made to the Capital Budget as revenues become available. The Block Grant, Chapter 90, and golf course components of the financing plan will remain stable over the next four years. The figures shown for bond-financed projects relate to appropriations with the amount of bonds issued in these years determined by the cash requirements of the projects. Projects expected to be funded from this source include an additional appropriation for the construction of an addition to the main library as well as renovations to the existing facility, site acquisition and construction of a new police station, several sewer reconstruction projects, construction of a new West Cambridge Youth Center, open space improvements, and improvements to Harvard and Porter Squares.

PUBLIC INVESTMENT APPROPRIATIONS FISCAL YEAR 2004



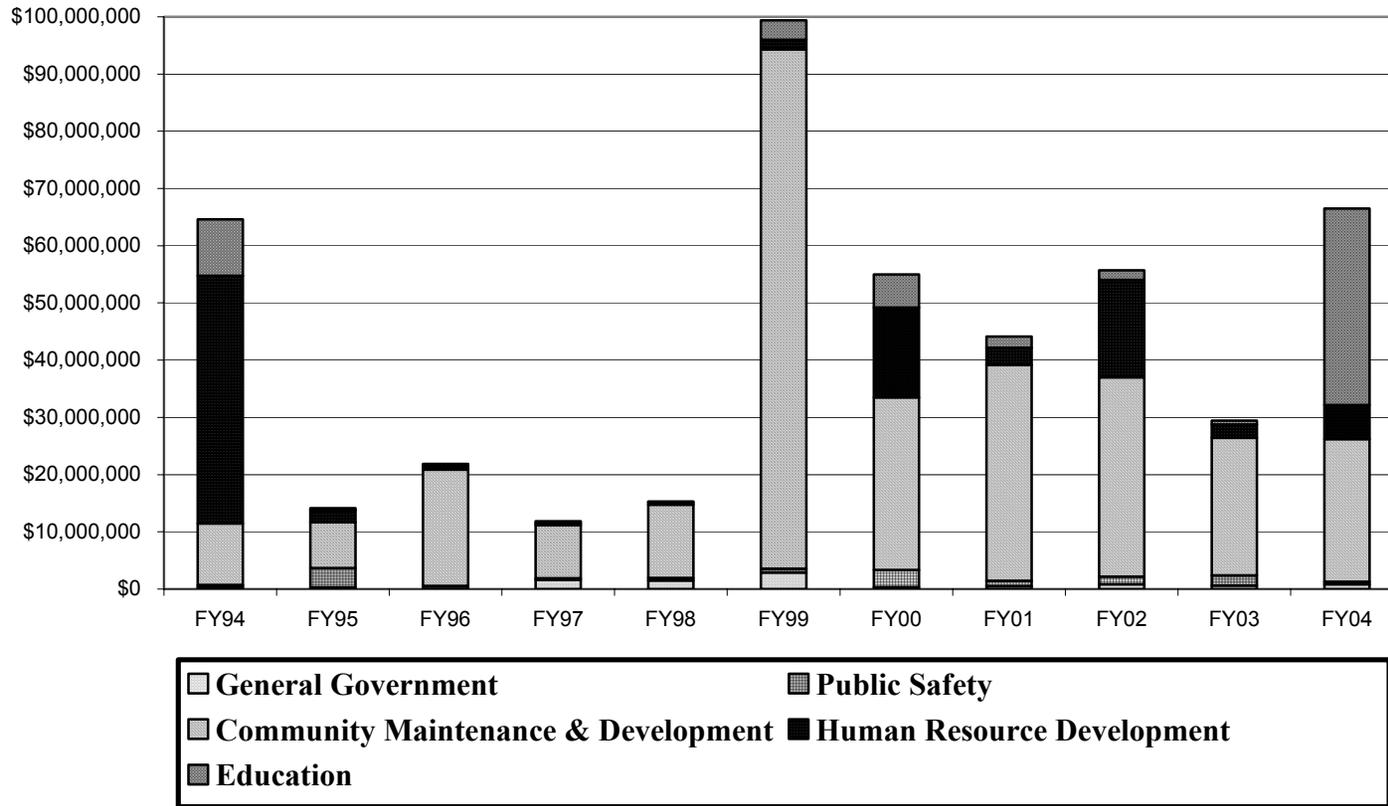
GRAND TOTAL \$66,495,110

PUBLIC INVESTMENT FINANCING PLAN FISCAL YEAR 2004



GRAND TOTAL \$66,495,110

PUBLIC INVESTMENT APPROPRIATIONS FISCAL YEARS 1994-2004



PUBLIC INVESTMENT FUND (IN THOUSANDS)

FUNCTION	PROJECT	CURRENT ALLOTMENTS	3/31/03 EXPENDITURES	3/31/03 ENCUMBRANCES	3/31/03 BALANCE	NEW ALLOTMENTS
GENERAL GOVERNMENT						
	Finance/Management Information Systems	3 174	1 343	694	1 137	840
	General Services/Telephones	241	10	19	212	-
PUBLIC SAFETY						
	Fire Vehicles/Equipment/Renovations	6 058	1 463	3 309	1 286	350
	Police Renovations/Equipment	894	119	37	738	100
	Emergency Communications	324	26	100	198	-
COMMUNITY MAINTENANCE & DEV.						
	Traffic/Parking Improvements	4 414	789	1 182	2 443	500
	Sewer Reconstruction	53 961	9 214	9 285	35 462	9 070
	Housing Rehab & Development	9 545	1 830	702	7 013	1 683
	Neighborhood Stabilization	691	95	236	360	-
	Streets, Sidewalks, Trees, Lighting	17 346	2 259	11 262	3 825	7 547
	Water System Improvements	3 677	980	775	1 922	5 300
	Public Building Renovations	11 817	2 250	6 558	3 009	230
	Public Art	431	160	119	152	35
	Business Rehab/Development/Training	2 856	327	775	1 754	525
	Public Works Equipment	79	70	9	-	-
	Historical Restorations	769	50	47	672	25
	Cemetery Improvements	283	64	24	195	-
HUMAN RESOURCE DEVELOPMENT						
	Library Renovations	32 193	813	3 825	27 555	-
	Parks & Recreation	14 385	1 835	2 017	10 533	5 920
	Neighborhood Centers	305	116	7	182	-
	Accessibility Improvement	179	20	7	152	50
EDUCATION						
	School Equipment/Renovations	20 573	4 370	510	15 693	34 320
	TOTAL	184 195	28 203	41 499	114 493	66 495

THIS SPACE RESERVED FOR COUNCILLORS' NOTES

SUMMARY 2004-2008 APPROPRIATION PLAN

	<u>FY04</u>	<u>FY05</u>	<u>FY06</u>	<u>FY07</u>	<u>FY08</u>	<u>TOTAL</u>
GENERAL GOVERNMENT						
Acquisition of Personal Computers	100 000	100 000	100 000	100 000	100 000	500 000
Technology Upgrades	665 000	400 000	400 000	300 000	400 000	2 165 000
Implementation of GASB 34 (Phase 2)	<u>75 000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>75 000</u>
	840 000	500 000	500 000	400 000	500 000	2 740 000
PUBLIC SAFETY						
Fire Vehicles/Equipment	300 000	300 000	325 000	325 000	350 000	1 600 000
Fire Station Renovations	50 000	100 000	-	-	100 000	250 000
Police Equipment/Renovations	100 000	5 000 000	40 000 000	100 000	100 000	45 300 000
Radio Replacement/Technology Upgrades	<u>-</u>	<u>-</u>	<u>125 000</u>	<u>300 000</u>	<u>-</u>	<u>425 000</u>
	450 000	5 400 000	40 450 000	725 000	550 000	47 575 000
COMMUNITY MAINT. & DEV.						
Public Building Renovations	230 000	250 000	300 000	150 000	250 000	1 180 000
Street/Sidewalk Reconstruction	2 362 275	1 322 820	1 322 820	1 322 820	1 322 820	7 653 555
Cemetery Improvements	-	100 000	-	90 000	-	190 000
Park and Cemetery Tree Pruning	125 000	125 000	125 000	125 000	125 000	625 000
Parking Improvements	500 000	500 000	500 000	500 000	500 000	2 500 000
Water System Improvements	5 300 000	800 000	1 000 000	1 100 000	1 200 000	9 400 000
Sewer Reconstruction	9 069 865	12 810 000	14 758 785	14 397 505	10 339 830	61 375 985
Traffic Calming Design	525 000	500 000	500 000	500 000	500 000	2 525 000
Cambridgeport Roadways	60 000	-	-	-	-	60 000
Concord/Alewife Planning Study	125 000	-	-	-	-	125 000
Lafayette Square/Mass. Avenue Reconstruction	25 000	-	-	-	-	25 000
Porter Square Pedestrian Enhancements	-	2 300 000	-	-	-	2 300 000
Yerxa Road Underpass Construction	4 450 000	-	-	-	-	4 450 000
Records Management Facilities Study	25 000	-	-	-	-	25 000
Historical Restoration	-	50 000	50 000	50 000	50 000	200 000
Harvard Square Enhancement Project	-	3 500 000	-	-	-	3 500 000
Façade Improvement Program	-	175 000	175 000	175 000	-	525 000
Employment Program Fund	350 000	350 000	350 000	350 000	350 000	1 750 000
Housing Rehab & Development	1 682 880	1 682 880	1 682 880	1 682 880	1 682 880	8 414 400
Neighborhood Business Development	50 000	50 000	50 000	50 000	50 000	250 000
Public Art	-	-	-	-	-	-
Public Art Conservation & Maintenance	<u>35 000</u>	<u>35 000</u>	<u>35 000</u>	<u>35 000</u>	<u>35 000</u>	<u>175 000</u>
	24 915 020	24 550 700	20 849 485	20 528 205	16 405 530	107 248 940

	<u>FY04</u>	<u>FY05</u>	<u>FY06</u>	<u>FY07</u>	<u>FY08</u>	<u>TOTAL</u>
HUMAN RESOURCE DEV.						
Library Construction/Renovations	-	33 200 000	-	-	-	33 200 000
Parks and Recreation	670 090	4 450 090	7 450 090	335 090	575 090	13 480 450
Russell Field Improvements	4 000 000	-	-	-	-	4 000 000
Donnelly Field Renovations	1 250 000	-	-	-	-	1 250 000
Accessibility Improvements	<u>50 000</u>	<u>250 000</u>				
	5 970 090	37 700 090	7 500 090	385 090	625 090	52 180 450
EDUCATION						
School Equipment/Renovations	<u>34 320 000</u>	<u>500 000</u>	<u>500 000</u>	<u>500 000</u>	<u>500 000</u>	<u>36 320 000</u>
	34 320 000	500 000	500 000	500 000	500 000	36 320 000
GRAND TOTAL	66 495 110	68 650 790	69 799 575	22 538 295	18 580 620	246 064 390

DETAIL 2004-2008 FINANCING PLAN

	<u>FY04</u>	<u>FY05</u>	<u>FY06</u>	<u>FY07</u>	<u>FY08</u>	<u>TOTAL</u>
GENERAL GOVERNMENT						
Property Taxes	840 000	-	-	-	-	840 000
Free Cash	<u>-</u>	<u>500 000</u>	<u>500 000</u>	<u>400 000</u>	<u>500 000</u>	<u>1 900 000</u>
	840 000	500 000	500 000	400 000	500 000	2 740 000
PUBLIC SAFETY						
Property Taxes	450 000	-	-	-	-	450 000
Free Cash	-	400 000	450 000	725 000	550 000	2 125 000
Bond Proceeds	<u>-</u>	<u>5 000 000</u>	<u>40 000 000</u>	<u>-</u>	<u>-</u>	<u>45 000 000</u>
	450 000	5 400 000	40 450 000	725 000	550 000	47 575 000
COMMUNITY MAINT. & DEV.						
Property Taxes	210 000	-	-	-	-	210 000
Free Cash	940 000	1 235 000	1 185 000	1 125 000	960 000	5 445 000
Parking Fund	500 000	500 000	500 000	500 000	500 000	2 500 000
Sewer Service Charge	1 100 000	1 150 000	1 250 000	1 250 000	1 250 000	6 000 000
Water Service Charge	1 100 000	800 000	1 000 000	1 100 000	1 200 000	5 200 000
Street Preservation Offset Fund	1 039 455	-	-	-	-	1 039 455
Block Grant	2 082 880	2 082 880	2 082 880	2 082 880	2 082 880	10 414 400
Chapter 90	1 322 820	1 322 820	1 322 820	1 322 820	1 322 820	6 614 100
MWRA	136 160	460 000	-	3 208 325	-	3 804 485
Bond Proceeds	<u>16 483 705</u>	<u>17 000 000</u>	<u>13 508 785</u>	<u>9 939 180</u>	<u>9 089 830</u>	<u>66 021 500</u>
	24 915 020	24 550 700	20 849 485	20 528 205	16 405 530	107 248 940
HUMAN RESOURCE DEV.						
Free Cash	585 000	365 000	365 000	250 000	490 000	2 055 000
Block Grant	95 090	95 090	95 090	95 090	95 090	475 450
Bond Proceeds	5 250 000	37 200 000	7 000 000	-	-	49 450 000
Golf Course Fees	<u>40 000</u>	<u>200 000</u>				
	5 970 090	37 700 090	7 500 090	385 090	625 090	52 180 450
EDUCATION						
Free Cash	700 000	500 000	500 000	500 000	500 000	2 700 000
Bond Proceeds	<u>33 620 000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>33 620 000</u>
	34 320 000	500 000	500 000	500 000	500 000	36 320 000
GRAND TOTAL	66 495 110	68 650 790	69 799 575	22 538 295	18 580 620	246 064 390

SUMMARY 2004-2008 FINANCING PLAN

	<u>FY04</u>	<u>FY05</u>	<u>FY06</u>	<u>FY07</u>	<u>FY08</u>	<u>TOTAL</u>
Property Tax	1 500 000	-	-	-	-	1 500 000
Free Cash	2 225 000	3 000 000	3 000 000	3 000 000	3 000 000	14 225 000
Parking Fund	500 000	500 000	500 000	500 000	500 000	2 500 000
Sewer Service Charge	1 100 000	1 150 000	1 250 000	1 250 000	1 250 000	6 000 000
Water Service Charge	1 100 000	800 000	1 000 000	1 100 000	1 200 000	5 200 000
Street Preservation Offset Fund	1 039 455	-	-	-	-	1 039 455
Block Grant	2 177 970	2 177 970	2 177 970	2 177 970	2 177 970	10 889 850
Chapter 90	1 322 820	1 322 820	1 322 820	1 322 820	1 322 820	6 614 100
MWRA Grant	136 160	460 000	-	3 208 325	-	3 804 485
Bond Proceeds	55 353 705	59 200 000	60 508 785	9 939 180	9 089 830	194 091 500
Golf Course Fees	40 000	40 000	40 000	40 000	40 000	200 000
GRAND TOTAL	66 495 110	68 650 790	69 799 575	22 538 295	18 580 620	246 064 390

SUMMARY: GENERAL GOVERNMENT

FIVE YEAR APPROPRIATION PLAN					
FY04	FY05	FY06	FY07	FY08	TOTAL

Acquisition of Personal Computers	100 000	100 000	100 000	100 000	100 000	500 000
Technology Upgrades	665 000	400 000	400 000	300 000	400 000	2 165 000
Implementation of GASB 34 (Phase 2)	<u>75 000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>75 000</u>
	840 000	500 000	500 000	400 000	500 000	2 740 000

FIVE YEAR REVENUE PLAN					
FY04	FY05	FY06	FY07	FY08	TOTAL

Property Taxes	840 000	-	-	-	-	840 000
Free Cash	<u>-</u>	<u>500 000</u>	<u>500 000</u>	<u>400 000</u>	<u>500 000</u>	<u>1 900 000</u>
	840 000	500 000	500 000	400 000	500 000	2 740 000

PUBLIC INVESTMENT FUND**BUDGET****GENERAL GOVERNMENT
- Acquisition of Personal Computers**

FY04	100 000
FY05	100 000
FY06	100 000
FY07	100 000
FY08	<u>100 000</u>
	500 000

STATUS OF PRIOR YEAR FUNDING. In the past seven capital budgets, a total of \$2 200 000 has been allocated to purchase networked Windows-based computers. The purchase of these computers has enabled City employees to access from their desktops the most powerful and graphical software available as well as the many other advancements in computer technology that have occurred in recent years. Also, it has been essential that employees have state-of-the-art equipment to accommodate the installation of the various PeopleSoft modules.

At the beginning of this process, the City set a goal of acquiring 500 new personal computers over a five-year period. With the achievement of this goal in FY01, the City was able to reduce the annual allocation for this purpose from an average of \$400 000 per year to \$100 000 in FY02 and FY03. It should also be noted that funds have been included in past School operating and capital budgets for the acquisition of Macintosh computers for use in both the classrooms and administrative offices.

FY04 FUNDING. As mentioned in the above section, substantial allocations for the purchase of personal computers were made during FY97-01 with the goal of acquiring 500 new personal computers. With the achievement of this goal in FY01, the allocation for this program was reduced to \$100 000 for both FY02 and FY03 and will continue to be funded at that level for FY04. The savings from this reduction have been allocated to other areas of technology to enable the City to keep pace with the technological advances that are constantly occurring in the computer industry.

FY05-08 FUNDING. It has been determined that, by level funding this program for the next four years, the City will be able to meet the needs of all employees and citizens who rely on technology to perform their duties and obtain information and services from City government.

**GENERAL GOVERNMENT
- Technology Upgrades**

PUBLIC INVESTMENT FUND	BUDGET
------------------------	--------

FY04	665 000
FY05	400 000
FY06	400 000
FY07	300 000
FY08	<u>400 000</u>
	2 165 000

STATUS OF PRIOR YEAR PROJECTS. Over the past several years, the City has placed a high priority on upgrading the many management information systems that are used in every City department to provide employees with the most advanced technology available to perform their duties. Bond proceeds have financed large projects such as the acquisition and installation of a new financial system and all phases of the Fiber Optic Infrastructure Project while property taxes and free cash have financed several smaller pro-

jects including the upgrade of the application server to handle the large increase in the number of users since the original server was purchased several years ago and the implementation of secure remote access for certain City employees to allow these employees to access the system from their homes. The FY03 allocation of \$525 000 financed the launch of the new City Web site to improve and encourage citizen and employee access to City services and information, build a site capable of providing interactive services and on-line citizen participation, and install portals and database technologies that are necessary to achieve the full integration of City information resources and capabilities as well as the acquisition, installation, and upgrade of a new PeopleSoft Fixed Assets and Human Resource System.

FY04 FUNDING. An allocation of \$665 000 has been made from property taxes to fund this cost center at slight increase from FY03. \$400 000 of this budget has been set aside to finance the upgrade of the PeopleSoft Financial System to version 8.0. Support for the current version (7.5) terminates at the end of FY04 so that the upgrade to a higher version is necessary to ensure the continued operation of the system. The remaining \$265 000 will fund further renovations to the City's Web site including both the internet and intranet and improvements to the GIS system. FY04 work will focus on continuing the improvements initiated during FY02 and FY03 as well as providing e-commerce, automating business processes, and establishing standards for navigation and usability.

FY05-08 FUNDING. Funds have been allocated in future capital budgets to continue upgrades to the City Web site and PeopleSoft Financial and Human Resource systems.

PUBLIC INVESTMENT FUND**BUDGET****GENERAL GOVERNMENT
- Implementation of GASB 34**

FY04	75 000
FY05	-
FY06	-
FY07	-
FY08	-
	<u>75 000</u>

STATUS OF PRIOR YEAR PROJECTS. In the FY02 Capital Budget, \$150 000 was set aside to fund the first phase of the implementation of GASB 34 which established new requirements for the annual financial statements to make them easier to understand and more useful to those who use the statements to make decisions. The FY02 Comprehensive Annual Financial Report (CAFR), which was completed in January, 2003, was the first financial report to fully comply with the requirements of GASB 34. One of the

primary objectives of GASB 34 was to record all of the assets of the City including roads, bridges, and water and sewer systems as well as implementing the PeopleSoft Fixed Asset Module to record changes to fixed assets as they occur.

FY04 FUNDING. An allocation of \$75 000 from Property Taxes has been made in the FY04 Capital Budget to provide funding for the final phase of the implementation of GASB 34. This phase will focus on the verification of the integrity of the existing assets and the recording of any asset that may not have been identified during the period between counting and implementation.

FY05-08 FUNDING. It is not anticipated that any further funding will be required to complete the implementation of GASB 34.

SUMMARY: PUBLIC SAFETY

	FIVE YEAR APPROPRIATION PLAN					
	FY04	FY05	FY06	FY07	FY08	TOTAL
Fire Vehicles/Equipment	300 000	300 000	325 000	325 000	350 000	1 600 000
Fire Station Renovations	50 000	100 000	-	-	100 000	250 000
Police Equipment/Renovations	100 000	5 000 000	40 000 000	100 000	100 000	45 300 000
Radio Replacement/Technology Upgrades	-	-	125 000	300 000	-	425 000
	<u>450 000</u>	<u>5 400 000</u>	<u>40 450 000</u>	<u>725 000</u>	<u>550 000</u>	<u>47 575 000</u>

	FIVE YEAR REVENUE PLAN					
	FY04	FY05	FY06	FY07	FY08	TOTAL
Property Taxes	450 000	-	-	-	-	450 000
Free Cash	-	400 000	450 000	725 000	550 000	2 125 000
Bond Proceeds	-	5 000 000	40 000 000	-	-	45 000 000
	<u>450 000</u>	<u>5 400 000</u>	<u>40 450 000</u>	<u>725 000</u>	<u>550 000</u>	<u>47 575 000</u>

**PUBLIC SAFETY
- Fire Vehicles/Equipment**

PUBLIC INVESTMENT FUND	BUDGET
-------------------------------	---------------

FY04	300 000
FY05	300 000
FY06	325 000
FY07	325 000
FY08	<u>350 000</u>
	1 600 000

STATUS OF PRIOR YEAR PROJECTS. Since the inception of the formal capital improvement plan in FY85, a total of \$6 105 000 has been set aside to fund the replacement of fire vehicles and equipment on a timely and cost-effective basis. At the beginning of this program, the City established a policy that recognized the importance of replacing obsolete pieces of equipment when the need arises and has consistently allocated a combination of property taxes and free cash to implement this policy. In order to ensure that funds

are allocated to those needs with the highest priority, the staff of the Fire Department conducts an annual survey of all equipment to determine the condition of each piece and makes recommendations to the Fire Chief concerning capital budget requests.

The FY03 allotment of \$530 000 enabled the Fire Department to replace the pumper at Engine Company 6 (River Street Station) that has been in operation since 1989 with the remainder of the allocation financing the replacement of Rescue Company 2 that has been in operation since 1996. By acquiring this rescue unit, the City will have replaced both rescue units in operation within the last two fiscal years with new vehicles that include a mounted chassis that will extend the life of the vehicles for several years.

FY04 FUNDING. \$300 000 in property taxes has been set aside in the FY04 Capital Budget to fund the replacement of the pumper at Engine Company 9 (Lexington Avenue Station) that has been in operation since 1989.

FY05-08 FUNDING. It is the City's plan to continue to allocate funds for the replacement of fire vehicles and related equipment (it is important to note that certain pieces of equipment are funded in the Extraordinary Expenditures account in the operating budget) during the years included in this plan. The process described above will be adhered to closely with the goal of ensuring that available funds are allocated to the most serious needs of the department. It is expected that there will be sufficient current revenues available to continue funding this program from those sources without the need for borrowing.

**PUBLIC SAFETY
- Fire Station Renovations**

PUBLIC INVESTMENT FUND	BUDGET
------------------------	--------

FY04	50 000
FY05	100 000
FY06	-
FY07	-
FY08	<u>100 000</u> 250 000

STATUS OF PRIOR YEAR PROJECTS. The major fire station renovation project currently underway is at Taylor Square. The initial appropriation for this project was made in FY00 for \$2 100 000. Subsequent appropriations in FY03 of \$775 000 and \$2 255 000 increased the total project budget to \$5 130 000. Bonds for the largest portion of the project were issued in January, 2003 for \$4 875 000 which will cover the cash flow requirements through the end of 2003. It is expected that the remaining \$255 000 will be included in

the next bond sale planned for January, 2004. The largest portion of this allocation has been set aside to cover a wide range of renovations to both the interior and exterior of the structure with the remainder covering architectural costs, temporary relocation costs, furnishings, and public art.

FY04 FUNDING. \$50 000 in Property Taxes have been allocated to this project in FY04 to provide funds to repair the floors at Engine Company 9 (Lexington Avenue). This allotment will cover all engineering costs, cutting and removing the existing concrete floor and steel reinforcement bar, and installing a new concrete floor and reinforcement bar.

FY05-08 FUNDING. Property tax allocations will continue to finance improvements to fire stations throughout the City.

**PUBLIC SAFETY
- Police Equipment/Renovations**

PUBLIC INVESTMENT FUND	BUDGET
------------------------	--------

FY04	100 000
FY05	5 000 000
FY06	40 000 000
FY07	100 000
FY08	<u>100 000</u>
	45 300 000

STATUS OF PRIOR YEAR PROJECTS. In the past several capital budgets, funds have been allocated to finance both the acquisition of equipment essential to the operation of the Police Department as well as renovations to the Police Station. The City is currently looking at several options including the acquisition of a site for the construction of a new police station and either extensive renovations to the existing facility or the construction of a new building on the current site. During this period, it is essential that interim improve-

ments be made to the existing facility to maintain an environment conducive to providing a high level of service to the public. In the FY03 Capital Budget, \$380 000 in Property Taxes were allocated to fund the replacement of all windows as well as the installation of steam traps in all radiators in the building. It is expected that the windows will be reused if extensive renovations are made to the facility. The installation of the steam traps is essential because the uneven distribution of heat creates an uncomfortable environment in the building necessitating the regulation of heat in individual radiators.

FY04 FUNDING. An allocation of \$100 000 from Property Taxes has been made to finance renovations and the acquisition of work stations and computers for the Detectives Office and Shift Commander Office. In addition, a new Breathalyzer station will be installed in the Shift Commander Office. Also, improvements will be made to the Superintendent/Deputy Superintendent Offices and Community Relations Office to create additional private office space.

FY05-08 FUNDING. It is anticipated that Bond Proceeds will provide the financing for all phases of either the construction of a new station or extensive improvements to the existing facility. The design phase will be funded with the \$5 000 000 allocated in FY05 with \$40 000 000 set aside in FY06 for construction.

PUBLIC INVESTMENT FUND**BUDGET****PUBLIC SAFETY
- Radio Replacement/Technology Upgrades**

FY04	-
FY05	-
FY06	125 000
FY07	300 000
FY08	<u>-</u>
	425 000

STATUS OF PRIOR YEAR PROJECTS. Allocations to this cost center have been made in each of the last three capital budgets. The FY01 allotment of \$300 000 funded the first phase of this multi-year project with 80 portable radios and 30 mobile radios being acquired and an additional allocation of \$460 000 in FY02 allowed the City to replace the remaining first generation radios by purchasing 97 portable and 64 mobile radios. \$71 000 was set aside in the FY03 Capital Budget for either the replacement or addition of 26 mobile radios in Public Works vehicles. This allocation marked the completion of this cycle of radio replacement.

FY04 FUNDING. As stated in the above paragraph, the City allocated funds for radio replacement or additions in three successive capital budgets obviating the need for any funding in the FY04 Capital Budget.

FY05-08 FUNDING. Funds have been allocated in future fiscal years to begin replacing the current generation of portable and mobile radios as the need arises.

THIS SPACE RESERVED FOR COUNCILLORS' NOTES

SUMMARY: COMMUNITY MAINTENANCE & DEVELOPMENT

FIVE YEAR APPROPRIATION PLAN						
	FY04	FY05	FY06	FY07	FY08	TOTAL
Public Building Renovations	230 000	250 000	300 000	150 000	250 000	1 180 000
Street/Sidewalk Reconstruction	2 362 275	1 322 820	1 322 820	1 322 820	1 322 820	7 653 555
Cemetery Improvements	-	100 000	-	90 000	-	190 000
Park and Cemetery Tree Pruning	125 000	125 000	125 000	125 000	125 000	625 000
Parking Improvements	500 000	500 000	500 000	500 000	500 000	2 500 000
Water System Improvements	5 300 000	800 000	1 000 000	1 100 000	1 200 000	9 400 000
Sewer Reconstruction	9 069 865	12 810 000	14 758 785	14 397 505	10 339 830	61 375 985
Traffic Calming Design	525 000	500 000	500 000	500 000	500 000	2 525 000
Cambridgeport Roadways	60 000	-	-	-	-	60 000
Concord/Alewife Planning Study	125 000	-	-	-	-	125 000
Lafayette Square/Mass. Avenue Reconstruction	25 000	-	-	-	-	25 000
Porter Square Pedestrian Enhancements	-	2 300 000	-	-	-	2 300 000
Yerxa Road Underpass Construction	4 450 000	-	-	-	-	4 450 000
Records Management Facilities Study	25 000	-	-	-	-	25 000
Historical Restoration	-	50 000	50 000	50 000	50 000	200 000
Harvard Square Enhancement Project	-	3 500 000	-	-	-	3 500 000
Façade Improvement Program	-	175 000	175 000	175 000	-	525 000
Employment Program Fund	350 000	350 000	350 000	350 000	350 000	1 750 000
Housing Rehab & Development	1 682 880	1 682 880	1 682 880	1 682 880	1 682 880	8 414 400
Neighborhood Business Development	50 000	50 000	50 000	50 000	50 000	250 000
Public Art	-	-	-	-	-	-
Public Art Conservation & Maintenance	35 000	35 000	35 000	35 000	35 000	175 000
	<u>24 915 020</u>	<u>24 550 700</u>	<u>20 849 485</u>	<u>20 528 205</u>	<u>16 405 530</u>	<u>107 248 940</u>

FIVE YEAR REVENUE PLAN						
	FY04	FY05	FY06	FY07	FY08	TOTAL
Property Taxes	210 000	-	-	-	-	210 000
Free Cash	940 000	1 235 000	1 185 000	1 125 000	960 000	5 445 000
Parking Fund	500 000	500 000	500 000	500 000	500 000	2 500 000
Sewer Service Charge	1 100 000	1 150 000	1 250 000	1 250 000	1 250 000	6 000 000
Water Service Charge	1 100 000	800 000	1 000 000	1 100 000	1 200 000	5 200 000
Street Preservation Offset Fund	1 039 455	-	-	-	-	1 039 455
Block Grant	2 082 880	2 082 880	2 082 880	2 082 880	2 082 880	10 414 400
Chapter 90	1 322 820	1 322 820	1 322 820	1 322 820	1 322 820	6 614 100
MWRA	136 160	460 000	-	3 208 325	-	3 804 485
Bond Proceeds	16 483 705	17 000 000	13 508 785	9 939 180	9 089 830	66 021 500
	<u>24 915 020</u>	<u>24 550 700</u>	<u>20 849 485</u>	<u>20 528 205</u>	<u>16 405 530</u>	<u>107 248 940</u>

PUBLIC INVESTMENT FUND**BUDGET****COMMUNITY MAINTENANCE & DEV.
- Public Building Renovations**

FY04	230 000
FY05	250 000
FY06	300 000
FY07	150 000
FY08	<u>250 000</u>
	1 180 000

STATUS OF PRIOR YEAR FUNDING. In recognition of the high priority placed on the maintenance of both the interior and exterior of City buildings, consistent allocations of both bond proceeds and current revenues have been made to this program since the inception of the formal capital improvement in the mid-1980's. The most significant building improvement project currently underway is the complete renovation of City Hall Annex. Bond proceeds are the most significant component of the financing plan for this

project with the original authorization of \$8 200 000 being supplemented with an additional \$1 950 000 loan order in October, 2002. Previous appropriations from current revenues of \$433 000 increased the total project budget to \$10 583 000. Current plans indicate that the project will be completed in the Fall of 2003.

The FY03 Capital Budget included a \$400 000 allocation from Property Taxes to increase the total amount available for the final phase of renovations to City Hall to \$1 000 000 to cover additional interior work necessary to create a modern work environment while keeping the historical characteristics of the building intact. The remainder of the FY03 allocation of \$600 000 funded the first phase of boiler replacement at the Lombardi Building (\$110 000) and the replacement of carpets and furnishings in various City buildings (\$150 000). The allocation for the boiler replacement will be carried into FY04 allotment to replace both boilers at the same time.

FY04 FUNDING. Funding for FY04 will focus on improving the heating, air conditioning and/or air quality and ventilation system at several city buildings. \$105 000 will supplement \$110 000 in FY03 funding to improve the heating, air conditioning, and ventilation system in the Lombardi Building. The existing oil-burning boilers will be replaced with energy-efficient, natural gas boilers. The air conditioning and ventilation system will be retrofit with energy-efficient components including direct digital controls, which will allow better control of the room environments. \$50 000 has been allocated to perform internal duct cleaning at various city buildings. \$25 000 has been allocated to replace the air conditioning unit in the main computer room in City Hall. A program to replace carpets and furnishings in city buildings will continue as well, with an allocation of \$50 000.

FY05-08 FUNDING. It is expected that allocations will continue to be made to this cost center in future capital budgets to maintain public buildings in a manner consistent with the high priority placed on this program.

PUBLIC INVESTMENT FUND	BUDGET
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**COMMUNITY MAINTENANCE & DEV.
- Streets/Sidewalks Reconstruction**

FY04	2 362 275
FY05	1 322 820
FY06	1 322 820
FY07	1 322 820
FY08	<u>1 322 820</u>
	7 653 555

STATUS OF PRIOR YEAR PROJECTS. Given the uncertainty surrounding state funding for the maintenance of City streets and sidewalks, the City has moved quickly to collect and utilize funding from utility companies who have excavated city streets in the last number of years. The Street Preservation Offset Fund (SPOF) covered the largest portion of this budget in FY03 by contributing \$1 724 955 which, when supplemented by Chapter 90 funds of \$661 410 and Property Taxes of \$250 000, provided a total budget

of \$2 636 365 to continue the street and sidewalk reconstruction program in the various neighborhoods throughout the City. To more effectively utilize SPOF funding in the coming years, the City is also changing the regulations governing the usage of these funds so that sidewalks can also be reconstructed from SPOF fees.

FY04 FUNDING. The City will receive \$1 322 816 from the Massachusetts Highway Department through its Chapter 90 program in FY04. This amount, which is double that which the City received in FY03 but less than the \$2 000 000 it has received historically, will be supplemented by SPOF revenues of \$1 039 459 for a total street and sidewalk reconstruction budget of \$2 362 275. In lieu of using Property Taxes for sidewalk construction as in past years, \$330 000 in SPOF funds will be used for that purpose in FY04. This represents a 32% increase in funds allocated to pedestrian and sidewalk funding over past years.

The streets proposed for reconstruction include truck route streets and neighborhood streets that have experienced significant construction activity over the past number of years. Also included are streets where significant utility work is proposed (Raymond and Walden Streets), as well as streets where development and utility work is now complete (Portland Street). Construction work on the following streets will be performed in FY04:

STREET	LIMITS	DESCRIPTION	COST
West Pl./Inman Pl.	Broadway/Inman	Roadway/Partial Sidewalk	\$ 65 000
Huron Ave	Fresh Pond/Park Ave	Roadway/Partial Sidewalk	232 871
Walden St	Richdale/Sherman	Roadway/Partial Sidewalk	453 153
Raymond St	Linnean/Upland	Roadway/Sidewalk	456 401
Cardinal Medeiros Ave.	Hampshire/Cambridge	Roadway/Partial Sidewalk	202 067
Harvey St	Cedar/Russell Field	Roadway/Partial Sidewalk	215 817
Clifton St	Harvey/Rindge Ave.	Roadway/Partial Sidewalk	162 774
Portland Street	Main/Harvard	Roadway	76 554
Putnam Avenue	Western/Pleasant	Roadway/Partial Sidewalk	88 125
Garden St	Chauncy/Linnean	Roadway	79 513
Total			\$2 032 275

FY05-08 FUNDING. Future year Street / Sidewalk Reconstruction budgets are currently funded entirely through Chapter 90 revenues. However, the City will closely monitor the SPOF and allocate revenues from that source to this project as they become available.

PUBLIC INVESTMENT FUND	BUDGET
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**COMMUNITY MAINTENANCE & DEV.
- Cemetery Improvements**

FY04	-
FY05	100 000
FY06	-
FY07	90 000
FY08	-
	<u>190 000</u>

STATUS OF PRIOR YEAR PROJECTS. An allocation of \$50 000 in the FY02 capital budget provided funds for the first phase of a multi-year project to restore the approximately 4 000 veterans' graves that are in poor and deteriorating condition. With these funds, 1 400 sunken grave markers were raised and repaired by removing them from their existing locations and laying a foundation of dense gravel. After resetting them in their original location, loam was spread and the area was seeded. This project

has continued during FY03 using cemetery staff to perform the work described above. An allocation of \$82 000 has been made from Free Cash in FY03 to archive all 90 000 Cambridge Cemetery paper records into a database format. The current cemetery burial records consisting of cards and ledger books will be scanned into a viewable / storable database format that can be stored both on-site and off-site for record safety and will allow for a future database to be generated for burial information accessibility by those concerned from both a computerized terminal at the Cambridge Cemetery and off-site through a Government Information System (GIS) web-based secure software program.

FY04 FUNDING. While there is no specific allocation in the FY04 Capital Budget for Cemetery Improvements, it is expected that both projects described in the above section will continue during FY04.

FY05-08 FUNDING. Funds have been included in future capital budgets for improvements to the cemetery chapel and garage as well as for the veterans' graves restoration project.

PUBLIC INVESTMENT FUND	BUDGET
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**COMMUNITY MAINTENANCE & DEV.
- Parks & Cemetery Tree Pruning**

FY04	125 000
FY05	125 000
FY06	125 000
FY07	125 000
FY08	<u>125 000</u>
	625 000

STATUS OF PRIOR YEAR PROJECTS. In the FY03 capital budget, the City funded the second year of cyclical pruning for trees in its open space inventory. Work is expected to commence in late Spring 2003 to prune up to 700 trees at such sites as Cambridge Cemetery, Dana Park, Sennott Park, Rafferty Park, Hastings Square, Sacramento Field, Bergin Park, and Gondole Playground.

FY04 FUNDING. The objective of this program is to establish a four- to five-year cycle of pruning for the nearly 3 000 trees in the City-managed open spaces, exclusive of Fresh Pond Reservation. This program supplements the City's already-established cycle of street tree pruning. In addition to crown cleaning and raising in the interest of public safety, this allocation supports pruning in parks and cemeteries and features more intensive tree health care techniques such as crown thinning and reduction. FY04 will feature work at such sites as Columbia Park, Corporal Burns Playground, and Longfellow Park.

FY05-08 FUNDING. Funds have been allocated in future capital budgets to maintain the cycle. In FY05, pruning is anticipated in the greater Harvard Square area.

PUBLIC INVESTMENT FUND**BUDGET****COMMUNITY MAINTENANCE & DEV.
- Parking Improvements**

FY04	500 000
FY05	500 000
FY06	500 000
FY07	500 000
FY08	<u>500 000</u>
	2 500 000

STATUS OF PRIOR YEAR PROJECTS. Over the past several years, the City has maintained the fund balance of the Parking Fund at a level that has enabled it to make consistent allocations to finance the capital portion of the Traffic, Parking, and Transportation budget and still be able to fund the operating budget at the amount required to provide necessary services. The FY03 Capital Budget included \$100 000 to fund the installation of Light Emitting Diodes (LED) at various locations throughout the City. The remainder of the

allotment, \$240 000, will be combined with two previous appropriations to provide funds for the final phase of improvements to the Green/Franklin Garage. The first two phases focused on structural repairs to the ramps, columns, and beams in the basement and concrete and waterproofing repairs to the roof levels and the third phase will concentrate on concrete and waterproofing repairs to those levels not previously addressed.

FY04 FUNDING. \$500 000 in Parking Fund revenues have been allocated to fund the following projects:

- **Installation of New Traffic Signals** (\$133 000). This allotment will provide funds to continue the program begun several years ago to replace obsolete traffic control equipment with computerized on-line equipment. It is expected that the signals at Huron and Aberdeen Avenues, Mass. Ave. and Walden Street, and Oxford and Sacramento Streets will be replaced during FY04.
- **Cambridge Street Traffic Signal Improvements** (\$142 000). In conjunction with the reconstruction of Cambridge Street, several projects will be funded through this allocation. The largest portion of this budget, \$105 000, will be used to remove five pole-mounted traffic control cabinets and install new TS2 type cabinets and controllers. The primary goal of this project is to improve pedestrian safety by adjusting the timing of pedestrian crossing signals. In addition, the existing cabinets are located on traffic poles and are not in compliance with provisions of the Americans with Disabilities Act (ADA). The new controls will be on cabinets located on sidewalks and ADA compliant. In addition, broken conduits crossing Cambridge and Columbia Streets will be replaced as well as mast-arm bases at Cambridge and Third Streets and Cambridge and Prospect Streets.
- **Installation of Parking Meters** (\$225 000). The largest portion of this allocation, \$174 000, will be used to replace 315 parking meters on Cambridge Street in conjunction with the Cambridge Street Improvement. In addi-

tion, the 76 parking meters in the three Cambridge Street parking lots will be replaced with four pay and display machines that are expected to enhance revenue collections, be less susceptible to damage, be equipped with built-in security alarms in case of paper jams, and have only one or two collection points in each lot. The remainder of the allotment, \$51 000, will be used to install new meters in the Forest City/University Park area, on Albany Street, and other locations in the City.

FY05-08 FUNDING. Future allotments will fund traffic signal improvements, further conversion of signal lamps to LED, and East Cambridge Garage improvements.

PUBLIC INVESTMENT FUND	BUDGET
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**COMMUNITY MAINTENANCE & DEV.
- Water System Improvements**

FY04	5 300 000
FY05	800 000
FY06	1 000 000
FY07	1 100 000
FY08	<u>1 200 000</u>
	9 400 000

STATUS OF PRIOR YEAR PROJECTS. The largest capital improvement project in the City's history, the construction of the Walter J. Sullivan Water Purification Facility, was completed in the Fall of 2001. The City has currently issued \$55.5 million in General Obligation bonds and has received loans for \$24.7 million from the Massachusetts Water Pollution Abatement Trust (MWPAT).

The debt service on the General Obligation bonds is fully paid by revenues from the water service charge. The water service charge covers approximately 64% of the total debt service on the loan from the MWPAT with the remainder of the debt service covered through state subsidies. While debt service of this magnitude would normally have a significant impact on the water rate, the City is able to mitigate this effect by using a portion of the retained earnings in the Water Enterprise Fund (\$7 382 899 as of June 30, 2002) to offset debt service costs. By using these reserve funds, the City projects water rate increases (ranging from a high of 5.9% in FY05 to a low of 1.3% in FY07) over the next five years. If the City did not have significant retained earnings in the Water Fund that it was able to use to lower the water rate, projected rate increases in future would be higher.

In addition to the large bond-financed project described in the above paragraph, current revenues of \$1.0 million supported a wide range of projects in FY03 including the implementation of a new web site for the Department, replacement of infrastructure components of the water distribution system in coordination with many City projects, continued implementation of the Fresh Pond Master Plan – specifically the design of the Northeast Sector Project, and continued US Geological Survey water quality monitoring in our reservoir system.

FY04 FUNDING. Funding for this cost center in FY04 is provided by current water service charge revenues (\$1.1 million) and additional debt (\$4.2 million) to be authorized and will fund the following projects:

- **Automatic Meter Reading (AMR) System Installation (\$4 200 000)** - These funds are to be bonded and will provide for a contract to replace old meters and install AMR devices and associated equipment throughout the City. These devices will provide for daily readings of all water meters, virtually eliminate estimated reads, significantly improve customer service and enhance revenues.
- **Improvements to Water System in Conjunction with City Projects (\$140 000)** - These funds will provide for

the replacement of old water mains, valves, hydrants and lead water services utilizing in-house forces in tandem with the Department of Public Works sewer, storm water and roadway work and Community Development Department surface enhancement projects.

- **Installation of Water Mains in the Cambridgeport Area (\$250 000)** - These funds will cover the half of the cost to install new water mains to support the infrastructure needs related to the Cambridgeport Roadway Project. The first half of the total cost of \$500 000 was included in the FY03 Capital Budget.
- **Water Works Improvements to the Distribution System (\$200 000)** - Funds have been set aside to cover the cost of a contract to perform improvements and repairs to the distribution system including emergencies and support to other departments.
- **Consulting Services (\$90 000)** - These funds will be used to perform services to support the department in the areas of enhanced security, biological filter evaluation, source water protection and GIS mapping.

- **Implementation of Fresh Pond Master Plan (\$250 000)** - Funds have been included in this budget to cover the cost of the design of improvements to Little Fresh Pond shoreline (path side), implementation of signage/infrastructure standards; soil, drainage, erosion control and reservation use management planning and the replacement of groundwater monitoring wells.
- **Continuation of the US Geological Survey Water Quality Monitoring Program (\$90 000)** - Funds have been allocated for the continuation of a contract with the US Geological Service to continue watershed water quality monitoring.
- **Facility Enhancements (\$80 000)** – These funds will be used to initiate the enhancement of existing systems within the treatment and remote facilities, such as analyzers, spillways and minor equipment.

FY05-08 FUNDING. Allocations from water service charges in future years will continue to provide funding for work in the Transmission/ Distribution, Engineering/Administration, Treatment and Watershed areas with the focus on water mains improvements.

PUBLIC INVESTMENT FUND

BUDGET

**COMMUNITY MAINTENANCE & DEV.
- Sewer Reconstruction**

FY04	9 069 865
FY05	12 810 000
FY06	14 758 785
FY07	14 397 505
FY08	<u>10 339 830</u>
	61 375 985

STATUS OF PRIOR YEAR PROJECTS. The Public Works Department is currently managing sewer reconstruction projects in the Fresh Pond, Agassiz, Cherry Street / South Mass. Avenue, Cambridgeport, and Harvard Square areas as well as common manhole removal and infiltration / inflow projects. These projects, which are primarily funded through bond proceeds, fall into three categories: 1) General Obligation bonds with the full amount of the debt service being paid through sewer service charge reve-

nues; 2) loans from the Massachusetts Water Pollution Abatement Trust (MWPAT) with the debt service covered through a combination of state subsidies, arbitrage earnings, and sewer service charge revenues; and 3) loans from the Massachusetts Water Resources Authority (MWRA) with the City responsible for repaying only the principal amount of the loan. The City currently has nine outstanding loans with the MWPAT and three with the MWRA that have financed a wide range of sewer projects including separation of sanitary and surface drains, common manhole removal, and reduction of inflow and infiltration amounts. At this time, it is uncertain if future loans will be available from the MWPAT due to the State's fiscal crisis. Debt to fund sewer projects in the near future will be fully paid through sewer service revenues unless new projects are approved for funding by the MWPAT.

FY04 FUNDING. The FY04 allocation of \$9 069 865 is down \$6 800 135 from its FY03 level of \$15 870 000 due primarily to substantial decreases in MWRA grants and bond proceeds with sewer service revenues increasing from their FY03 level of \$1 000 000 to \$1 100 000. The decrease in bond proceeds is attributable to the need to limit the impact of debt service increases on the sewer rate in the next few years due to anticipated MWRA Assessment increases. While the MWRA awarded the City \$2 432 463 in grants for sewer reconstruction projects in FY03, no new MWRA grants are included in the FY04 Capital Budget. The \$9 069 865 allocation will fund the following projects:

- **Agassiz Area (\$2 187 097)** - The Department of Public Works proposes spending these funds primarily on two project areas: the Beacon Street project (\$1 206 625) and the Cambridge Library stormwater management system design (\$980 472). The Beacon Street project, which will be constructed over the next year, will incorporate three large stormwater tanks and pump stations and will provide flood protection to the homes and neighborhoods in the northern section of the Agassiz community. The proposed Cambridge Library stormwater project off Ellery Street will allow separated stormwater to be conveyed from the Agassiz community into the Mid-Cambridge community without a loss in flood protection in the Mid-Cambridge area. Both projects will be

funded through a bond issuance.

- **Fresh Pond/Alewife Area (\$222 942)** - These funds will be used to address the continuing design of the Fresh Pond Sewer Separation and Stormwater Management and Combined Sewer Overflow (CSO) control project. \$136 160 of this allotment will be funded by an MWRA grant and the remainder will be funded through a bond issuance.
- **Harvard Square (\$902 980)** - The City continues to address the conveyance capacity problems in the Harvard Square drainage system by system reconnections to the MWRA interceptors and partial sewer separation. The allocation sought for FY04 is through a bond issue and is required to address surcharge and pipe condition problems in the Brattle Street area as well as designing the surface collection system controls that will be required to provide better drainage in the Church Street and Brattle Street areas in conjunction with the surface enhancement project planned for FY05.
- **Cambridgeport (\$2 162 825)** - This allocation is required to fund the proposed reconstruction of three outfalls in the Cambridgeport area along the Charles River. The three outfalls are the Amesbury Street outfall, the Audrey Street outfall, and the Pearl Street outfall. Once these outfalls are in place, the City can then begin to address the remaining common manholes in the Cambridgeport areas. Bond issuance funding supports this project.
- **Bellis Circle (\$763 761)** - This funding is required to complete the stormwater management project presently ongoing at Danehy Park adjacent to Bellis Circle. The project comprises of more efficient usage of the wetland adjacent to the residences, the incorporation of a moat to collect drainage from the methane trench area, a pump station and storage system in the parking lot and a floatable control mechanism at

the adjacent Combined Sewer Overflow Structure. The funding source proposed is City bonds.

- **Fresh Pond Reservation Drainage (\$1 730 260)** - The first phase of the reservation project is complete and the pipe systems have been structurally repaired and cleaned. This bond issue will provide funding for the next phase which will address stormwater management within the reservation itself to reduce flooding in this area and to do so in a manner consistent with the reservation master plan.
- **Remedial Reconstruction (\$733 334)** - Sewer revenues are used by the Sewer Division at the Department of Public Works to maintain the structural integrity of the existing sewer, combined sewer, and drainage systems. While the City has an aggressive capital program associated with storm water management and sewer separation, it is equally important that the City addresses the maintenance requirements of the existing systems throughout the City. These funds are used primarily in this effort.
- **Inspection and Cleaning (\$293 333)** - In order to maintain the existing sewer and drainage systems, it is imperative that the City monitor and inspect the systems with TV and videoing efforts. Similarly, in order to properly manage the system capacity, the City continues to clean those portions of the system that are most susceptible to deposition and back-up problems. Again, this maintenance activity is funded from sewer revenues.
- **Metering and Sampling (\$73 333)** - In order to further analyze and understand the dynamics of our various systems as well as verify MWRA charges, the City employs a significant number of metering devices throughout the systems. In addition, the City also monitors the water quality of flow as it discharges into the City's receiving waters to comply with regulatory requirements and isolate pollutant

discharge locations. These efforts are also supported through sewer rate revenues.

FY05-08 FUNDING. All projects that are financed through bond proceeds are receiving funding only for FY04. Future allocations contain funds for later phases of these projects. In addition, a consistent allocation of sewer revenues will be made for smaller projects.

PUBLIC INVESTMENT FUND**BUDGET****COMMUNITY MAINTENANCE & DEV.
- Traffic Calming**

FY04	525 000
FY05	500 000
FY06	500 000
FY07	500 000
FY08	<u>500 000</u>
	2 525 000

STATUS OF PRIOR YEAR PROJECTS. Traffic calming focuses on redesigning streets to improve the safety of people walking, biking and driving on the street. Mechanisms may include raised crosswalks and intersections, curb extensions, crossing islands, and other physical features which calm traffic and enhance pedestrian safety. The Community Development Department works to coordinate 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.

In FY03, traffic calming improvements were constructed on Holworthy Street, and Pleasant Street at Florence Street. In addition, designs were completed for traffic calming on Brattle Street, Willow Street, Matignon Road, Second Street, and Broadway.

FY04 FUNDING. An allocation of \$525 000 from Free Cash will finance FY04 projects. The funding will be used for the design and construction of traffic calming measures, and construction will be managed by the Department of Public Works. Likely projects include portions of Buckingham Street, Richdale Avenue, Cameron Avenue, Churchill Avenue, Walden Street, Raymond Street and Lawrence Street.

FY05-08 FUNDING. It is anticipated that an allocation will be made in each budget cycle to fund traffic calming projects.

PUBLIC INVESTMENT FUND**BUDGET****COMMUNITY MAINTENANCE & DEV.
- Cambridgeport Roadways**

FY04	60 000
FY05	-
FY06	-
FY07	-
FY08	-
	<u>60 000</u>

STATUS OF PRIOR YEAR PROJECTS. This project will mitigate the traffic impacts of commercial development in Cambridgeport. In February 1999 the City Council approved the conceptual design and right of way taking for the project. A 25% design hearing for the project was held in March 2001. Final design of the project is complete. Construction is expected to begin in the summer of 2003.

An FY03 allocation of \$91 000 will be used to pay for landscaping, irrigation, and street furniture not funded by the Massachusetts Highway Department as part of the construction of the Cambridgeport Roadways project. The overall project cost is \$8 000 000, of which MassHighway is anticipated to pay \$4 850 000. The remaining \$3 150 000 will be funded by FY02 and FY03 capital allocations to mitigate significant stormwater problems and install new water mains and service connections.

FY04 FUNDING. A \$60 000 allocation will be used to pay for construction related design services to supplement the construction oversight services provided by MassHighway. Services include plan interpretation, review of change orders, and design changes necessitated by changes in utility construction.

FY05-08 FUNDING. It is anticipated that no further funding will be required for this project.

PUBLIC INVESTMENT FUND**BUDGET****COMMUNITY MAINTENANCE & DEV.
- Concord Alewife Planning Study**

FY04	125 000
FY05	-
FY06	-
FY07	-
FY08	-
	<u>125 000</u>

STATUS OF PRIOR YEAR PROJECTS. The FY03 allocation of \$125 000 was used to fund Phase 1 of this two-phase study, which will look closely at this large commercial/industrial area of Cambridge with significant development potential. During FY03 a study committee was appointed and a consultant team was selected to assist in preparation of the study. Phase 1 includes an assessment of the study area, the development of goals and a vision for the area, and the development of a preliminary plan. Key issues being

addressed include appropriate mix of uses, access and traffic; support for economic development; management of growth impacts; and the character of future development.

FY04 FUNDING. Using the goals and key issues developed in Phase 1, Phase 2 will refine the preliminary plan into a final plan. An implementation strategy with zoning and non-zoning recommendations will be developed to ensure the success of the plan. The FY04 allocation of \$125 000 will fund Phase 2 of the study.

FY05-08 FUNDING. It is anticipated that no further funding will be required for this project.

PUBLIC INVESTMENT FUND	BUDGET
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**COMMUNITY MAINTENANCE & DEV.
- Lafayette Sq./Mass. Avenue Reconstruction**

FY04	25 000
FY05	-
FY06	-
FY07	-
FY08	-
	<hr style="width: 50px; margin-left: auto; margin-right: 0;"/>
	25 000

STATUS OF PRIOR YEAR PROJECTS. The Lafayette Sq./Mass. Avenue reconstruction project, which has been in the planning stage for several years, is a full-depth reconstruction of the roadways and sidewalks between Lafayette Square and Memorial Drive. The primary purpose of the project is to improve conditions for all modes of transportation and to provide a more pleasant streetscape. The roadway design will include new sidewalks, street trees, lighting, crosswalks, bicycle facilities, re-striping of the travel lanes between

Lafayette Square and Albany Street, curb extensions, and brick paving between trees. The reconfiguration of Lafayette Square will maintain all existing traffic movements, acknowledge historic street patterns, and provide enhanced public space.

The necessary rights of way have been acquired by MassHighway and 100% of the roadway design has been completed. MassHighway is expected to put the project out to bid in the summer of 2003 with construction beginning in the fall.

An FY00 allocation of \$500 000 will be used to pay for plaza street furniture, plantings and street trees. The remainder of the construction will be paid for with MassHighway/State grant funds in the amount of \$3 362 750; Forest City Development funds in the amount of \$250 000; and a federal enhancement grant of \$887 250. The total construction cost is \$5 000 000.

FY04 FUNDING. A \$25 000 allocation will be used for bidding and construction related design services to supplement the construction oversight services provided by MassHighway. Services include review of shop drawings, plan interpretation, review of change orders and completion of minor design changes during construction.

FY05-08 FUNDING. It is anticipated that no further funding will be required for this project.

PUBLIC INVESTMENT FUND**BUDGET****COMMUNITY MAINTENANCE & DEV.
- Porter Square Pedestrian Enhancements**

FY04	-
FY05	2 300 000
FY06	-
FY07	-
FY08	-
	2 300 000

STATUS OF PRIOR YEAR PROJECTS. A conceptual Porter Square Roadways Plan was developed in 1997-98 through a community process involving a citizen advisory committee as well as a series of meetings with community, business, and neighborhood groups. The plan includes improved operations and safety for pedestrians, cyclists, motorists, and transit users, with enhanced signal operations, revised intersection and turning movements, several additional crosswalks, bicycle facilities, and a number of urban design improvements (trees, benches, lighting, planting and an expanded public plaza).

An allocation of \$250 000 in FY03 is being used to complete the design by the fall of 2003. Since the fall of 2002, several meetings of the Porter Square citizen advisory committee, neighborhood groups and the community have been held to solicit input on the design.

FY04 FUNDING. No funding is being requested in FY04. The start of construction for the Porter Square enhancements is being postponed to fall 2004 to accommodate the schedule for sewer separation work.

FY05-08 FUNDING. It is anticipated that \$2 300 000 from bond proceeds will be allocated for construction in FY05. The Porter Square improvements will be constructed in conjunction with sewer separation work in the area.

PUBLIC INVESTMENT FUND	BUDGET
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**COMMUNITY MAINTENANCE & DEV.
- Yerxa Road Underpass Construction**

FY04	4 450 000
FY05	-
FY06	-
FY07	-
FY08	-
	<u>4 450 000</u>

STATUS OF PRIOR YEAR PROJECTS. Since 1993, the City of Cambridge and the North Cambridge neighborhood have been planning for safe and direct crossings of the Fitchburg rail line. The City allocated \$50 000 for a safety study and preliminary design which was completed in 1994. Final design of the Yerxa Road underpass is substantially complete and was funded through a \$500 000 state grant.

The Yerxa Road underpass will connect the dense residential areas of Walden Square and Richdale Avenue with community facilities, the Fitzgerald School, McMath Park, and the Gately Youth Shelter on the opposite side of the railroad tracks. The design includes a new underpass with lighting and will make the underpass fully ADA compliant. The design also includes retaining walls and handrails on both sides, plantings, and steel picket fencing along both sides of the railroad. The total cost to construct the Yerxa Road underpass is estimated at \$4.45 million.

FY04 FUNDING. An FY04 allocation of \$4 450 000 through bond proceeds will fund construction of the underpass.

FY05-08 FUNDING. It is anticipated that no further funding will be required for this project.

PUBLIC INVESTMENT FUND**BUDGET****COMMUNITY MAINTENANCE & DEV.
- Records Management Facilities Study**

FY04	25 000
FY05	-
FY06	-
FY07	-
FY08	-
	<u>25 000</u>

STATUS OF PRIOR YEAR PROJECTS. An appropriation in FY01 of \$20 000 supported a Records Management and Archives Study. A consultant worked with the Executive Director of the Cambridge Historical Commission, city officials, and department heads to evaluate the records management practices of the municipal administration and make recommendations for improvements in administration and practices. Although the study examined existing storage spaces available to City departments, the requirements for a facility were not addressed in detail.

FY04 FUNDING. The Records Management Facilities Study, which will build on the FY01 study, will assess the scope of facilities needed for municipal records storage; evaluate the suitability of existing City spaces versus the cost and appropriateness of acquiring new space; and compare the feasibility of a City-run versus a contractor-operated facility. In order to develop a sense of the physical requirements for records storage, the study will involve both a records management consultant and an architect.

Recent developments have underscored the need for a records management facility. The Law Department has solved an immediate storage problem by contracting for a legal records management program with off-site storage. The Inspectional Services Department (ISD) has encountered serious difficulties accommodating storage of plans in the basement of 831 Massachusetts Avenue; the cost of processing and storing the existing collection under archival conditions off-site is prohibitively expensive. Also, the Assessing Department is renovating its space and is unable to keep the thousands of small file cards that document owners and property assessments back to the 1920s. In both cases, there are large quantities of documents that are vital to retain.

FY05-08 FUNDING. The studies will provide vital information with which to evaluate plans for a municipal records management and archives program and prepare recommendations for administration, staffing, and archivally-appropriate storage facilities for city departments.

PUBLIC INVESTMENT FUND	BUDGET
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**COMMUNITY MAINTENANCE & DEV.
- Historical Restorations**

FY04	-
FY05	50 000
FY06	50 000
FY07	50 000
FY08	<u>50 000</u>
	200 000

STATUS OF PRIOR YEAR PROJECTS. Consistent allocations have been made to this cost center to fund a program of restorations to the many historic sites throughout the City. Projects either completed in recent years or currently underway include the restoration and replacement of historic site markers; fabrication and installation of markers at Fort Washington and in North Cambridge; bronze statue and plaque maintenance; masonry restoration at various locations including the Williams Dawes Park, Flagstaff Park, and the Washington Elm marker; and Phase 1 of a multi-year project of restorations to the Old Burying Ground.

FY04 FUNDING. There are no funds allocated to this cost center in FY04 in order that the resources of the Historical Commission can be used to complete the projects described in the above section and various other projects undertaken in recent years.

FY05-08 FUNDING. Future allocations will fund a continuing program to preserve the many sites in Cambridge that enable the City to play a unique role in American history.

PUBLIC INVESTMENT FUND	BUDGET
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**COMMUNITY MAINTENANCE & DEV.
- Harvard Square Enhancement Project**

FY04	-
FY05	3 500 000
FY06	-
FY07	-
FY08	-
	<hr style="width: 50px; margin: 0 auto;"/>
	3 500 000

STATUS OF PRIOR YEAR PROJECTS. An FY02 allocation of \$500 000 from Bond Proceeds is financing the design and transportation analysis of enhancements for Harvard Square. The Harvard Square Design Committee began meeting in April 2002 and is working with City staff and consultants designing improvements to pedestrian, bicycle and vehicular traffic patterns and safety, sidewalks, crosswalks, street lighting, urban design and landscaping. It is anticipated that the design will be completed in the spring of 2004 with construction of the first phase of improvements to follow in the fall of 2004.

tion of the first phase of improvements to follow in the fall of 2004.

The first task of the design project was to identify a number of short term improvements to be implemented in Harvard Square. The Department of Public Works replaced sixteen wooden benches throughout Harvard Square with new wood benches, replaced the sod in Winthrop Square, and planted six new trees in Deguglielmo Plaza. The Electrical Department replaced approximately 90 globes in the street lighting fixtures and will be scraping and painting all of the painted light poles, signal poles, and utility boxes in the spring of 2003. The Community Development Department installed additional bike parking for approximately 30 bikes. The Traffic Department installed pedestrian countdown signals at the main crosswalk at Out of Town News and made signal timing changes to improve crossing opportunities for pedestrians.

FY04 FUNDING. No funding is being requested in FY04.

FY05-08 FUNDING. It is anticipated that a \$3.5 million allocation will be made in FY05 to fund the construction of the more significant enhancements currently being designed.

PUBLIC INVESTMENT FUND	BUDGET
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**COMMUNITY MAINTENANCE & DEV.
- Façade Improvement Program**

FY04	-
FY05	175 000
FY06	175 000
FY07	175 000
FY08	-
	<u>525 000</u>

STATUS OF PRIOR YEAR PROJECTS. The FY03 allocation of \$175 000 was used to continue the City’s façade improvement program, which is now available citywide. This program provides property and business owners with matching grants for storefront improvements. An architectural consultant was hired to provide preliminary design services to applicants. A total of seven façade upgrades have been completed during FY03 and an additional nineteen façade and signage projects have received design services through the program.

FY04 FUNDING. No funding is being requested in FY04. Funding from previous allocations will be used to continue façade improvements citywide.

FY05-08 FUNDING. It is anticipated that this program will receive funding in future years.

PUBLIC INVESTMENT FUND	BUDGET
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**COMMUNITY MAINTENANCE & DEV.
- Employment Program Fund**

FY04	350 000
FY05	350 000
FY06	350 000
FY07	350 000
FY08	<u>350 000</u>
	1 750 000

STATUS OF PRIOR YEAR PROJECTS. The Employment Program Fund continues to coordinate employment and job training programs through the Just-A-Start Corporation.

FY04 FUNDING. \$350 000 in Block Grant funds will continue to finance the Just-A-Start Rehabilitation Assistance Program (RAP) which trains and employs Cambridge youths to provide a range of low-cost housing rehabilitation, energy conservation, and de-

leading services throughout Cambridge and at the request of the Cambridge Housing Authority. As in prior years, the crews will work on CDBG-eligible low- and moderate-income households.

FY05-08 FUNDING. It is anticipated that the Community Development Block Grant will continue to provide funds for this program.

PUBLIC INVESTMENT FUND	BUDGET
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**COMMUNITY MAINTENANCE & DEV.
- Housing Rehab and Development**

FY04	1 682 880
FY05	1 682 880
FY06	1 682 880
FY07	1 682 880
FY08	<u>1 682 880</u>
	8 414 400

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.

FY04 FUNDING. \$1 682 880 of Block Grant funds, will be used with funds from HOME, Affordable Housing Trust and other sources to finance a range of

programs to meet the City’s diverse housing needs. The Block Grant funding will continue to finance the rehab of existing housing stock and the development of new housing units for low- and moderate-income Cambridge residents.

Block Grant funding of housing programs includes \$502 400 for rehab loans and technical assistance to eligible owners of structures with 1-4 units through the Home Improvement Program (HIP) administered by Just-A-Start (JAS) and Homeowners’ Rehab, Inc. (HRI). In addition, \$105 650 will support the efforts to rehabilitate multi-family properties while keeping rents affordable through a program administered by the Cambridge Neighborhood Apartment Housing Services (CNAHS).

\$309 867 of Block Grant funds will be made available to two neighborhood-based development corporations (JAS and HRI) and service providers to continue to acquire and rehab properties for affordable homeownership and rental housing. \$744 963 in Block Grant funds will be set aside to affordable rental and homeownership development throughout the City. In addition, \$20 000 in Community Development Block Grant funds will be used to support the Historical Commission through the Historic Preservation Home Improvement Program to assist owners improving their properties.

FY05-08 FUNDING. It is anticipated that Block Grant funds will continue to support this program.

PUBLIC INVESTMENT FUND	BUDGET
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**COMMUNITY MAINTENANCE & DEV.
- Neighborhood Business Development**

FY04	50 000
FY05	50 000
FY06	50 000
FY07	50 000
FY08	<u>50 000</u>
	250 000

STATUS OF PRIOR YEAR PROJECTS. In FY03 \$50 000 in Block Grant funds were allocated to support the Cambridge Business Development Center.

FY04 FUNDING. The Cambridge Business Development Center continues to provide educational workshops and programs to low- and moderate-income micro-enterprises including start-up and developing businesses. Throughout the year the center offers workshops on getting started in business, business plan-

ning, business planning for child care providers, and financial literacy.

FY05-08 FUNDING. It is anticipated that Community Development Block Grant allocations will continue to support this program.

PUBLIC INVESTMENT FUND

BUDGET

**COMMUNITY MAINTENANCE & DEV.
- Public Art**

FY04	-
FY05	-
FY06	-
FY07	-
FY08	<u>-</u>
	-

STATUS OF PRIOR YEAR PROJECTS. At the close of FY03, the Cambridge Arts Council (CAC) currently has fourteen permanent artworks in various stages of implementation. Of these fourteen projects, six have been fully designed and are awaiting installation as part of larger construction projects. They include: the Library Garden at the Valente Branch of the Cambridge Public Library, the redesign of Vellucci Plaza, City Hall Annex, Yerxa Road Underpass and Franklin Street Park. Additionally, sculpture seating

elements are in fabrication for Danehy Park as part of the *Turnaround/Surround* project and will be installed in summer 2003. In addition to these projects, artists have been selected in cooperation with community committees and other City departments (Community Development, Public Works, Traffic & Parking, Fire, Women’s Commission, and the Public Library) to develop site-specific public art for the following capital projects: Harvard Square Design Project, Porter Square Roadways Project, Main Library Extension Project, Taylor Square Fire Station, Lowell Park, Squirrel Brand Park, and Green Street Garage.

Significant emphasis was also placed in FY03 on community outreach with regards to educating residents and visitors of Cambridge on the City’s public art collection. Initiatives include a professional redesign of the agency web site that includes a virtual Public Art Tour with more than 100 pages dedicated to providing information on current and upcoming projects, 13 neighborhood maps highlighting the City’s public artworks, 60 fact sheets that provide images and historical information on existing public artworks, and 20 dynamic activity guides designed to stimulate active interest in and understanding of public art. In addition, the CAC collaborated in the development of the *Art Among Us* program involving high school youth.

FY04 FUNDING. Although the FY04 Capital Budget does not include specific allocations for public art, it is expected that the appropriate budget transfers for one percent of the overall construction budget for approved capital building and improvement projects will be made during the year. Approved projects currently being developed for FY04 include the Harvard Square Design Project and the renovation and expansion of the Main Branch of the Cambridge Public Library.

FY05-08 FUNDING. Projects for the next fiscal years are expected to include the planning and commissioning of artists for Russell Field Improvements, Donnelly Field Renovations, Yerxa Road Underpass, and Harvard Square Improvements and ongoing work in the areas of community maintenance and development, parks and recreation, education, and public safety.

PUBLIC INVESTMENT FUND

BUDGET

**COMMUNITY MAINTENANCE & DEV.
- Public Art Conservation & Maintenance**

FY04	35 000
FY05	35 000
FY06	35 000
FY07	35 000
FY08	<u>35 000</u>
	175 000

STATUS OF PRIOR YEAR PROJECTS. One hundred artworks in the City's Public Art Collection received routine cleaning and preventative maintenance from July through October of 2002. More extensive conservation was done on the following artworks: flaking areas on the Green Street Garage mural were scraped and re-painted and the entire mural was coated with a sealer providing UV protection against the effects of direct sunlight; stained glass windows for the North Cambridge Library were re-sized and installed; and the

brass cylinders of the artwork in the Carl Barron Plaza section of Central Square were cleaned and coated with a protective sealant following landscaping work at the same site.

In addition to direct conservation and maintenance work, the Arts Council worked with Archetype Publications, Inc. in London, England to publish a 168-page anthology based on the international conference on conservation and maintenance of contemporary public art organized by CAC in 2001. The publication is being distributed in North America by the *Public Art Network* of Americans for the Arts located in Washington, DC, and through Archetype Publications, Inc. for constituents in Europe and other locations outside the U.S.

FY04 FUNDING. The FY04 allocation of \$35 000 in Property Taxes will continue to fund the program of ongoing maintenance, treatment and reassessment of the collection, with heightened emphasis on outreach and education opportunities in conjunction with the maintenance. Major importance will be placed in FY04 on pre-approval design assessment of the several projects currently in development as a way to preempt and reduce future conservation and maintenance costs.

FY05-08 FUNDING. The program will continue with ongoing maintenance, treatment, and reassessment of the collection. Building on the success of the *Art Among Us* initiative, renewed emphasis will be placed on efforts to use routine maintenance of public art as an opportunity to educate residents on the collection and the processes by which new and existing works are created and maintained.

SUMMARY: HUMAN RESOURCE DEVELOPMENT

FIVE YEAR APPROPRIATION PLAN						
	FY04	FY05	FY06	FY07	FY08	TOTAL
Library Construction/Renovations	-	33 200 000	-	-	-	33 200 000
Park and Recreation	670 090	4 450 090	7 450 090	335 090	575 090	13 480 450
Russell Field Improvements	4 000 000	-	-	-	-	4 000 000
Donnelly Field Renovations	1 250 000	-	-	-	-	1 250 000
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>
	5 970 090	37 700 090	7 500 090	385 090	625 090	52 180 450

FIVE YEAR REVENUE PLAN						
	FY04	FY05	FY06	FY07	FY08	TOTAL
Free Cash	585 000	365 000	365 000	250 000	490 000	2 055 000
Block Grant	95 090	95 090	95 090	95 090	95 090	475 450
Bond Proceeds	5 250 000	37 200 000	7 000 000	-	-	49 450 000
Golf Course Fees	<u>40 000</u>	<u>40 000</u>	<u>40 000</u>	<u>40 000</u>	<u>40 000</u>	<u>200 000</u>
	5 970 090	37 700 090	7 500 090	385 090	625 090	52 180 450

PUBLIC INVESTMENT FUND**BUDGET****HUMAN RESOURCE DEVELOPMENT
- Library Construction/Renovations**

FY04	-
FY05	33 200 000
FY06	-
FY07	-
FY08	-
	<u>33 200 000</u>

STATUS OF PRIOR YEAR PROJECTS. After a January 2001 decision to expand the historic Main Library in its existing location on Broadway, the City hired an architectural team to design the addition to the Main Library as well as renovations to the existing building and surrounding landscape. The resulted in an initial appropriation of \$31 785 495. The City Manager then appointed an 18-member Design Advisory Committee and initiated the public process for the design phase of the project. In FY03, the City continued

to work with its architectural team and Design Advisory Committee toward completion of the conceptual and schematic design. Additional input from the community has been integrated into the process through a series of public meetings held throughout the City.

FY04 FUNDING. It is expected that the process that is described in the above section will continue during FY04 with additional funding not required at this time.

FY05-08 FUNDING. It is expected that additional funding of \$33 200 000 coupled with the original appropriation of \$31 785 495 will be required to complete construction of the project for a total cost of \$64 985 495. This will include the addition to the Main Library, improvements to the existing facility, an underground parking garage, increased energy efficiency measures, enhancements to the surrounding landscape, and improved pedestrian and vehicular access to and through the site. The amount shown in FY05 is a preliminary estimate used for planning purposes and is subject to change as a result of community input and completion of the design phase of the project.

PUBLIC INVESTMENT FUND**BUDGET****HUMAN RESOURCE DEVELOPMENT
- Parks & Recreation**

FY04	670 090
FY05	4 450 090
FY06	7 450 090
FY07	335 090
FY08	<u>575 090</u>
	13 480 450

STATUS OF PRIOR YEAR PROJECTS. Bond proceeds were the largest single component of this allocation In FY03 providing \$850 000 in funding for extensive improvements to the Thomas P. O’Neill, Jr. / Fresh Pond Golf Course with other projects funded through a combination of property taxes, free cash, golf course fees, and Block Grant. The FY03 Parks and Recreation budget included the following projects:

- **Improvements to the Thomas P. O’Neill, Jr. / Fresh Pond Golf Course (\$890 000)** Bond proceeds

of (\$850 000) supplemented golf course fees of \$40 000 to provide a total capital budget of \$890 000 for the reconstruction of all tees, bunkers, and cart paths on the golf course. Construction began in November 2002 and continued through the Spring of 2003 with the remainder of the work to be completed in the Fall of 2003.

- **Renovations to Lowell School Playground (\$410 000)** – This allotment has provided funds for the complete redesign of the Lowell School Playground from a large active playground to a smaller playground with a passive area with flower gardens. The current play structure, which does not comply with most Consumer Product Safety guidelines, will be replaced with a smaller compatible piece of equipment. The planning phase of this project will take place during the Spring of 2003 with construction anticipated in the Fall of 2003
- **Phase 1 of Improvements to Water Play Structures (\$150 000)** – Funds have been set aside for the first phase of improvements to water play structures at Hoyt Field, Warren Pals Playground, and Pine Street Playground with the goal of reducing down time due to vandalism and equipment failure.
- **Park Preventative Maintenance (\$175 000)** – This allocation provided funds to continue the program that includes an annual maintenance contract for play structure repairs and court resurfacing as well as improvements to existing irrigation systems and turf restoration and repair. Also, the FY03 allotment funded repairs to ornamental fences at Gondolfe Playground, Corporal Burns Playground, and the Old Burial Ground as well as the installation of an irrigation system at the athletic field on the Cambridge Common.
- **Replacement of Wood Structure at Dana Park (\$385 000)** – In accordance with the City’s plan to replace existing wood structure play equipment, this allocation has funded the acquisition of new play equipment,

fencing improvements, and resurfacing the playground. This allocation has been combined with available Block Grant funds for a total project budget of \$961 345.

- **Design and Construction of a Skate Park (\$200 000)** – Funds have been allocated for the design and construction of a new skate park. The specific design and location of the skate park will be determined by a community process involving Cambridge youths and potential abutters.

FY04 FUNDING. An allocation of \$535 000 from Free Cash will be combined with \$40 000 in Golf Course Revenues and \$95 090 in Block Grant Funds for a total budget of \$670 090 to finance the following projects:

- **Gold Star Mothers / Gore Street Park (\$150 000)** – This allocation will provide funds for the replacement of pressure treated play equipment in order to comply with guidelines set by the Americans with Disabilities Act (ADA) and Consumer Product Safety Commission (CPSC).
- **Park Preventative Maintenance (\$175 000)** – This allocation will continue to provide funds for a program that includes an annual maintenance contract for play structure repairs and court resurfacing as well as improvements to existing irrigation systems and turf restoration and repair.
- **Danehy Park Improvements (\$135 000)** – This allocation provides funds to continue to replace sod on the soccer fields at Danehy Park on an annual basis as part of the plan developed to maintain this recreational facility.

- **Beautification Program (\$50 000)** – Funds have been provided in the FY04 Capital Budget to continue planting displays at existing sites as well as retain a landscape architect for the development of new sites.
- **Moore Youth Center (\$25 000)** – This allocation provides funds for the purchase of various pieces of classroom and recreational equipment for the Moore Youth Center.
- **Block Grant Open Space / Dana Park (\$95 090)** – These funds will be used to supplement previously appropriated Block Grant and Free Cash allocations to finance the design and upgrade of Dana Park. Improvements include new playgrounds, basketball court repairs, lighting, signage, park furniture, fencing, irrigation, and other landscaping enhancements.
- **Improvements to Thomas P. O’Neill, Jr. / Fresh Pond Golf Course (\$40 000)** – An allotment of \$40 000 from golf course fees will supplement previous appropriations from this source to provide funds for continuing improvements to the golf course.

FY05-08 FUNDING. Bond proceeds will be the primary financing component for this program in FY05-08 with current revenues, golf course fees, and Block Grant providing funding for smaller projects. Bond proceeds will finance improvements to parks and recreational facilities in various neighborhoods of the City including the second phase of the construction of open space in Area 4, construction of a youth center in West Cambridge, and renovations to Lusitania and Glacken fields.

PUBLIC INVESTMENT FUND

BUDGET

**HUMAN RESOURCE DEVELOPMENT
- Russell Field Improvements**

FY04	4 000 000
FY05	-
FY06	-
FY07	-
FY08	-
	<u>4 000 000</u>

STATUS OF PRIOR YEAR PROJECTS. The planning process for renovations to Russell Field began in 1996 with a series of community meetings and development of a set of recommendations to guide the renovation. In FY00, \$3.85 million was appropriated for the first phase of the project. To date, the City has completed the design work for a comprehensive renovation plan that includes a new field house and press box, renovations to the football, soccer and little league fields, a new tot lot, pathway improvements and

landscaping. The new field house will include fully accessible team locker rooms, a weight room, and a concession facility and rest rooms available to the public during games. A second public process, involving a series of community meetings to present and receive feedback on renovation plans, has occurred concurrently with the design process.

FY04 FUNDING. An allocation of \$4 million in bond proceeds will be combined with the FY00 allocation to finance the construction of the Russell Field renovation plan. The new fields are expected to be completed for the athletic season beginning in September 2004 while the new field house is scheduled for completion in November 2004.

FY05-08 FUNDING. It is not anticipated that any further funding will be required to complete this project.

PUBLIC INVESTMENT FUND**BUDGET****HUMAN RESOURCE DEVELOPMENT
- Donnelly Field Improvements**

FY04	1 250 000
FY05	-
FY06	-
FY07	-
FY08	-
	<u>1 250 000</u>

STATUS OF PRIOR YEAR PROJECTS. An allocation of \$200 000 was made for this project in FY00. To date, the City has completed the community review process and design development work. The project includes renovation of the existing playing fields, new lighting, fencing, seating, landscaping and irrigation/drainage improvements. Specific upgrades to the ball field amenities will include new dugouts, bleachers and players' benches. The primary entries into the park will also be improved with planting and landscape elements.

FY04 FUNDING. An allocation of \$1.25 million in bond proceeds will finance the largest portion of the construction phase of the Donnelly Field renovations. To defray a portion of the total project cost, the City applied for and was awarded a Federal Land and Water Conservation Grant for \$.25 million, which is contingent upon FY04 Federal funding to the State Department of Conservation Services. When final approval for this grant is received, the funds will be appropriated to increase the total project budget to \$1.5 million. Construction is expected to begin in the fall of 2003 and be complete in the spring of 2004.

FY05-08 FUNDING. It is not anticipated that any further funding will be required to complete this project.

PUBLIC INVESTMENT FUND**BUDGET****HUMAN RESOURCE DEVELOPMENT
- Accessibility Improvements**

FY04	50 000
FY05	50 000
FY06	50 000
FY07	50 000
FY08	<u>50 000</u>
	250 000

STATUS OF PRIOR YEAR PROJECTS. Allocations of \$50 000 to this cost center have been made for the past five years to fund a wide range of projects to improve access for persons with disabilities, consistent with the requirements of the Americans with Disabilities Act of 1990. Prior allocations were used to install accessible door hardware at City Hall, to upgrade the wheelchair lift at 147 Hampshire Street, to improve the accessibility of ramps at 51 Inman Street, and to install an automatic door opener system at the Police Station.

FY04 FUNDING. In order to continue the program of making public facilities more accessible to persons with disabilities, the FY04 allocation of \$50 000 will supplement previous allotments to construct a new fully accessible main entrance and accessible restroom facilities at the Collins branch library.

FY05-08 FUNDING. It is the City's intent to continue to improve access to public facilities for people with disabilities by consistently allocating funds in future budgets.

THIS SPACE RESERVED FOR COUNCILLORS' NOTES

SUMMARY: EDUCATION

FIVE YEAR APPROPRIATION PLAN						
	FY04	FY05	FY06	FY07	FY08	TOTAL
School Equipment/Renovations	<u>34 320 000</u>	<u>500 000</u>	<u>500 000</u>	<u>500 000</u>	<u>500 000</u>	<u>36 320 000</u>
	34 320 000	500 000	500 000	500 000	500 000	36 320 000

FIVE YEAR REVENUE PLAN						
	FY04	FY05	FY06	FY07	FY08	TOTAL
Free Cash	700 000	500 000	500 000	500 000	500 000	2 700 000
Bond Proceeds	<u>33 620 000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>33 620 000</u>
	34 320 000	500 000	500 000	500 000	500 000	36 320 000

PUBLIC INVESTMENT FUND**BUDGET****EDUCATION
- School Equipment/Renovations**

FY04	34 320 000
FY05	500 000
FY06	500 000
FY07	500 000
FY08	<u>500 000</u>
	36 320 000

STATUS OF PRIOR YEAR PROJECTS. During the past decade, bond proceeds have been the primary source of financing for a program of extensive improvements to four elementary schools – the Baldwin (Agassiz), Haggerty, Morse and Fitzgerald schools. State School Building Assistance (SBA) reimbursements for up to 90% of the cost, including bond interest, have significantly reduced the local cost of these projects.

Currently, Cambridge has two projects on the SBA approved project list – the Cambridge Rindge and Latin School (CRLS) Field House Roof/HVAC repair project, and the War Memorial Renovations project. However, both of these projects, although approved, are far down the funding priority list (numbers 213 and 276, respectively) and it is uncertain as to when (or if) funding will become available for such projects. The Field House project, which involved significant roof safety issues and has been completed using City funds, is still subject to reimbursement.

In FY03, capital funding of \$666 000 was approved for the following items: 1) replacement of the boiler at the Kennedy School (\$350 000); 2) replacement of two buses (\$106 000); and 3) window replacement at the Longfellow School (\$210 000). On the last project, work was not initiated pending a decision on school consolidations/closures, and now that a decision has been made to close the Longfellow, those funds are being reprogrammed for window replacements at other schools.

FY04 FUNDING. \$33 620 000 in Bond Proceeds and \$700 000 in Free Cash will finance the following projects:

- \$33 620 000 in Bond Proceeds will finance extensive improvements to the HVAC system at Cambridge Rindge and Latin School (CRLS) as well as the replacement of the roof on the building and exterior windows and skylights, addition of new ceilings in rooms, and replacement of lighting in rooms. In order for the City to apply for reimbursement for this project from the SBA, it is necessary to appropriate and authorize borrowing for the total amount of the project. The SBA reimbursement percentage is estimated to be approximately 65%. However, due to significant increases in tax-supported debt in the next few years, expenditures for the purposes mentioned above will not be made until the City receives approval for reimbursement from the SBA. The only exception to this would be emergency situations where HVAC units would have to be replaced to maintain a safe environment in the facility.

- \$210 000 for the window glass and door replacement and related work for the Harrington, Peabody and King buildings. Visibility and glass integrity have deteriorated in all three buildings, and some door need replacement. A full-scale window systems replacement project is being reviewed for the future in the King.
- \$130 000 for water line replacement, including controls and shutoffs in the King building. This includes both domestic water and water supply/return to the heating systems in the building. Piping has deteriorated and is frequently being repaired on a piecemeal basis.
- Funding for engineering design work for replacement of a roofing section at the Kennedy building (\$35 000) and for a boiler replacement at the Cambridgeport (\$40 000).
- \$85 000 for replacement of 10 sewage ejector pumps servicing the entire CRLS/War Memorial complex. This equipment was installed in 1980 and needs replacement.
- \$200 000 in funding for various facilities improvements relating to the elementary schools consolidation plan, which will involve the relocation of eight elementary schools and will close two buildings. Work will include painting, tile replacement, minor space renovations, restroom improvements and the like.

FY05-08 FUNDING. It is expected that improvements to elementary schools and the high school will continue to be funded through a combination of property taxes and free cash.

THIS SPACE RESERVED FOR COUNCILLORS' NOTES

INTRODUCED BY CITY MANAGER ROBERT W. HEALY

AN ORDER CONCERNING APPROPRIATION FOR THE FISCAL YEAR BEGINNING JULY 1, 2003

ORDERED: That the following sums, designated as appropriations, are hereby appropriated in the General Fund of the City of Cambridge.

FUNCTION	DEPARTMENT	SALARIES & WAGES	OTHER ORDINARY MAINTENANCE	TRAVEL & TRAINING	EXTRA ORDINARY EXPENDITURES	CITY APPRO- PRIATION	STATE ASSESS- MENT	GRAND TOTAL
GENERAL GOVERNMENT								
	Mayor	298 935	111 440	20 500		430 875		430 875
	Executive	860 220	396 500	29 965		1 286 685		1 286 685
	City Council	847 560	41 900	38 000		927 460		927 460
	City Clerk	611 400	59 780	750		671 930		671 930
	Law	950 645	509 225	259 675		1 719 545		1 719 545
	Finance	5 905 095	2 088 860	175 980	77 800	8 247 735		8 247 735
	Employee Benefits	17 414 615	681 740			18 096 355		18 096 355
	General Services	364 975	592 555			957 530		957 530
	Election	485 035	252 430	2 270		739 735		739 735
	Public Celebrations	369 100	289 800	1 125		660 025		660 025
	Reserve	<u>37 500</u>	<u>37 500</u>			<u>37 500</u>		<u>37 500</u>
	TOTAL	28 107 580	5 061 730	528 265	77 800	33 775 375		33 775 375
 PUBLIC SAFETY								
	Animal Commission	203 915	12 595	120		216 630		216 630
	Fire	26 747 890	618 490	331 750	95 000	27 793 130		27 793 130
	Police	28 703 385	795 555	176 500	290 500	29 965 940		29 965 940
	Traffic, Parking & Transportation	4 668 305	2 873 640	19 400	75 000	7 636 345		7 636 345
	Police Review & Advisory Board	63 740	8 550	3 000		75 290		75 290
	Inspectional Services	2 027 060	107 100	51 825		2 185 985		2 185 985
	License	615 085	61 090	8 800		684 975		684 975
	Weights & Measures	84 890	7 780	1 745		94 415		94 415
	Electrical	920 860	1 440 580	1 670		2 363 110		2 363 110
	Emergency Management	116 130	13 635	100		129 865		129 865
	Emergency Communications	<u>2 759 450</u>	<u>166 010</u>	<u>15 850</u>	<u>4 000</u>	<u>2 945 310</u>		<u>2 945 310</u>
	TOTAL	66 910 710	6 105 025	610 760	464 500	74 090 995		74 090 995

FUNCTION	DEPARTMENT	SALARIES & WAGES	OTHER ORDINARY MAINTENANCE	TRAVEL & TRAINING	EXTRA ORDINARY EXPENDITURES	CITY APPRO- PRIATION	STATE ASSESS- MENT	GRAND TOTAL
COMMUNITY MAINTENANCE AND DEVELOPMENT								
	Public Works	13 289 370	7 651 905	100 625	535 000	21 576 900		21 576 900
	Community Development	3 484 615	623 040	35 200	132 870	4 275 725		4 275 725
	Historical Commission	350 760	69 880	800		421 440		421 440
	Conservation Commission	83 175	3 865	885		87 925		87 925
	Peace Commission	60 750	11 280	1 350		73 380		73 380
	Cable T.V.	350 990	588 315	3 450		942 755		942 755
	Debt Service		216 000		21 246 815	21 462 815		21 462 815
	TOTAL	<u>17 619 660</u>	<u>9 164 285</u>	<u>142 310</u>	<u>21 914 685</u>	<u>48 840 940</u>		<u>48 840 940</u>
HUMAN RESOURCE DEVELOPMENT								
	Library	4 134 225	930 045	36 650		5 100 920		5 100 920
	Human Services	11 177 435	2 452 000	65 450	25 000	13 719 885		13 719 885
	Women's Commission	138 000	9 860	1 000		148 860		148 860
	Human Rights Commission	147 385	2 825	1 930		152 140		152 140
	Veterans	230 360	49 300	205 800		485 460		485 460
	TOTAL	<u>15 827 405</u>	<u>3 444 030</u>	<u>310 830</u>	<u>25 000</u>	<u>19 607 265</u>		<u>19 607 265</u>
	CITY TOTAL	128 465 355	23 775 070	1 592 165	22 481 985	176 314 575		176 314 575
EDUCATION								
	Schools Operating	<u>82 590 736</u>	<u>26 342 715</u>	<u>537 962</u>	<u>8 401 044</u>	<u>117 872 457</u>		<u>117 872 457</u>
	TOTAL	82 590 736	26 342 715	537 962	8 401 044	117 872 457		117 872 457
INTERGOVERNMENTAL								
	Massachusetts Water Resources Authority		16 143 130			16 143 130		16 143 130
	Cherry Sheet Assessments						7 881 265	7 881 265
	Cambridge Health Alliance		6 500 000			6 500 000		6 500 000
	TOTAL		<u>22 643 130</u>			<u>22 643 130</u>	<u>7 881 265</u>	<u>30 524 395</u>
	GRAND TOTALS	211 056 091	72 760 915	2 130 127	30 883 029	316 830 162	7 881 265	324 711 427

BE IT FURTHER ORDERED: That the city appropriations and state assessments in the General Fund are to be financed by estimated revenues drawn from the following sources:

FUNCTION	DEPARTMENT	TAXES	LICENSES & PERMITS	FINES & FORFEITS	CHARGES FOR SERVICE	INTER- GOVERN- MENTAL REVENUE	MISCELL- ANEOUS REVENUE	GRAND TOTAL
	Mayor	398 875				32 000		430 875
	Executive	942 820		180 000		163 865		1 286 685
	City Council	913 350				14 110		927 460
	City Clerk	522 330	14 000		116 300	19 300		671 930
	Law	1 569 545	2 500	97 500		50 000		1 719 545
	Finance	5 703 150			438 950	605 635	1 500 000	8 247 735
	Employee Benefits	7 926 935			85 000	6 074 420	4 010 000	18 096 355
	General Services	858 705		4 000		94 825		957 530
	Election	644 010			2 000	93 725		739 735
	Public Celebrations	617 445	15 000			27 580		660 025
	Reserve	37 500						37 500
	TOTAL GENERAL GOVT.	20 134 665	31 500	281 500	642 250	7 175 460	5 510 000	33 775 375
	Animal Commission	204 030	7 800	2 300	1 500		1 000	216 630
	Fire	27 396 130	30 000	12 000	355 000			27 793 130
	Police	21 620 330	94 500	2 487 285	1 986 760	2 275 065	1 502 000	29 965 940
	Traffic, Parking & Transportation		127 500	4 789 190	2 658 910		60 745	7 636 345
	Police Review & Advisory Board	75 290						75 290
	Inspectional Services	(1 332 015)	3 436 000		82 000			2 185 985
	License	(1 060 885)	1 693 560		25 300	27 000		684 975
	Weights & Measures	49 990			26 500	17 925		94 415
	Electrical	1 857 245			285 000	207 865	13 000	2 363 110
	Emergency Management	46 440				83 425		129 865
	Emergency Communications	2 945 310						2 945 310
	TOTAL PUBLIC SAFETY	51 801 865	5 389 360	7 290 775	5 420 970	2 611 280	1 576 745	74 090 995

FUNCTION	DEPARTMENT	TAXES	LICENSES & PERMITS	FINES & FORFEITS	CHARGES FOR SERVICE	INTER GOVERN- MENTAL REVENUE	MISCELL- ANEOUS REVENUE	GRAND TOTAL
	Public Works	16 113 520	85 000		2 963 440	2 281 130	133 810	21 576 900
	Community Development	2 663 115	20 000		225 000	1 090 715	276 895	4 275 725
	Historical Commission	408 940				5 000	7 500	421 440
	Conservation Commission	71 925			16 000			87 925
	Peace Commission	49 930				23 450		73 380
	Cable T.V.	22 665			919 940		150	942 755
	Debt Service	<u>8 523 810</u>		<u>171 875</u>	<u>7 875 515</u>	<u>4 846 140</u>	<u>45 475</u>	<u>21 462 815</u>
	TOTAL COMMUNITY MAINTENANCE & DEV.	27 853 905	105 000	171 875	11 999 895	8 246 435	463 830	48 840 940
	Library	4 592 270		85 000	1 500	422 150		5 100 920
	Human Services	10 547 245			2 265 875	906 765		13 719 885
	Women's Commission	138 900				9 960		148 860
	Human Rights Commission	152 140						152 140
	Veterans	<u>287 205</u>				<u>198 255</u>		<u>485 460</u>
	TOTAL HUMAN RESOURCE DEVELOPMENT	15 717 760		85 000	2 267 375	1 537 130		19 607 265
	CITY TOTAL	115 508 195	5 525 860	7 829 150	20 330 490	19 570 305	7 550 575	176 314 575
EDUCATION								
	Schools Operating	<u>89 835 300</u>		<u>100 000</u>		<u>27 637 157</u>	<u>300 000</u>	<u>117 872 457</u>
	SCHOOL TOTAL	89 835 300		100 000		27 637 157	300 000	117 872 457
INTERGOVERNMENTAL								
	Massachusetts Water Resources Authority				16 143 130			16 143 130
	Cherry Sheet Assessments	7 435 325			445 940			7 881 265
	Cambridge Health Alliance	<u>6 500 000</u>						<u>6 500 000</u>
	TOTAL INTERGOVERN.	13 935 325			16 589 070			30 524 395
	GRAND TOTALS	219 278 820	5 525 860	7 929 150	36 919 560	47 207 462	7 850 575	324 711 427

INTRODUCED BY CITY MANAGER ROBERT W. HEALY

AN ORDER CONCERNING APPROPRIATION FOR THE FISCAL YEAR BEGINNING JULY 1, 2003

ORDERED: That the following sums, designated as appropriations, are hereby appropriated in the Water Fund of the City of Cambridge.

FUNCTION	DEPARTMENT	SALARIES & WAGES	OTHER ORDINARY MAINTENANCE	TRAVEL & TRAINING	EXTRA ORDINARY EXPENDITURES	CITY APPRO- PRIATION	STATE ASSESS- MENT	GRAND TOTAL
COMMUNITY MAINTENANCE & DEVELOPMENT	Water	4 678 315	2 980 225	23 255	9 077 860	16 759 655		16 759 655

BE IT FURTHER ORDERED: That the city appropriations in the Water Fund are to be financed by estimated revenues drawn from the following sources:

FUNCTION	DEPARTMENT	TAXES	LICENSES & PERMITS	FINES & FORFEITS	CHARGES FOR SERVICE	INTER- GOVERN- MENTAL REVENUE	MISCELL- ANEOUS REVENUE	GRAND TOTAL
COMMUNITY MAINTENANCE & DEVELOPMENT	Water				15 538 855	1 220 800		16 759 655

**INTRODUCED BY CITY MANAGER ROBERT W. HEALY
AN ORDER CONCERNING APPROPRIATION FOR THE FISCAL YEAR BEGINNING JULY 1, 2003**

ORDERED: That the following sums are hereby appropriated in the Public Investment Fund of the City of Cambridge.

FUNCTION	PROJECT	APPROPRIATIONS	FUNCTION	PROJECT	APPROPRIATIONS
GENERAL GOVERNMENT			COMMUNITY MAINT. & DEV. (cont.)		
	Acquisition of Personal Computers	100 000		Cambridgeport Roadway Design	60 000
	Technology Upgrades	665 000		Concord/Alewife Planning Study	125 000
	Implementation of GASB 34 (Phase 2)	<u>75 000</u>		Lafayette Square/Mass. Ave. Reconstruction	25 000
		840 000		Records Management Facilities Study	25 000
PUBLIC SAFETY				Employment Program Fund	350 000
	Fire Vehicles/Equipment	300 000		Housing Rehab & Development	1 682 880
	Fire Station Renovations	50 000		Neighborhood Business Development	50 000
	Police Equipment/Renovations	<u>100 000</u>		Public Art Conservation	<u>35 000</u>
		450 000			8 431 315
COMMUNITY MAINTENANCE & DEV.			HUMAN RESOURCE DEVELOPMENT		
	Public Building Renovations	230 000		Parks & Recreation	670 090
	Streets/Sidewalks Reconstruction	2 362 275		Accessibility Improvements	<u>50 000</u>
	Park and Cemetery Tree Pruning	125 000			720 090
	Parking Improvements	500 000	EDUCATION		
	Water System Improvements	1 100 000		School Equipment/Renovations	<u>700 000</u>
	Sewer Reconstruction	1 236 160			700 000
	Traffic Calming Design/Construction	525 000			
				TOTAL	11 141 405

BE IT FURTHER ORDERED: That the above appropriations are to be financed from the following sources:

FINANCING PLAN CLASSIFICATION	REVENUE	FINANCING PLAN CLASSIFICATIONS	REVENUE
Property Taxes	1 500 000	Street Preservation Offset Fund	1 039 455
Free Cash	2 225 000	Block Grant	2 177 970
Parking Fund	500 000	Chapter 90	1 322 820
Sewer Service Charge	1 100 000	MWRA Grant	136 160
Water Service Charge	1 100 000	Golf Course Fees	<u>40 000</u>
			11 141 405

INTRODUCED BY CITY MANAGER ROBERT W. HEALY

AN ORDER CONCERNING APPROPRIATION FOR THE FISCAL YEAR BEGINNING JULY 1, 2003

ORDERED: That the following sum is hereby appropriated in the Stabilization Fund in the City of Cambridge.

FUNCTION

**COMMUNITY MAINTENANCE
& DEVELOPMENT**

Stabilization Fund	1 000 000
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BE IT FURTHER ORDERED: That the above appropriation is financed from the following sources:

**FINANCING PLAN
CLASSIFICATION**

Property Taxes	1 000 000
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INDEX

IV - 14	Affirmative Action	IV - 259	Human Resource Development/Summary
IV - 84	Animal Commission	IV - 323	Human Rights
VI - 1	Appropriation Orders	IV - 267	Human Services
IV - 76	Arts Council	IV - 127	Inspectional Services
IV - 40	Assessing	IV - 64	Insurance
IV - 46	Auditing	III - 37	Intergovernmental Revenue
II - 17	Budget Basis of Accounting	IV - 337	Intergovernmental/Summary
II - 1	Budget Calendar	IV - 24	Law
IV - 32	Budget Office	IV - 260	Library
II - 2	Budget Procedure	III - 13	License and Permits
I - 2	Budget/Summary	IV - 130	License Commission
IV - 252	Cable TV	IV - 54	Management Information System
IV - 341	Cambridge Health Alliance	IV - 2	Mayor's Office
III - 21	Charges for Service	IV - 339	M.B.T.A
IV - 339	Cherry Sheet Assessments	III - 47	Miscellaneous Revenue
IV - 21	City Clerk	II - 6	Organizational Chart
IV - 19	City Council	II - 30	Parking Fund/Projected Balance
I - 1	City Manager's Adopted Budget Message	II - 29	Parking Fund/Three Year History
I - 3	City Manager's Submitted Budget Message	IV - 247	Peace Commission
IV - 66	Collective Bargaining	IV - 61	Pensions
IV - 209	Community Development	IV - 35	Personnel
IV - 153	Community Maint. & Dev./Summary	IV - 94	Police
IV - 243	Conservation Commission	IV - 123	Police Review & Advisory Board
IV - 133	Consumer Council	II - 32	Position List
II - 18	Debt Position	IV - 69	Printing
IV - 255	Debt Service	IV - 76	Public Celebrations
IV - 333	Education/Summary	IV - 16	Public Information Office
IV - 70	Election Commission	V - 1	Public Investment Program
IV - 139	Electrical	IV - 83	Public Safety/Summary
IV - 147	Emergency Communications	IV - 154	Public Works
IV - 142	Emergency Management	IV - 44	Purchasing
IV - 58	Employee Benefits/Summary	IV - 82	Reserve
IV - 7	Executive	IV - 49	Revenue
II - 15	Facts on File	IV - 334	Schools
IV - 26	Finance/Summary	III - 5	Taxes
II - 20	Financial Charts	II - 16	Tax Facts
III - 1	Financing Plan/Summary	IV - 12	Tourism
III - 19	Fines and Forfeits	IV - 113	Traffic, Parking & Transportation
IV - 87	Fire	IV - 52	Treasury
II - 30	General Fund/Projected Balance	IV - 328	Veterans' Benefits & Services
II - 25	General Fund/Three Year History	IV - 197	Water Department
IV - 1	General Government/Summary	II - 30	Water Fund/Projected Balance
II - 13	General Profile of City	II - 27	Water Fund/Three Year History
IV - 67	General Services	IV - 338	Water Resources Authority
II - 7	Glossary	IV - 136	Weights & Measures
IV - 236	Historical Commission	IV - 319	Women's Commission

