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THIS SPACE RESERVED FOR COUNCILLORS' NOTES



CITY OF CAMBRIDGE • EXECUTIVE DEPARTMENT

Robert W. Healy, City Manager

Richard C. Rossi, Deputy City Manager

BUDGET MESSAGE

May 24, 2004

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

I herewith present to you the FY2005 operating and capital budgets for the City of Cambridge approved by the City Council on May 24, 2004 as well as the five year Capital Plan.

The adopted operating budget of \$362 426 150 represents an increase of \$16 454 896 or a 4.8% increase over the FY04 adjusted budget. The budget increase is largely attributable to a 4.3% cost of salary increases for employees (including a 2% salary cost carry-over from FY04), a 12% increase in employee health insurance, a 4.4% increase in employee pension costs, a 3.5% increase in school spending and a debt service increase of 11.4%. In addition, \$1.1 million has been added to the budget to cover the cost of a 53rd pay period in FY05 for employees who are paid on Thursdays.

The adopted budget includes a \$1 000 000 appropriation to the Stabilization Fund to be made in FY05 to supplement the existing balance of \$7.9 million, which will be used to offset future debt service increases. The same amount was appropriated in FY04. A portion of this balance will be used annually beginning in FY06 to help offset debt service payments for major tax supported projects scheduled for the next three to five years.

The FY05 adopted Capital Budget of \$38 934 755 supports a large number projects that include: Porter Square and Harvard Square street/sidewalk enhancements, Russell Field improvements, Gold Star Pool improvements, Area 4 parks construction, technology upgrades, public safety vehicles and equipment, building renovations, streets/sidewalks reconstruction, sewer reconstruction, housing rehab and development programs and school equipment and renovations.

As was the case last year, the preparation of the FY05 spending plan was made difficult by continued uncertainty over the level of State Aid funding to the City. However, it appears that the City's preliminary estimate that it will receive the same amount in FY05 as it did in FY04 (\$31 567 430) from the three major local aid categories will hold true. These categories include Chapter 70 School Aid, Lottery Aid and Additional Assistance. This major revenue source represents 8.7% of the total Operating Budget.

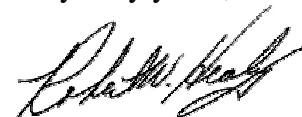
Not yet included in the adopted budget is an estimated \$11 million in funds from the Community Preservation Act (CPA) surcharge. The local portion of CPA funding is raised from a 3% surcharge on property taxes. The CPA funds may only be used for certain affordable housing, open space and historic preservation purposes. The Community Preservation Fund Committee will be making their recommendations on the use of the local funds (\$5 000 000), approximately \$5 000 000 in state matching funds and \$1 000 000 from the CPA fund balance during the upcoming months. The Committee's recommendations will then be forwarded to the City Council for appropriation prior to the setting of the City's property tax rate.

In keeping with the practice of recent years, the proposed FY05 budget closely links the operating and capital expenditure plans with priorities established by the City Council. Department heads have carefully reviewed their budget narratives, accomplishments, goals and performance measures and have made significant modifications to them to demonstrate their department's efforts to address the City Council goals. Also, in an ongoing effort to review budget narratives for larger departments in order to provide better information to the City Council and the public, the Police Department budget narrative, located in Section IV, has been totally revised. The new Police narrative provides more statistical measures with comparisons to other communities both locally and nationally. In addition, modifications have been made to the Summaries section and Financing Plan section in this Budget document to provide more information related to the City's fund structure, basis of accounting, fund balances and major revenue sources. While I encourage readers to review each budget section in detail, the submitted budget message on page I-5 highlights the approved spending plan for implementation of the 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.

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)

FY03 ACTUAL	FY04 PROJECTED	PROGRAM EXPENDITURES	FY05 BUDGET
27 136 680	32 304 425	General Government	37 048 015
73 029 390	74 028 720	Public Safety	77 450 040
63 252 435	66 228 270	Community Maintenance & Development	70 758 990
19 490 915	19 812 315	Human Resource Development	20 868 495
117 137 195	117 872 457	Education	122 053 195
<u>29 698 525</u>	<u>34 026 175</u>	Intergovernmental	<u>34 247 415</u>
329 745 140	344 272 362		362 426 150

FINANCING PLAN	FY05 BUDGET
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Taxes	235 234 640
Licenses & Permits	5 633 880
Fines & Forfeits	7 919 670
Charges for Service	54 826 415
Intergovernmental Revenue	51 570 195
Miscellaneous Revenue	<u>7 241 350</u>
	362 426 150

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CITY OF CAMBRIDGE • EXECUTIVE DEPARTMENT

Robert W. Healy, City Manager

Richard C. Rossi, Deputy City Manager

BUDGET MESSAGE

April 26, 2004

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

I herewith submit for your consideration the proposed FY05 Operating and Capital Budgets for the City of Cambridge, as well as the proposed FY06 - 09 Capital Plan. The proposed Operating Budget of \$362 426 150 represents an increase of \$16 454 896 or a 4.8% increase over the FY04 adjusted budget. The budget increase is largely attributable to a 4.3% cost of salary increases for employees (includes a 2% salary cost carry-over from FY04), a 12% increase in employee health insurance, a 4.4% increase in employee pension costs, a 3.5% increase in school spending and a debt service increase of 11.4%. In addition, \$1.1 million has been added to the budget to cover the cost of a 53rd pay period in FY05 for employees who are paid on Thursdays.

As was the case last year, the preparation of the FY05 spending plan was made difficult by continued uncertainty over the level of State Aid funding to the City. However, the City estimates it will receive the same amount in FY05 as it did in FY04 (\$31 567 430) from the three major local aid categories, which include Chapter 70 School Aid, Lottery Aid and Additional Assistance. This major revenue source represents 8.7% of the total Operating Budget. This State Aid estimate is based on the Governor's FY05 Budget released in January 2005 and the House Ways and Means budget proposal released in mid April 2004, which calls for no reductions to these three categories.

The spending plan, as submitted, including non-budget items such as overlay reserve and other offsets, calls for a tax levy of \$224 964 722, a \$15 365 326 or 7.3% increase. 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 \$39 million for FY05.

I am also recommending that a \$1 000 000 appropriation to the Stabilization Fund be made in FY05 to supplement the existing balance of \$7.9 million to be used to offset future debt service increases. The same amount was appropriated in FY04. A portion of this balance will be used annually beginning in FY06 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/land acquisition, Harvard Square and Porter Square enhancements, Russell Field and Area 4 Park improvements and the design and renovation of the outdoor Gold Star Mothers Pool. The purpose of using the stabilization fund is to lessen the impact of property tax increases in future years while trying to maintain an aggressive public investment program.

The FY05 proposed Capital Budget totals \$38 934 755, a decrease of \$27 560 355 from the previous year. This significant decrease 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) in the FY04 Capital Budget. This project is eligible for State School Building Assistance (SBA) reimbursement (69%) since the project application was submitted prior to the end of last fiscal year. The Governor, in his proposed FY05 Budget, calls for the State to issue bonds to fund all of the projects on the SBA waiting list. Under this plan, the State would provide communities with a lump sum payment for its share of project reimbursement as opposed to a reimbursement schedule of 10 to 20 years based on the length of the bonds issued by the community. Under this plan, the CRLS project would be funded in FY09. Therefore, although the bond authorization has been approved as part of the SBA application process, the CRLS project will not begin until the City receives state reimbursement.

The continuation of the School Building Assistance program as presently constituted in future years after all projects on the waiting list are funded, including the reimbursement level to communities, is unclear. The Governor, the House Ways and Means Committee Chair and other elected officials have proposed reforms to this program.

If the CRLS appropriation were not included in the FY04 Capital Budget, the total Capital Budget would have been \$32 875 110. The FY05 Capital Budget of \$38 934 755 would reflect an increase of \$6 059 645, or 18.4%, from the FY04 adjusted budget. However, the portion of the FY04 Capital Budget that is funded through current revenues (a combination of property taxes and free cash) has been reduced from its FY04 level of \$3 725 000 to \$3 010 000, a decrease of \$715 000 or 19%. This planned decrease is due to necessity of allocating more revenues from these sources to the operating budget to offset increases in tax-supported debt service as a result of the large number of tax-supported projects included in the January 2004 bond issue whose initial impact is in FY05. These projects include: Cambridge Street Improvements, Main Library Construction, Russell and Donnelly Field Improvements, Yerxa Road Underpass Construction, Network Infrastructure Project and War Memorial Repairs and Renovations.

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 \$5 000 000, 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 2004. 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/reserved \$24 100 000 from CPA revenues and state matching funds. The City has received \$10 300 000 in state matching funds.

Because the City has been able to build reserve fund balances and increase excess levy capacity in anticipation inevitable of future economic downturns, including significant reductions in State Aid, it has been able to maintain the current level of services in this budget. In no small part, the apparent level funding of the three major State Aid categories in FY05 has made this task much easier.

While the FY05 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. While there is no change in the number of full-time City positions in FY05, it should be noted that the City reduced 18 positions in FY04. For additional information on the other position reductions, please refer to the Position List on page II-42.

In keeping with the practice of recent years, the proposed FY05 budget closely links the operating and capital expenditure plans with priorities established by the City Council. Department heads have carefully reviewed their budget narratives, accomplishments, goals and performance measures and have made significant modifications to them to demonstrate their department's efforts to address the City Council goals. Also, in an ongoing effort to review budget narratives for larger departments in order to provide better information to the City Council and the public, the Police Department budget narrative located in Section IV has been totally revised. The new Police narrative provides more statistical measures with comparisons to other communities both locally and nationally. In addition, modifications have been made to the Summaries section and Financing Plan section in this Budget document to provide more information related to the City's fund structure, basis of accounting, fund balances and major revenue sources. 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 recent economic slowdown and reductions in State Aid that has impacted all Massachusetts municipalities, 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 7.3% increase in the property tax levy, a portion of this increase will be covered by new construction as in past years. Additionally, the City's excess tax levy capacity, an extremely important indication of the City's financial health, is projected to be approximately \$39 million for FY05, 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 over the past two years, 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 and conservatively managing expenditure and revenue growth, the City should be able to deal with level funding of State Aid (or possible reductions) and other economic challenges in future years in a responsible fashion, which will result in a limited impact on our service delivery. This includes proceeding with a public investment program that will result in a projected increase in our tax supported bonding cost of \$10 million over the next four years. Cambridge is unique in its ability to maintain services while improving our infrastructure in these challenging economic times.

In addition, the FY05 Budget provides resources in support of this goal:

- Providing citizens information about City government and services is a continued priority and supported in this budget. In FY05, the City will fund two new initiatives. The first is a new e-mail notification service. Through the City's Web site, residents will eventually be able to sign up to receive free e-mail notifications of important City information, including emergency communications, parking bans, school closings and street cleaning schedules to name a few. Notifications and information will automatically be e-mailed to anyone that registers to receive them. A citizen may specify which notifications he/she prefers and then be able to add, change or delete a request at any time.

The second new initiative is the development of a Permit, License, Application and Forms directory on the City's Web site. This single directory will provide easy access for citizens to obtain permit and license information that will be organized in alphabetical order, based on the type of service. Currently, users must navigate to individual departmental Web pages to obtain this information. In addition, forms can be completed online, saved and printed from the user's computer, a process that should improve accuracy and processing time. Some permits, licenses, applications and forms will have the added capability of being submitted and processed online. As a result, in many cases, a trip to City Hall may not be required.

In addition, the budget supports the continued publication and distribution of the City's bi-annual newsletter, *CityView*, to 44 000 Cambridge households. We will also continue producing other publications such as "*Living in Cambridge....A Guide to City Resources and Services,*" the City's Annual Report, the Cambridge Calendar of events distributed to residents and visitors by the Tourism Office, the Department of Human Services' Seasonal Resource Guides, Tax Facts and various other publications distributed by departments during the fiscal year.

- Additional funding of \$15 000 has been provided to the Election Commission to distribute polling place notifications to voters for the November election in an effort to increase voter turnout.
- The Capital Budget contains \$150 000 to fund the acquisition of a new software system (Remedy) to replace the current customer resource management system that allows the City to track and initiate work orders.
- Over the next two years, the Traffic, Parking and Transportation Department will embark on an effort to replace the old style snow emergency signs which, in some cases, are thirty years old and have become difficult to read. Funding of \$20 000 has been provided for this effort.
- This Budget includes \$35 000 in additional funds for the Kids' Council to support program initiatives.

- The Public Works Budget includes increases of almost a million dollars to adequately fund their operations in order to maintain the current level of service delivery. Items increased include: snow and regular overtime, street maintenance repairs, solid waste disposal, recycling, building and park maintenance and energy.
- Funds have been included in the FY05 Capital Budget to continue the reconstruction of the City's sewer and surface drainage system in the amount of \$17 770 000. 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, Cherry Street/South Massachusetts Avenue, Bellis Circle and Porter Square and Harvard Square areas. In many cases the work proposed for sewer and stormwater reconstruction is to be coordinated with other phases of major construction projects such as the library construction project and Harvard and Porter Square enhancement projects.

It should also be noted that the City's continued investment in sewer separation, stormwater management and flood protection projects over the last several years are showing tangible results to citizens. During a recent period of significant rainfall, there were minimal reports of flooding within the City. In addition, there has been a reduction in sewer volume processed by the Massachusetts Water Resource Authority.

- **PRESERVE AND EXPAND THE SUPPLY OF PERMANENT AFFORDABLE HOUSING**

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. CPA funds may only be used for certain affordable housing, open space and historic preservation purposes. In addition, the City receives a matching amount from the state and has received approximately \$10 300 000 from this source since the inception of the program. Since these funds are deposited into trust funds established for the three CPA purposes, there are no direct allocations contained in this budget document.

Since the implementation of the CPA in FY02, \$24 100 000 has been appropriated/reserved for housing (\$19 300 000), open space (\$2 400 000), and historic preservation (\$2 400 000). FY05 revenues from the CPA are expected to be up slightly based on a higher property tax levy, with the state match expected to be higher based on FY04 CPA revenues.

The Community Preservation Fund Committee will be making their recommendations on the use of the FY05 CPA revenues of approximately \$5 000 000 during the upcoming months. Recommendations will be forwarded to the City Council for appropriation prior to the setting of the tax rate. 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 2004. Appropriation of these funds, as well additional funds received in FY04, 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 in excess of 2000 units of affordable housing since the end of rent control in 1995.

The FY05 Operating Budget for the Housing Division contained in the Community Development Budget is \$608 765 and supports a multitude of activities in support of this goal. 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 FY05 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 FY05 budget contains a recommended School Budget of \$122 053 195, an increase of \$4 180 738 or 3.5% over the current year. Property tax support of the School Budget has increased by 4% or \$3.6 million in FY05. The School Department Budget was adopted by the School Committee in mid-April 2004, earlier than in recent years.

City and School officials worked closely early in the budget process to arrive at the above budget allocation, which equaled the amount contained in the School Department's financial plan for FY05. This budget guideline required no "present level of service" reductions to the School Budget. However, it did allow the new School Superintendent to recommend to the School Committee \$3.7 million in budget reallocations to fund program improvements and initiatives.

Highlights of these initiatives include:

- A K-12 Science Initiative in partnership with universities and businesses, designed to guarantee a world-class science education for all students in the Cambridge Public School District.
- Several high school programs focused on closing the achievement gap, including: an Alternative High School program for approximately 100 students; an SAT Prep program; AVID Program; technology technical assistants for each small learning community; training for CRLS teachers and administrators for the new high school schedule change for school year 2005-06; and minor renovations/facilities improvements for the CRLS consolidation and Alternative High School.

- Elementary and middle school program improvements including: a pilot middle school College Board program - “Springboard”; an additional school improvement plan allocation for the Ola’ program at King Open School; an in-service training for teachers for multi-graded classrooms; a Know Your Bodies health education program; elementary school support assistants for schools with enrollment over 400; elementary school climate surveys; summer school program and furniture and equipment.
- Operating funds for summer maintenance work for school facilities, and capital funds (\$500 000) for major school projects (along with \$400 000 from City Capital Budget).

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 Learning Center with a budget of \$667 865, plus grant funding. The Community Learning Center (CLC), located at 19 Brookline Street, provides adult basic education classes to more than 1 000 adults each year. The core program includes seven levels of English for Speakers of other Languages (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 Pre-College Bridge Program prepares students for the transition to post-secondary education. All CLC 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 basic career training in computers for 15-18 students and community members who work with classroom teachers as aides in the computer lab. In addition, CLC provides ESOL citizenship preparation and family literacy classes, and will provide literacy leadership training to 12 students in FY05.

Of the more than 1 000 adults served each year at the CLC, approximately 150 are from the United States and the remainder come from 70-80 different countries, with over 40 different native languages represented.

The DHSP Budget also supports the Community Schools, Recreation, Youth, and Childcare Programs, all of which provide additional educational benefits to the children of Cambridge.

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

The proposed FY05 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 which also promotes the racial, cultural and socioeconomic diversity of Cambridge. This includes support for two senior centers, youth programs, five youth centers, youth leagues, arts gatherings, public celebrations and events, library programs and branches, community policing and outreach programs 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 neighborhood fire stations is supported in this budget and contributes to this goal. As you will note below, the City continues to commit significant resources to a variety of major open space projects.

Other initiatives include the following:

- The City Council recently approved an additional bond authorization of \$31.5 million for the new Main Library. This \$63 million project is scheduled to begin construction in the Fall 2004. As mentioned earlier, the City will see an increase in tax-supported debt in the next few years as the principal and interest costs for large capital projects such as the Library are completely bonded. The FY05 budget for the six Branch Libraries totals \$1.6 million and provides neighborhood-based services, especially to children and their families.
- Continued funding for the Tree Pruning Program (\$100 000) the objective of which is to establish a four to five-year cycle of pruning the nearly 3 000 trees in City-managed open spaces, exclusive of the Fresh Pond Reservation. FY05 funds will focus on work in the Harvard Square area as well as continued efforts at the Cambridge Cemetery.
- Allocation of an additional \$3 430 500 to the \$7.85 million in bond proceeds already approved to finance the construction of the Russell Field renovation plan, which is scheduled to begin in May 2004. With this additional appropriation, the total cost for this project is \$11.3 million. In addition, \$3 000 000 is included in the Capital Budget for Area 4 Parks. These funds will be used for the construction of a new neighborhood park at 238 Broadway, including the demolition of the old buildings located at the site, as well as the construction of the Squirrel Brand Park which is scheduled for completion in the fall of 2005. Additionally, \$1 100 000 has been recommended in the Capital Budget for the complete design and renovation of the outdoor Gold Star Mothers Pool which was constructed in 1947. This includes replacement of the pool systems, as well as comprehensive exterior and interior renovations to improve participant circulation and meet the requirements of the Americans with Disabilities Act.

- 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. In addition, \$40 000 has been budgeted to fund the first phase of a multi-year community outreach project in North Cambridge and residential areas around Danehy Park. This four-phase project is intended to enhance the resident and neighborhood use of Danehy Park.
- The Operating Budget continues to fund the Public Celebrations Budget (\$671 505), which includes funding for the Cambridge Arts Council, Holiday Celebrations, Multicultural Arts Center and activities of the Employees' Committee on Diversity. Included in this budget is funding for Danehy Park Family Day which is held each September and provides residents an opportunity to enjoy free rides and food, experience the arts, learn about public safety, and enjoy the outdoors on our award winning open space facility. Also, the Public Celebrations Budget includes an additional \$5 000 that has been added to the Arts Council Budget to support the operations of the art new gallery which is located in the renovated City Hall Annex.
- **PROVIDE HIGH QUALITY PUBLIC SAFETY SERVICES AND MAINTAIN HIGH LEVEL OF PUBLIC CONFIDENCE IN THESE SERVICES**

The total Public Safety Budget for FY05 is \$77 450 040, or 21.4% of the Operating Budget and includes the following departments; Animal Commission, Fire, Police, Traffic, Parking and Transportation, Police Review and Advisory Board, Inspectional Services, License, Weights and Measures, Electrical, Emergency Communications and Emergency Management. Full funding has been provided for all Public Safety positions in FY05.

As mentioned earlier, the Police Department narrative has been significantly changed to provide more statistical and comparative data (see page IV-101). It should be noted that Cambridge is below the nationwide average (4 306 vs. 4 704) for total crimes per 100 000 residents in cities of 94 000 -106 000 people as published by the U.S. Department of Justice for 2002 (see page IV-104). In addition, \$30 000 has been included in the Capital Budget to fund the acquisition of replacement computers to maintain the daily operations of the Department. One of the major future projects in the City's Five-Year Capital Plan is the construction of a new Police Station or extensive improvements to the existing facility. If a new station is constructed on a site not currently owned by the City, the FY06 capital allocation of \$5 000 000 will fund the acquisition of land for this purpose. If extensive improvements are made to the facility, this allocation will be used for the design services phase of the project. An allocation of \$40 000 000 has been recommended for FY07 for the construction phase of the project.

The City was received a Homeland Defense Grant for \$721 725 for the purchase new specialized equipment for fire and police personnel to enhance their capability to prevent and respond to incidents of terrorism. Equipment provided through the grant includes: an explosive bomb containment vessel and bomb robot for the Police Department, communications equipment, hazardous material equipment, extrication equipment and cardiac defibrillators for the Fire Department. This grant also provides an additional \$138 000 to allow public safety personnel to train with this new equipment.

The Fire Department leadership has been actively involved with statewide committees and regional collaborations to improve interagency cooperation and interoperability. It should also be noted that for several years the Insurance Service Organization (ISO) has given a Class I designation to the Cambridge Fire Department, the highest rating a Fire Department can receive. ISO is the primary source of information about property and liability risk and is the property/casualty insurance industry's leading supplier of statistical, actuarial, underwriting and claims data. This rating is based on criteria related to training, equipment, facilities and communication systems.

The FY05 Electrical Department Budget includes a plan to implement the purchase of utility-owned streetlights from NSTAR, a process expected to be completed within the first half of FY05. This will allow the City to repair and maintain City-owned streetlights more quickly. The first year net savings are projected to be \$159 870 due to the reduction in maintenance costs paid to NSTAR. An additional appropriation from free cash will be made for the actual purchase of streetlights that is not included in this Budget.

The FY05 Police Review and Advisory Board Budget reflects the management structure instituted in early FY04 which has the Executive Director of Human Rights providing day-to-day leadership of this Department. In addition, the vacant position of Executive Director of the Police Review and Advisory Board has been converted to a full-time investigator position. It is believed that this model will strengthen the service delivery of the Department by adding a full-time investigator while having the Executive Director of Human Rights continue to provide day-to-day leadership. This conversion has generated a small budget savings (\$9 950) while providing a better service and leadership model.

- **FOSTER IMPROVEMENT OF AIR QUALITY, IN PARTICULAR THROUGH CREATIVE APPROACHES TO TRAFFIC, PARKING AND TRANSPORTATION NEEDS OF RESIDENTS AND BUSINESSES**

In an effort to support the improvement of air quality in our City, the FY05 Budget includes additional funding in the Public Works Budget to increase the number of existing diesel vehicles and pieces of equipment using biodiesel fuel to 82. Biodiesel is a clean burning alternative fuel, produced from domestic, renewable resources.

As highlighted on the front Budget cover, the City recently opened a newly renovated City Hall Annex, which is the City's first municipal "green building." Future building renovation projects will also incorporate environmentally friendly features and energy efficiency measures. This will reduce energy consumption and thereby help air quality due to lower emissions from power plants.

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 FY05 Budget of \$8.2 million. The FY05 proposed Capital Budget includes \$400 000 for miscellaneous traffic calming improvements. Traffic calming focuses on redesigning streets to improve the safety of people walking, biking and driving on them. Mechanisms may include raised crosswalks and intersections, curb extensions, crossing islands and other physical features which calm traffic and enhance pedestrian safety. In addition, \$500 000 has been allocated for parking improvements that include the

installation of new traffic signals and parking meters and upgrade of traffic signals from incandescent lamps to light emitting diodes (LED).

In addition, the Environmental and Transportation Division of the Community Development Department is supported with a budget of \$850 195. This 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.

Funding for the FY05 Street and Sidewalk Reconstruction Program (\$1.6 million) is funded through the Capital Budget. The streets and sidewalks proposed for reconstruction include streets with considerable traffic volumes and streets that have experienced significant construction activity over the past number of years, as well as some neighborhood streets that are in significant disrepair.

This Budget supports the funding of the Harvard Square Enhancement Project (\$3 500 000), Porter Square Pedestrian Enhancements (\$2 300 000) and the Laffayette Square Reconstruction Project (\$260 000). The Harvard Square Enhancement Project will fund high priority street and sidewalk reconstruction, new crosswalks and traffic islands, and lighting improvements in and around Harvard Square. The Porter Square project 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 other improvements such as trees, benches, lighting and a public plaza. An allocation of \$260 000 for the Lafayette Square/Massachusetts Avenue Reconstruction Project will complete funding for the project. This project is a full-depth reconstruction of the roadways and sidewalks between Lafayette Square and Memorial Drive that will improve conditions for all modes of transportation and provide a more pleasant streetscape.

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

Cambridge has been able to employ its economic development strategies to build reserves and excess levy capacity which has allowed us to survive the economic uncertainties both nationally and at the State level over the last two years. As we continue to operate within the confines of Proposition 2½, it is important to understand that new development is the key to our continued successes and allows us to maintain a reasonable property tax for residents and businesses while providing high quality services with an aggressive public investment program.

The Economic and Employment Planning Division of the Community Development Department has a recommended FY05 Budget of \$386 700. 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 (\$10 000) which provides technical assistance to income eligible businesses regarding marketing techniques and interior organization of their retail space. In addition, funding is provided

for Cambridge Business Development Center (\$50 000), which holds workshops on getting started in business, small business planning and business basics for family childcare providers. 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.

The proposed FY05 Budget continues to support development of public/private partnerships and training opportunities geared toward the new economy through the Office of Workforce Development (OWD) (\$1 471 160), included in the Human Services Budget. The OWD does this by developing partnerships with employers, community-based organizations, schools and post-secondary institutions. OWD services reach nearly 1 000 residents and businesses each year. OWD programs include the Cambridge Employment Program (CEP) which offers free job search assistance to adults seeking employment as well as making referrals to education and training programs. The Mayor's Summer Youth Employment Program (MSYEP) places hundreds of youth each summer in jobs throughout the City and offers workshops to increase participants' skills and career/college readiness. In addition, there is a school year component to the MSYEP.

OUTLOOK AND CONCLUSION

The long-term outlook for Cambridge is very positive as long as we continue to manage our resources wisely. This is evidenced by our continued AAA bond rating received from the three major rating agencies in a time when many communities have seen a reduction in their ratings. Cambridge is one of only twelve cities to receive this highest rating from the three rating agencies.

While Cambridge has not been immune to the current economic downturn, our enviably strong financial condition has left us better prepared to deal with slowed local revenue growth and recent cuts in State Aid. This is demonstrated by the fact that the submitted FY05 Budget maintains both City and School services in a time where many communities will continue to reduce services further. 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 have left the City with substantial reserves and approximately \$39 million in excess levy capacity that allows Cambridge the flexibility to respond to periods of economic declines. However, our financial strength and independence does not allow us to ignore the fact that the Commonwealth is a vital financial partner in the delivery of our services. 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 the short-term, the FY06 Budget will provide many challenges for the City. These include a possible loss of \$1.5 million in School Aid funding to the City due to the new charter school which is scheduled to open in September 2005; a possible funding gap of \$2.6 in the School Operating Budget exclusive of the possible School Aid reduction noted above; unfunded school building capital needs; the continued possibility of local aid cuts from the State; a possible reduction in our Community Development Block Grant; increased employee benefit

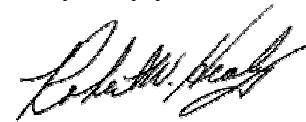
costs; and a 5% cost of salary increases for employees which includes a .75% salary cost carry-over from FY05. We've faced such challenges before and dealt with them successfully, but we must be cognizant of them and plan accordingly.

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 \$8.9 million will be used annually for the next three years, beginning in FY06, 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.

As we continue to 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 continues to be the 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 meeting the needs of our infrastructure.

Very truly yours,

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

Robert W. Healy
City Manager

THIS SPACE RESERVED FOR COUNCILLOR'S NOTES

BUDGET CALENDAR

November 6, 2003	Meeting on the integration of Community Values and City Council Goals with Departmental Goals and Performance Measures with the City Manager and Department Heads.	January 26, 2004 thru March 15, 2004	Formal department presentations to the City Manager.
November 16, 2003 thru January 16, 2004	Individual departmental meetings with Budget staff to review Goals, YTD and Projected Performance Measures. Review draft of Narrative, and Goals and Measures updates for FY05 Budget document.	March 17, 2004 thru March 24, 2004	City Manager and Budget Staff conduct final review of departmental budgets and supplementals.
December 9, 2003	Briefing on FY05 budget guidelines and schedule with City Manager and Department Heads. Distribution of budget notebook and materials. Meeting of departmental finance personnel with budget staff.	April 26, 2004	Submission of the City Manager's Budget to the City Council.
December 9, 2003 thru December 31, 2003	All personnel analysis sheets reviewed for accuracy. All corrections and settlements placed on the personnel analysis sheets. All personnel analysis sheets returned to the Budget Office.	April 28, 2004 thru May 21, 2004	Dates for public hearings on FY05 Budget. Goals/Performance Measures updated as of 3/31/04.
January 19, 2004	Deadline for budget submission to the City Manager. Goals/Performance Measures updated as of 12/31/03.	May 24, 2004	Budget Adopted by City Council.
		June 9, 2004	Deadline for City Council adoption of the Budget.
		June 30, 2004	City Manager's transmittal of chart of accounts and allotment plan (based on departmental work-plans) to the City Auditor for execution.
		July 1, 2004	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 FY05 was initiated in November, 2003. 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 FY05, 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. The emphasis during the FY05 budget cycle was on the integration of community values and City Council goals with departmental goals and performance measures. This is the ninth 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 FY05 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 citywide 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 contracts for services must be reviewed to ensure that departments have sufficient funds to meet contractual needs; budgets are to be level funded; extraordinary expenditures must be revised and one time items from current year eliminated; departments should expect that reductions can be made during the review process; and the supplemental request process remained the same with requests for new or expanded services submitted separately outside the base budget. It was emphasized that the FY05 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 19, 2004.

From mid-January through mid-March, each department made a presentation to the City Manager justifying proposed budget decreases, increases, supplemental budget requests, and program changes for the coming year. The City Manager also reviewed goals and performance measures. 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 the budget based on the priorities of the City Council and the Administration. Unlike the previous year, the State Aid picture was clearer with the amount allocated to the City in the Governor's proposal level-funded

with no expectations of decreases anticipated as the budget is reviewed and adopted by the Legislature. With a clearer picture of state aid available, a larger percentage of tax-supported supplemental requests were funded. Of the \$1 057 590 in requests, \$304 450, or 28.8%, were funded while in the FY04 budget only 7.3% of the requests received funding. An additional \$72 000 from the Parking Fund was allocated to the Traffic Parking and Transportation budget.

From mid-March through mid-April, the Budget and City Manager's staff finalized the Annual Budget document for submission to the City Council. By state law, the budget must be submitted to the City Council within 170 days after the Council organizes in early January. The City Manager will submit the FY05 budget to the City Council on April 26, 2004.

From April 28 – May 21, 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 9.) The City Council adopted the FY05 budget on May 24, 2004. The Annual Budget for FY05 becomes effective July 1, 2004.

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.

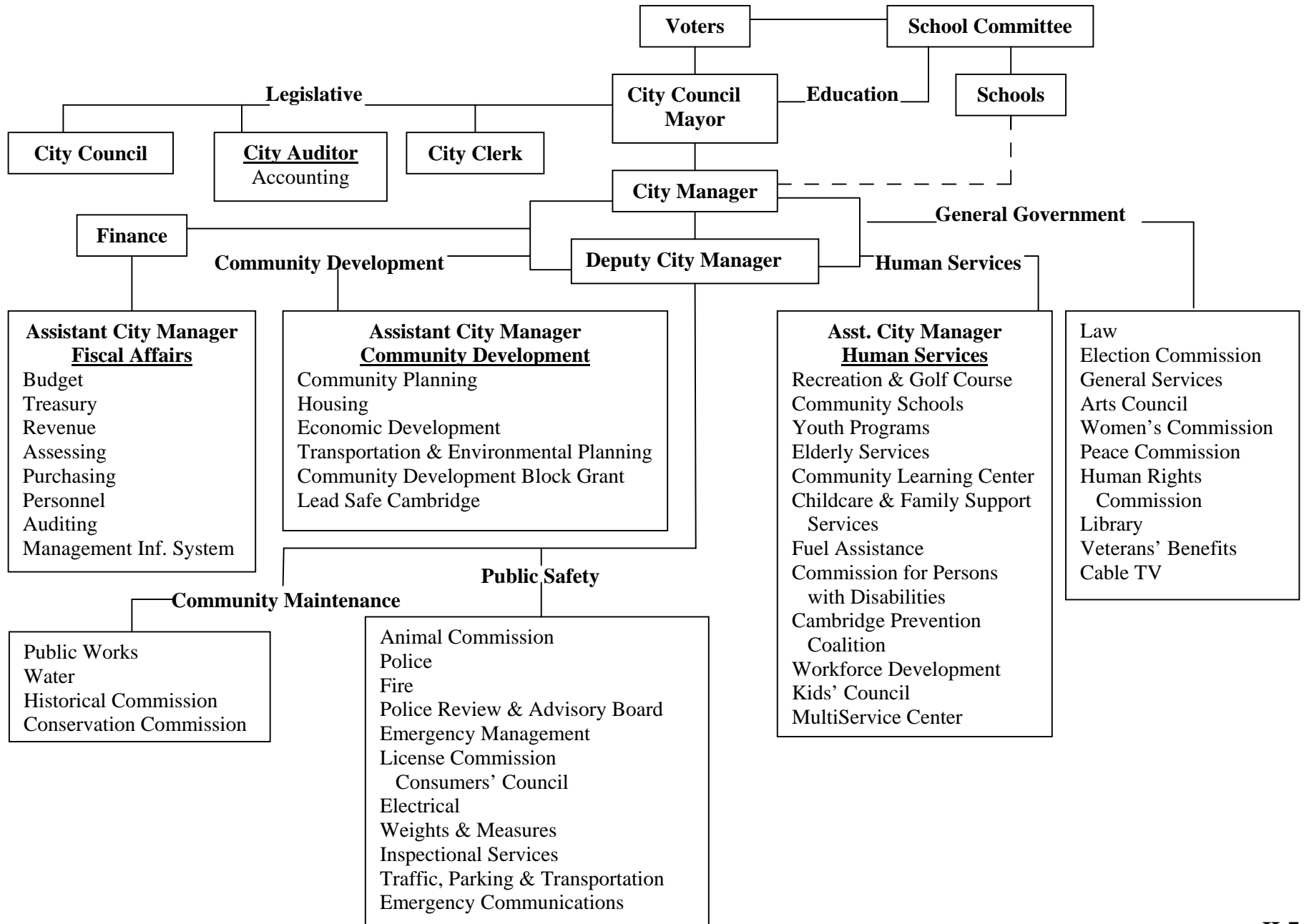
CHAPTER 44, SECTION 33B. TRANSFER OF APPROPRIATIONS; RESTRICTIONS. On recommendation of the mayor, the city council may, by majority vote, transfer any amount appropriated for the use of any department to another appropriation for the same department, but no transfer shall be made of any amount appropriated 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.

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

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

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

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

Bonds Authorized and Unissued. Bonds that a government has been authorized to sell but has not yet done so. Issuance at this point is only contingent upon action by the treasurer and mayor or selectmen.

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

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

Budget Basis of Accounting. The City's General Fund budget is prepared on a basis other than generally accepted accounting principles (GAAP basis). The actual results of operations are presented on a "budget (cash) basis" to provide a meaningful comparison of actual results with the budget. See Budget Basis of Accounting and Budgeting 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 Improvements Program. A comprehensive schedule for planning a community's capital expenditures. It coordinates community planning, fiscal capacity and physical development. While all of a community's needs should be identified in the program, there should also be a set of criteria that prioritizes expenditures. A capital program is a plan for capital expenditures that extends four years beyond the capital budget and is updated yearly.

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

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

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

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

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

Debt Authorization. Formal approval to incur debt by municipal officials, in accordance with procedures stated in M.G.L. Ch. 44, specifically s 1, 2, 3, 4a and 6-15.

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

Debt Limits. The general debt limit of a city consists of normal debt limit, which is 5% of the valuation of taxable property and a

double debt limit, which is 10% of that valuation. Cities and towns may authorize debt up to the normal limit without state approval while debt up to the double debt limit requires state approval. It should be noted that there are certain categories of debt which are exempt from these limits.

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

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

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

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

the responsibility of bi-annually determining an equalized valuation for each town and city in the Commonwealth.

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

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

FY03 Actual. FY03 actual numbers provided by departments based on the departments internal tracking methods.

FY04 Budget. Numbers stated in the FY04 budget document as the FY04 proposed figure for the performance measure. An "n/a" indicates a new measure, one previously not budgeted.

FY04 Projected. Estimate of what will be achieved in FY04 based on year-to-date performance.

FY05 Proposed. Estimated FY05 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, 2004 to June 30, 2005 is FY05.

Free Cash. (Also Budgetary Fund Balance) Funds remaining from the operations of the previous fiscal year which are certified

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

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

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

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

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

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.

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

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

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

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

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

Massachusetts Water Pollution Abatement Trust (MWPAT). A statewide revolving fund that commenced operations in 1990 to address necessary environmental actions outlined in the Federal Clean Water Act. This fund revolves by MWPAT issuing large pooled bond issues for various environmental construction projects and then loaning these funds to communities with twenty-year zero interest repayment schedules.

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

N/A. The information is not available or not applicable. See FY04 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 statewide tax limitation initiative petition limiting the property tax levy in cities and towns in the Commonwealth to 2½ percent of the full and fair cash valuation of the taxable real and personal property in that city or town. The

statute also places an annual growth cap of 2½ percent on the increase in the property tax levy.

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

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

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

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.

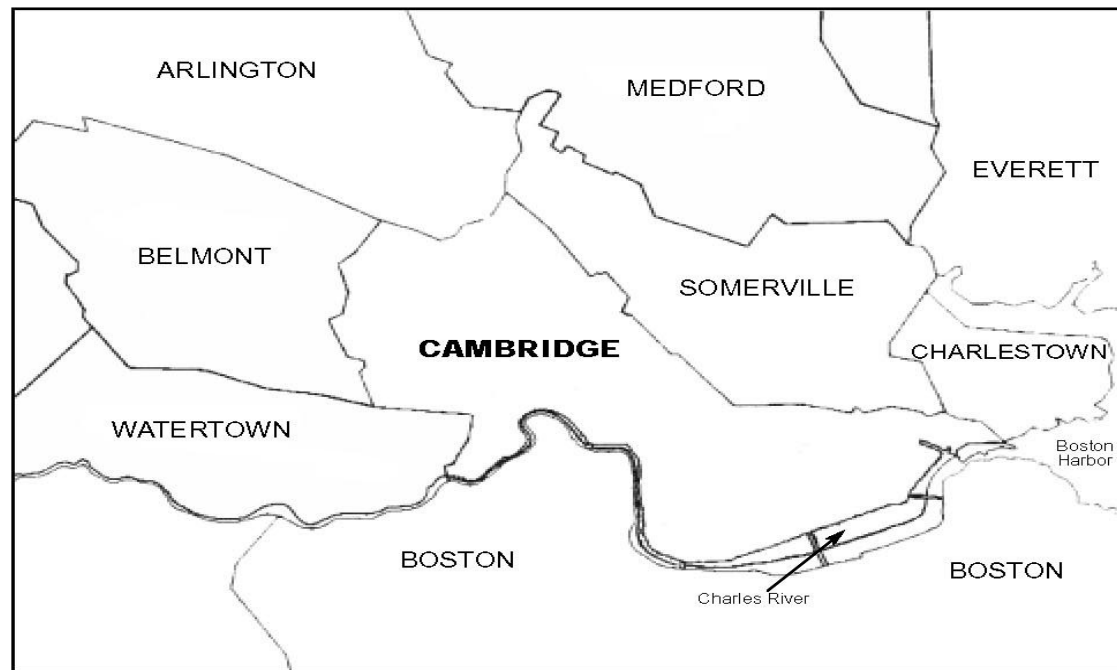
Cambridge, first settled in 1630 by a group from the Massachusetts Bay Company, was originally incorporated as a town in 1636 and became a city in 1846. Since 1940, the City has had a council-manager form of government with nine City Councilors elected at-large every two years.

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

- Cambridge residents live closely together; only 10 US cities with a population over 50 000 are 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).
- Over three-quarters of all local jobs are in services (81%). Service employment is dominated by education, business including research and development and computer/software, engineering government and management, and health services. Ten percent (10%) of all jobs

are in retail and wholesale trade; 9% are in manufacturing and construction. The largest employers in Cambridge include (1) Harvard University, (2) MIT, (3) City of Cambridge, (4) Cambridge Public Health Commission, (5) Federal Government, (6) Biogen, (7) Mt. Auburn Hospital, (8) Millenium Pharmaceuticals, (9) Genzyme, and (10) Draper Laboratories. (Source: Cambridge Community Development Department and cited employers, 2003).

- Cambridge remains an incubator 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.
- 89.4% of the population of Cambridge who are 25 years or older are high school graduates while 65.1% of the same age group have completed four or more years of college.



CAMBRIDGE AND SURROUNDING COMMUNITIES

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

Founded: 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	\$858 322	3 591
Two family	\$666 855	3 011
Three family	\$648 198	1 537
Condominium	\$401 342	9 360

(Source: City of Cambridge as of 01/01/03)

GENERAL INFORMATION

Number of registered voters in Cambridge (Source: City's Record as of 04/14/04) 56 762
 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, 2003)

Rank	Name of Employer	Nature of Business	Number of 2003 Employees
1.	Harvard University	Education	8 727
2.	MIT	Education	8 569
3.	City of Cambridge	Government	3 226
4.	Cambridge Public Health Commission	Medical	1 746
5.	Federal Government	Government	1 690
6.	Biogen, Inc.	Biotechnology	1 467
7.	Mt. Auburn Hospital	Medical	1 449
8.	Millenium Pharmaceuticals	Biotechnology	1 412
9.	Genzyme Corporation	Biotechnology	1 005
10.	Draper Laboratories	R & D	923

TAX FACTS

ASSESSMENTS (In Millions)

Fiscal Year	Real Property	Personal Property	Total
2004	18 782.7	443.9	19 226.6
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

TAX RATES

Fiscal Year	Commercial Industrial	Residential	Full Value
2004	19.08	7.63	11.49
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

CITY LEVIES

Fiscal Year	Total Levy
2004	209 599 396
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

BASIS OF ACCOUNTING AND BUDGETING

Generally Accepted Accounting Principles

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

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

Budgetary Basis

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

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

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. All budget appropriations are approved by the City Council. School Department appropriations are acted upon directly by the School Committee based upon budget guidelines provided by the City Manager. The City Manager may recommend additional sums for school purposes. In addition, the City Manager may submit to the City Council such supplementary appropriation orders as are deemed necessary. The City Manager may amend appropriations within the above mentioned categories for a department without

seeking City Council approval. The City Council may reduce or reject any item in the budget submitted by the City Manager but may not increase or add items without the recommendation of the City Manager.

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

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

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

In addition, there are certain differences in classifications between revenues, expenditures and transfers. The following reconciliation summarizes the differences between budgetary and GAAP basis accounting principles for the year ended June 30, 2003.

	Revenues	Expenditures
As reported on a budgetary basis	301,750,638	313,306,349
Adjustments:		
Revenues to modified accrual basis	1,848,322	-
Sixty day accrual	534,942	-
Miscellaneous Accruals	1,351,489	-
Expenditure, encumbrances, and accruals, net	-	(6,959,224)
Reclassifications		
Trust fund revenue	<u>3,360,000</u>	<u>-</u>
As reported on a GAAP basis	308,845,391	306,347,125
Interfund Transfers	18,743,340	12,835,000
Trust Fund Adjustment	<u>(89,451)</u>	<u>(2,562)</u>
As shown on Page II-38	327,499,280	319,179,563

DEBT POSITION

Based on outstanding debt June 30, 2004

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, library, 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-24)

Fiscal Year	Total ¹ Debt	Debt Payment	Interest	Required Appropriation
2004-05	223 732 142	29 484 947	9 017 839	38 502 786
2005-06	194 247 195	26 328 214	7 913 393	34 241 607
2006-07	167 918 981	25 403 915	6 871 058	32 274 973
2007-08	142 515 066	23 818 499	5 824 038	29 642 537
2008-09	118 696 567	22 648 661	4 838 277	27 486 938
2009-10	96 047 906	22 572 537	3 864 419	26 436 956
2010-11	73 475 369	19 670 369	2 937 614	22 607 983
2011-12	53 805 000	13 240 000	2 229 304	15 469 304
2012-13	40 565 000	9 980 000	1 749 228	11 729 228
2013-14	30 585 000	7 115 000	1 360 417	8 475 417
2014-15	23 470 000	4 600 000	1 045 280	5 645 280
2015-16	18 870 000	4 430 000	829 601	5 259 601
2016-17	14 440 000	4 430 000	619 426	5 049 426
2017-18	10 010 000	4 430 000	408 751	4 838 751
2018-19	5 580 000	2 930 000	197 001	3 127 001
2019-20	2 650 000	930 000	101 676	1 031 676
2020-21	1 720 000	430 000	70 413	500 413
2021-22	1 290 000	430 000	53 213	483 213
2022-23	860 000	430 000	36 013	466 013
2023-24	430 000	430 000	18 275	448 275

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

FINANCIAL POLICIES AND GUIDELINES

For the past five years, the City has received the highest possible credit rating (AAA) from the three major credit rating agencies: Moody's Investors Service, Fitch Ratings, and Standard & Poor's. The City established a policy many years ago of providing high-quality services to the citizens of Cambridge without jeopardizing the financial condition of the City. In order to achieve these objectives, the City Council in conjunction with the City administration has placed a high emphasis on long-range financial planning and the need to conserve resources for use during economic downturns. By adhering to this policy, the City has been able to withstand the effects of the recession of the early 1990's as well as the most recent downturn without any significant reductions in services. As Fitch Ratings noted in its most recent credit report, "Cambridge has a history of positive operating results, strong financial management, and the requisite financial flexibility to withstand economic downturns. City officials budget conservatively and produce detailed financial plans for future years."

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

As stated previously, the rating agencies have recognized the conservative nature of the City's budgeting and financial management processes. In the area of debt issuance, it is particularly important to maintain all of the relevant indices below national standards. Moody's Investors Service "expects the city's below-average debt position to remain positive given the anticipated tax base expansion, sizable level of self-supporting debt, and the rapid retirement schedule." The below-average debt position is a reference to debt ratios such as per capita debt and the ratio of debt to assessed valuation as well as the rapid retirement schedule and low percentage of debt service to the total budget. It is expected that these debt indicators will remain below national standards after all debt included in the five-year plan is issued. The debt to be issued includes tax-supported bonds issued to finance several large construction and renovation projects critical to the objective of maintaining a high quality of life in Cambridge. It is important to note that these low debt levels are the direct result of using bond proceeds to finance capital projects only after it has been determined that there are no other feasible means of financing the projects.

The following chart compares selected debt ratios of Cambridge with the medians of cities and towns rated AAA by Standard & Poor's. As the chart indicates, the debt ratios of Cambridge are significantly below the medians of the 63 communities across the nation with the highest rating awarded by Standard & Poor's.

	Per Capita Assessed Valuation	Debt Service as % of Budget	Debt as % of Assessed Valuation	Debt Per Capita
Median	\$143 565	9%	1.94%	\$2 443
Cambridge	\$178 096	4%	0.40%	\$ 705

Source: Standard and Poor's Annual Review of "AAA" Rated Municipalities, September 2003.

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

	FY01	FY02	FY03	FY04	FY05
Excess Levy Capacity (1)	23 728 447	30 462 653	36 193 451	41 419 047	39 035 632
General Fund Balance (2)	46 551 659	64 276 154	72 595 871	76 871 251	76 871 251
Free Cash (3)	24 995 755	28 706 934	45 049 838	43 000 000	39 000 000
Rapidity of Debt Retirement (4)	79.8%	85.3%	87.5%	87.8%	86.0%

- 1) Excess levy capacity is the difference between the amount in property taxes that the City is allowed to levy under state law and the amount the City actually levies. FY01-04 are actual amounts and FY05 is a projected figure.
- 2) The amounts shown for General Fund balances are only those portions directly attributable to the General Fund and do not include those funds moved to the General Fund to satisfy GASB 34 requirements.
- 3) Free Cash are funds remaining from the previous fiscal year that are available for appropriation. FY01-03 are actual amounts and FY04-05 are projected figures.
- 4) The percentages shown represent the percent of total debt that would be retired in ten years. With few exceptions, all debt issued by the City is retired within ten years.

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	\$ 19,226,572,680	\$ 96,422,772	0.5%	\$ 951

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, 2003.

³ The net direct debt is as of June 30, 2003.

GENERAL DEBT LIMIT

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

There are many categories of general obligation debt which are exempt from and do not count against the General Debt Limit. Among others, these exempt categories include revenue anticipation notes and grant anticipation notes, emergency loans, loans exempted by special laws, certain school bonds, sewer bonds, 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

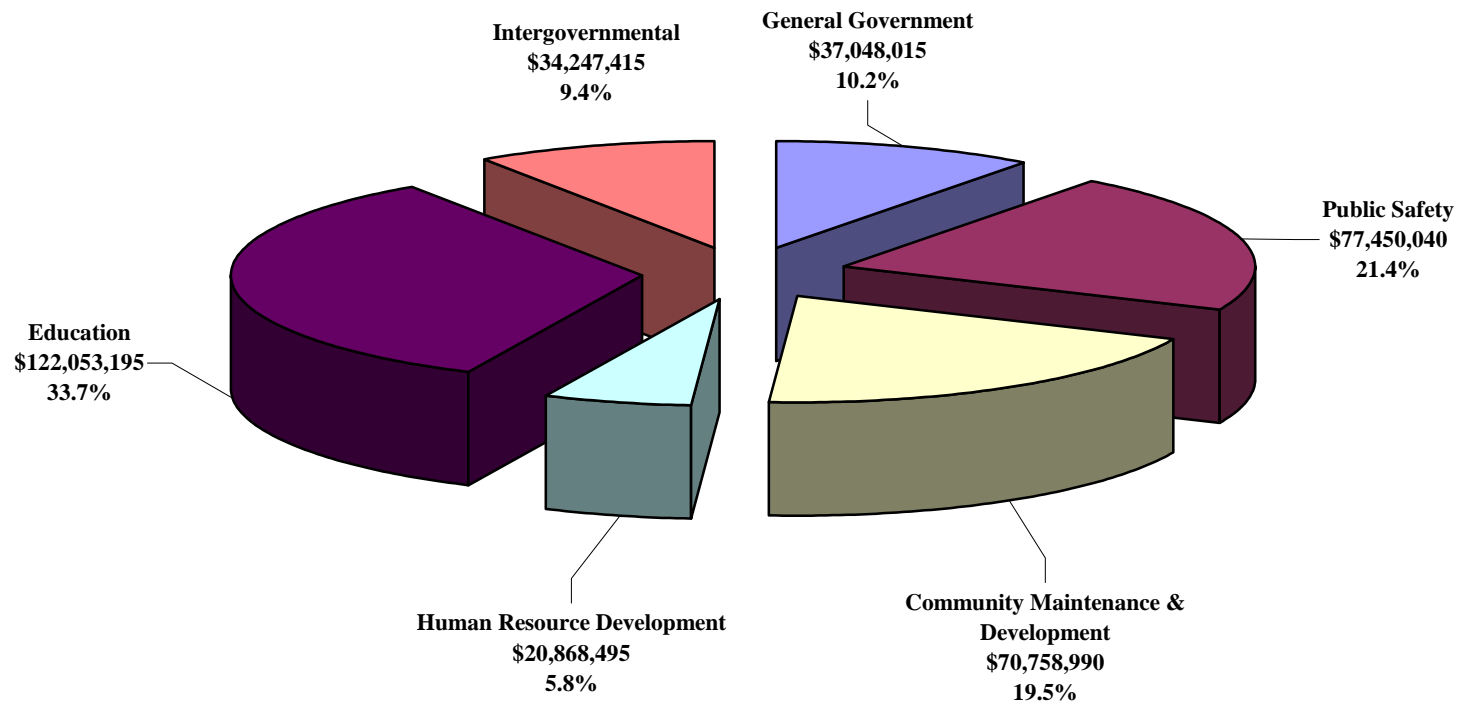
Equalized Valuation as of January 1, 2002	\$ <u>18,243,245,900</u>
Debt Limit (5% of Equalized Valuation)	\$ 912,162,295
Total Outstanding Debt as of June 30, 2004	\$ 223,732,142
Total Authorized / Unissued Debt as of June 30, 2004	<u>142,324,370</u>
Total Outstanding Debt Plus Total Authorized / Unissued Debt	\$ 366,056,512
Amount of Outstanding Debt Outside the Debt Limit	\$ 141,124,370
Amount of Authorized / Unissued Debt Outside the Debt Limit	<u>1,200,000</u>
Outstanding Debt plus Authorized / Unissued Outside the Debt Limit	\$ 142,324,370
Total Outstanding Debt Plus Total Authorized / Unissued Debt	\$ 366,056,512
Outstanding Debt plus Authorized / Unissued Outside the Debt Limit	<u>142,324,370</u>
Debt Subject to the Debt Limit	\$ 223,732,142
Debt Limit (5% of Equalized Valuation)	<u>912,162,295</u>
Remaining Borrowing Capacity Under Debt Limit	\$ 688,430,153

FY05 DEBT DISTRIBUTION

	Debt Payment	Interest	Required Appropriation*
City	\$ 18,403,135	\$5,296,735	\$ 23,699,870
School	4,808,000	847,686	5,655,686
Water	<u>6,273,815</u>	<u>2,873,419</u>	<u>9,147,234</u>
Total	\$ 29,484,950	\$ 9,017,840	\$ 38,502,790

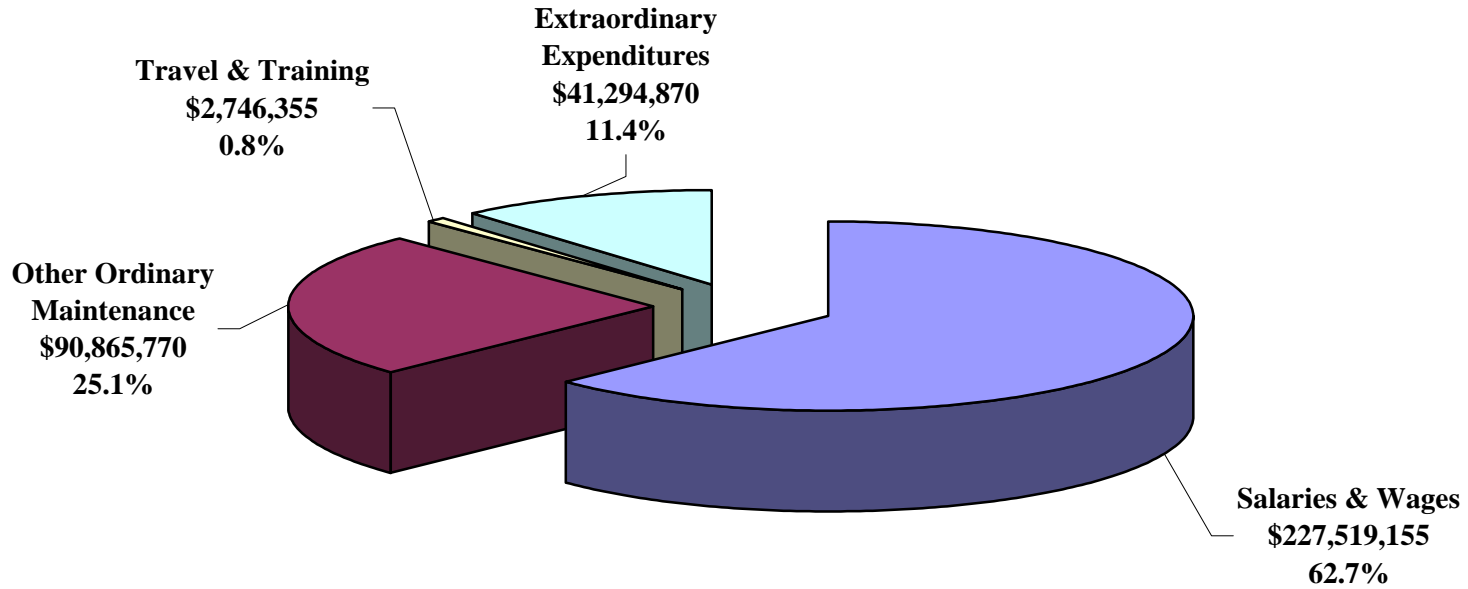
Notes: * General Fund Debt Service, page IV-272, does not reflect School and Water debt service. School and Water debt service are budgeted at the department level.

APPROPRIATION BY FUNCTION



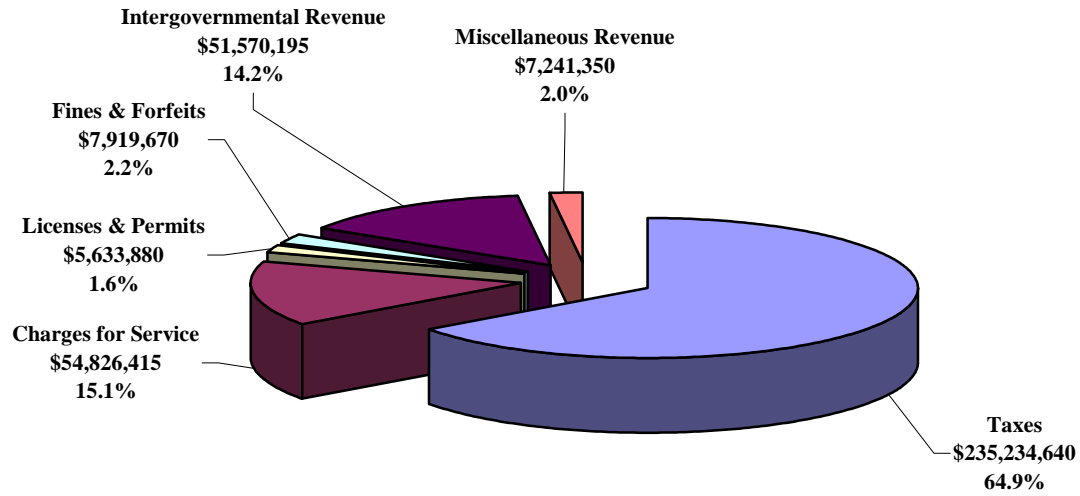
TOTAL BUDGET \$362,426,150

APPROPRIATION BY STATUTORY CATEGORY



TOTAL BUDGET \$362,426,150

REVENUE BY SOURCE



TOTAL BUDGET \$362,426,150

THIS SPACE RESERVED FOR COUNCILLORS' NOTES

GENERAL FUND

TOTAL \$351,553,500

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 \$351,553,500 (which is the City Appropriation of \$362,426,150 less the Water Fund appropriation of \$17,098,120, with an additional \$6,225,470 in General Fund revenues raised to support a wide range of projects in the Public Investment Fund. The \$6,225,470 is the City Public Investment Appropriation of \$8,834,255 less \$1,308,785 in Chapter 90, \$500,000 in Parking Fund revenue, and \$800,000 in Water Service Charges.)

Salaries & Wages
\$ 222,587,430

Other Ordinary Maintenance
\$ 87,915,465

Travel & Training
\$ 2,722,500

Extraordinary Expenditures
\$ 38,328,105

Taxes
\$ 236,744,640

Licenses & Permits
\$ 5,633,880

Fines & Forfeits
\$ 7,919,670

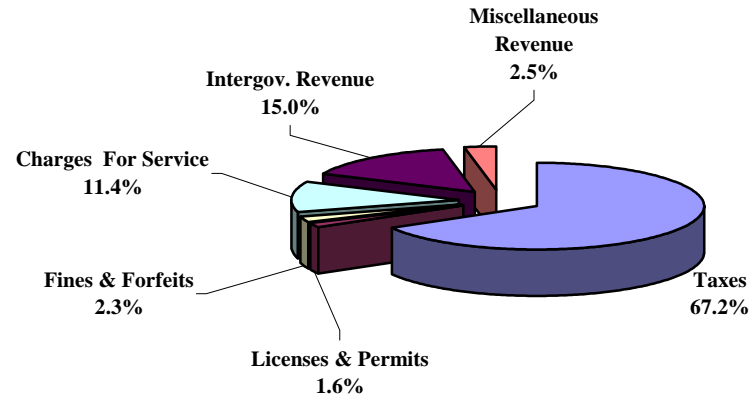
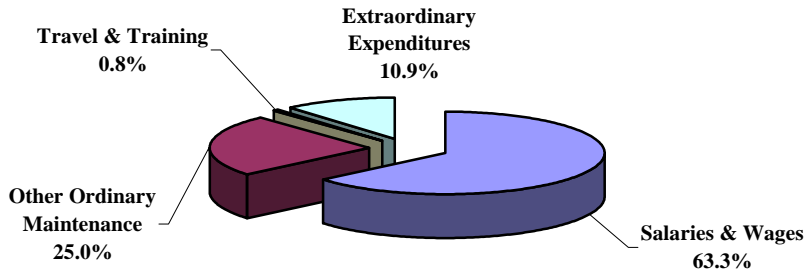
Charges For Service
\$ 39,926,705

Intergovernmental Revenue
\$ 52,587,255

Miscellaneous Revenue
\$ 8,741,350

Expenditures

Revenues



GENERAL FUND THREE YEAR HISTORY

FY05 Total \$351,553,500

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 \$351,553,500 (which is the City Appropriation of \$362,426,150 less the Water Fund appropriation of \$17,098,120, with an additional \$6,225,470 in General Fund revenues raised to support a wide range of projects in the Public Investment Fund.) The \$6,225,470 is the City Public Investment Appropriation of \$8,834,255 less \$1,308,785 in Chapter 90, \$500,000 in Parking Fund revenue, and \$800,000 in Water Service Charges.

Salaries & Wages \$ 222,587,430	Other Ordinary Maintenance \$ 87,915,465	Travel & Training \$ 2,722,500	Extraordinary Expenditures \$ 38,328,105		
Taxes \$ 236,744,640	Licenses & Permits \$ 5,633,880	Fines & Forfeits \$ 7,919,670	Charges For Service \$ 39,926,705	Intergovernmental Revenue \$ 52,587,255	Miscellaneous Revenue \$ 8,741,350

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 \$331,754,397 (which is the City Appropriation of \$341,471,082 less the Water Fund appropriation of \$16,759,655 plus \$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 \$324,278,745 (which is the City Appropriation of \$332,178,570 less the Water Fund appropriation of \$17,114,245 plus \$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

WATER FUND

TOTAL \$17,898,120

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 FY05 Appropriation is \$17,098,120. In addition, water fund revenues are raised and transferred to the Public Investment Fund (\$800,000 to cover improvements to the water system).

Salaries & Wages
\$ 4,931,725

Other Ordinary Maintenance
\$ 2,950,305

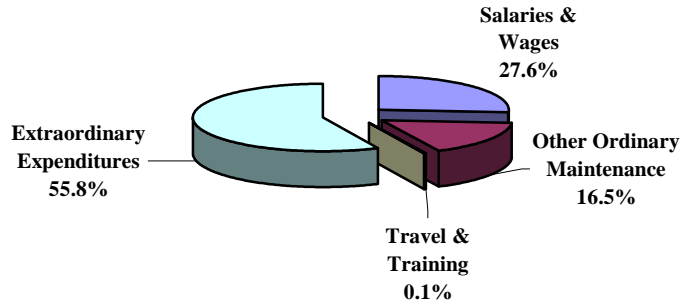
Travel & Training
\$ 23,855

Extraordinary Expenditures
\$ 9,992,235

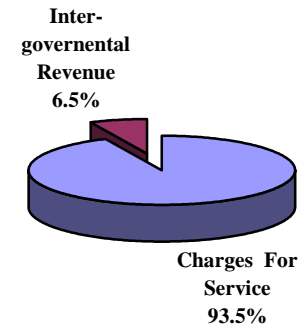
Charges for Service
\$ 16,727,210

Intergovernmental Revenue
\$ 1,170,910

Expenditures



Revenues



WATER FUND THREE YEAR HISTORY

FY05 Total \$17,898,120

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 FY05 appropriation is \$17,098,120. In addition, water fund revenues are raised and transferred to the Public Investment Fund (\$800,000 to cover improvements to the water system).

Salaries & Wages
\$ 4,931,725

Other Ordinary Maintenance
\$ 2,950,305

Travel & Training
\$ 23,855

Extraordinary Expenditures
\$ 9,992,235

Charges for Service
\$ 16,727,210

Intergovernmental Revenue
\$ 1,170,910

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 total FY03 appropriation is \$18,114,245. 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

PARKING FUND

TOTAL \$14,513,250

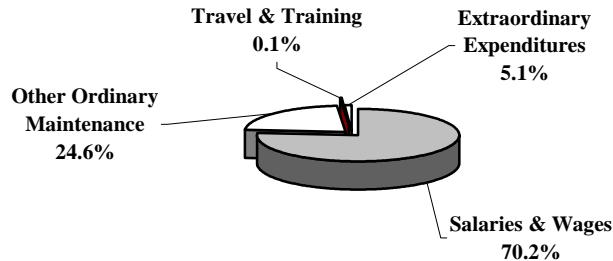
The Parking Fund is used to record revenue from meter permits, meter collection, resident parking stickers, parking lots and garages, parking fines and interest earnings. These revenues support a wide range of programs in accordance with Chapter 844 of the General Laws. With limited tax revenues, the Parking Fund is a critical source of City revenue, providing funds to 13 budgets including an allocation to capital. It should be noted that no expenditures are charged directly to the Parking Fund; instead transfers are made from the Parking Fund to the General Fund and Public Investment Fund to cover related expenditures. The allocation of \$14,513,250 in Parking Fund revenues in the FY05 Budget is as follows: transfer to General Fund (\$14,013,250) and the Public Investment (\$500,000). \$8,175,095 is used for the Traffic, Parking and Transportation Department and the remaining \$5,838,155 will offset salary costs for other City departments (\$5,202,285), cover state assessments (\$468,680), and pay debt service on street reconstruction projects (\$167,190).

Salaries & Wages \$ 10,175,340	Other Ordinary Maintenance \$ 3,576,320	Travel & Training \$ 19,400	Extraordinary Expenditures \$ 742,190
Licenses & Permits \$ 242,935	Fines & Forfeits \$ 7,848,370	Charges for Service \$ 6,070,000	Miscellaneous Revenue \$351,945 ¹

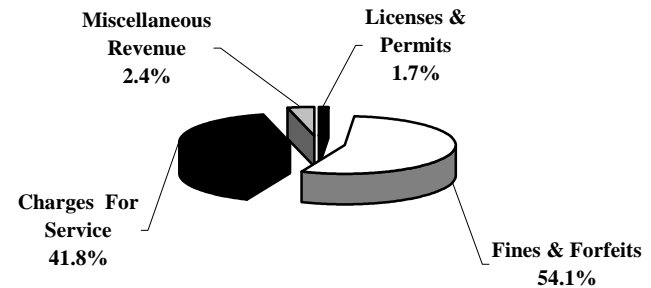
¹\$50,000 of this revenue appears as a private grant. (See page III-56 Traffic Mitigation Funds.)

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

Expenditures



Revenue



PARKING FUND THREE YEAR HISTORY

FY05 Total \$14,513,250

The Parking Fund is used to record revenue from meter permits, meter collection, resident parking stickers, parking lots and garages, parking fines and interest earnings. These revenues support a wide range of programs in accordance with Chapter 844 of the General Laws. With limited tax revenues, the Parking Fund is a critical source of City revenue, providing funds to 13 budgets including an allocation to capital. It should be noted that no expenditures are charged directly to the Parking Fund; instead transfers are made from the Parking Fund to the General Fund and Public Investment Fund to cover related expenditures. The allocation of \$14,513,250 in Parking Fund revenues in the FY05 Budget is as follows: transfer to General Fund (\$14,013,250) and the Public Investment (\$500,000). \$8,175,095 is used for the Traffic, Parking and Transportation Department and the remaining \$5,838,155 will offset salary costs for other City departments (\$5,202,285), cover state assessments (\$468,680, and pay debt service on street reconstruction projects (\$167,190).

Salaries & Wages	Other Ordinary Maintenance	Travel & Training	Extraordinary Expenditures
\$ 10,175,340	\$ 3,576,320	\$ 19,400	\$ 742,190
Licenses & Permits	Fines & Forfeits	Charges for Service	Miscellaneous Revenue
\$ 242,935	\$ 7,848,370	\$ 6,070,000	\$351,945 ¹

¹\$50,000 of this revenue appears as a private grant. (See page III-56 Traffic Mitigation Funds.)

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

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

FY03 Total \$13,757,870

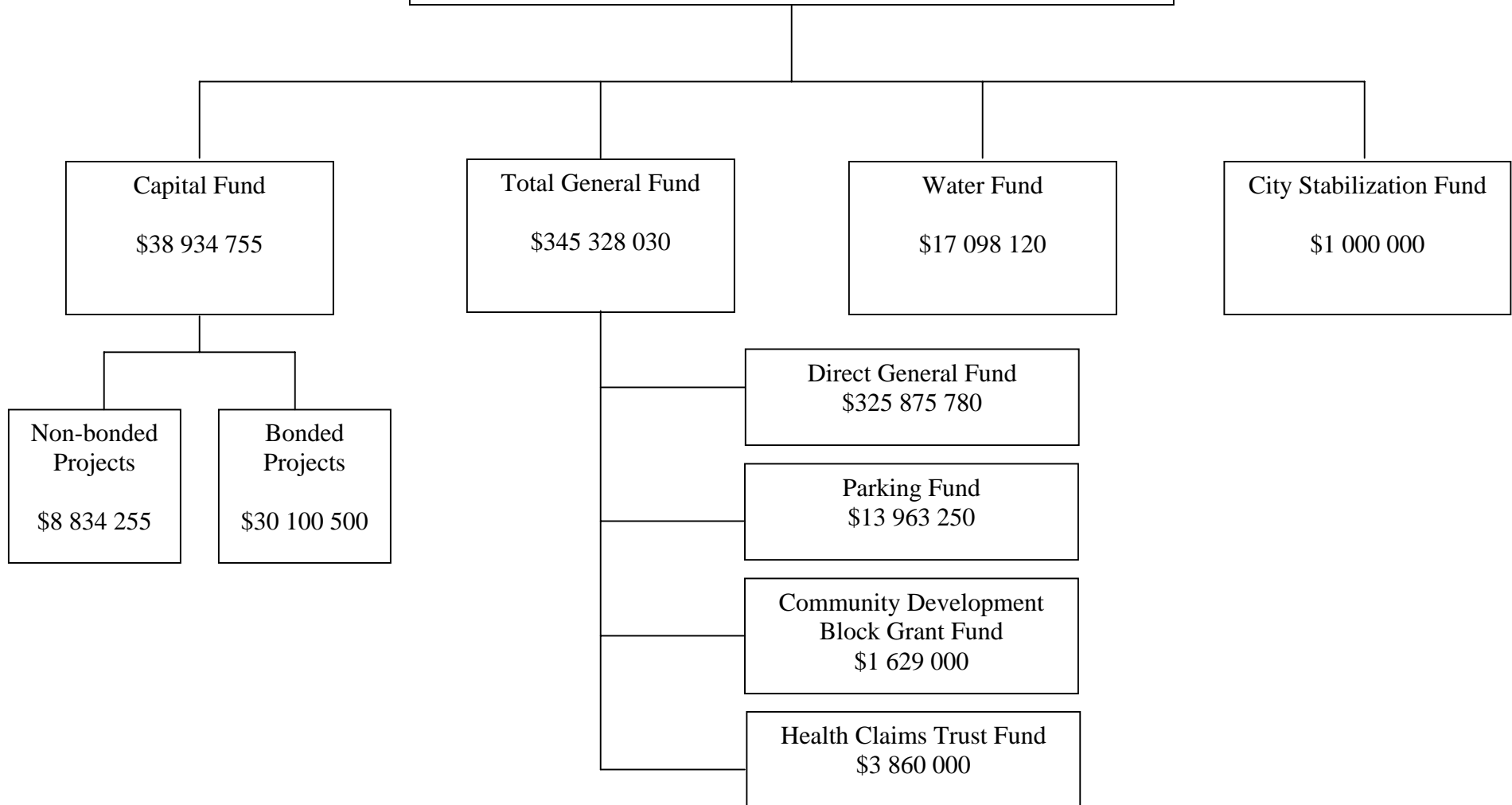
The Parking Fund is used to record revenue from meter permits, meter collection, resident parking stickers, parking lots and garages, parking fines, and interest earnings. These revenues support a wide range of programs in accordance with Chapter 844 of the General Laws. With limited tax revenues, the Parking Fund is a critical source of City revenue, providing funds to 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 \$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	Other Ordinary Maintenance	Travel & Training	Extraordinary Expenditures
\$ 10,016,490	\$ 3,306,980	\$ 19,400	\$ 415,000
Licenses & Permits	Fines & Forfeits	Charges for Service	Miscellaneous Revenue
\$ 250,000	\$ 7,305,290	\$ 5,727,580	\$ 475,000 ¹

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

**TOTAL FY 2005 CITY BUDGET
APPROPRIATED FUNDS**

- Total General Fund	\$345 328 030
- Water Fund	17 098 120
- Capital Fund	38 934 755
- City Stabilization Fund	<u>1 000 000</u>
Total:	\$402 360 905



PROJECTED FUND BALANCES

The projections that are shown in the following charts are for the four funds for which appropriations will be made in the FY05 budget. The fund balances that are shown as of June 30, 2003 are from the City's FY03 Comprehensive Annual Financial Report (CAFR) while fund balances as of June 30, 2004 and June 30, 2005 are based on projected revenues and expenditures for those two fiscal years. The General Fund budget includes expenditures that are financed through transfers from the Parking, Block Grant, and Health Claims Trust Funds. The Water Fund includes all expenditures related to the operation of the water system including debt service on the bonds issued to finance construction of a new water treatment plant as well as other improvements to the water system and transfers to the Capital Fund to finance certain capital projects. The Capital Budget includes appropriations for a wide range of projects related to the acquisition of fixed assets as well as new construction and improvements to existing City facilities. Appropriations from all revenue sources, including bond proceeds, are made directly to this fund while the debt service on bond-financed projects is included in the General and Water Funds. The Stabilization Fund was established as a reserve to offset a portion of the debt service on large tax-supported projects. Although no significant transfers have been made from this fund since it was established, it is expected that it will be drawn upon as the bonds are issued in the next few years for large construction and renovation projects.

Projections are also shown for the Health Claims Trust, School Stabilization, and School Debt Stabilization Funds. Although no appropriations are made to these funds, transfers are made from these funds to the General Fund to cover certain costs including a portion of health care costs and debt service on School bonds. The largest fund in this group, the Health Claims Trust Fund, receives revenues primarily from employee health deductions and interest earnings on the fund balance with transfers from General Fund health care surpluses providing additional funds. The School Debt Stabilization Fund has used primarily to mitigate the effects of receiving reimbursements from the state on certain bond-financed projects prior to incurring to debt service costs on the bonds. The primary purpose of the School Stabilization Fund has been to fund multi-year programs for which revenues have been received prior to costs being incurred for these programs.

It is important to note that, in the following chart, the amounts shown for the General Fund for July 1, 2002, June 30, 2003, and July 1, 2003 do not include the balances of the Health Claims Trust, City Stabilization, School Stabilization, School Debt Stabilization, and Internal Service Funds. Although these balances are included in the General Fund total in the FY03 CAFR, it is necessary to deduct them for the purposes of this chart. Also, these funds are accounted for separately in the Budgetary Basis of Accounting. As the chart indicates, the City Stabilization Fund is shown separately because an appropriation will be made to this fund in FY05.

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

GENERAL, WATER, CAPITAL, AND STABILIZATION FUNDS FY03-05

FY05 Budget

	General Fund	Water Fund	Capital Fund	City Stabilization Fund	FY05 Budget All Fund Types	FY04 Projected All Fund Types	FY03 Actual All Fund Types
Revenues and Other Available Funds:							
Property Taxes	219,819,640	-	1,510,000	1,000,000	222,329,640	207,967,215	198,783,571
Payments in Lieu of Taxes	3,600,000	-	-	-	3,600,000	3,600,000	4,644,373
Hotel / Motel Excise Tax	4,200,000	-	-	-	4,200,000	4,200,000	4,401,259
Motor Vehicle Excise	5,600,000	-	-	-	5,600,000	5,900,000	6,031,393
Intergovernmental	38,967,120	-	-	-	38,967,120	38,643,687	42,690,497
Sewer Use	26,769,545	-	1,000,000	-	27,769,545	24,875,000	27,061,324
Water Use	531,830	15,927,215	800,000	-	17,259,045	15,100,000	17,111,298
Investment Income	1,010,745	-	-	-	1,010,745	1,165,000	1,677,179
Bond Proceeds			30,100,500	-	30,100,500	55,353,705	29,053,565
Miscellaneous Revenues	44,829,150	1,170,905	5,524,255	-	51,524,310	57,548,245	67,552,868
Total Revenues	345,328,030	17,098,120	38,934,755	1,000,000	402,360,905	414,352,852	399,007,327
Expenditures							
Current:							
General Government	36,798,015	-	-	-	36,798,015	32,054,425	20,817,587
Public Safety	77,450,040	-	-	-	77,450,040	74,028,720	72,870,295
Community Maintenance & Development	29,743,800	17,098,120	-	1,000,000	47,841,920	44,765,255	42,532,649
Human Resource Development	20,868,495	-	-	-	20,868,495	19,812,315	19,055,556
Education	122,053,195	-	-	-	122,053,195	117,872,457	117,721,213
Judgments and Claims	250,000	-	-	-	250,000	250,000	155,696
Intergovernmental	34,247,415	-	-	-	34,247,415	34,026,175	29,698,511
Capital Outlays	-	-	38,934,755	-	38,934,755	66,495,110	53,158,991
Debt Service:							
Principal	18,403,135	-	-	-	18,403,135	16,218,310	14,050,350
Interest	5,296,735	-	-	-	5,296,735	5,027,305	4,830,461
Fees	217,200	-	-	-	217,200	217,200	188,259
Total Expenditures	345,328,030	17,098,120	38,934,755	1,000,000	402,360,905	410,767,272	375,079,568

General Fund	Water Fund	Capital Fund	Stabilization Fund	Total
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Fund Balances (Actuals for FY03 and Projections for FY04-05)

FY03

Beginning Balances (July 1, 2002) (Actuals)	64,276,154	77,560,358	16,825,412	6,714,522	165,376,446
FY03 Revenues	327,499,280	17,111,298	54,296,243	100,506	399,007,327
FY03 Expenditures	319,179,563	15,576,014	40,323,991	-	375,079,568
Excess (Deficiency) of Revenues (Including Transfers In) Over Expenditures (Including Transfers Out)	8,319,717	1,535,284	13,972,252	100,506	23,927,759
Ending Balances (June 30, 2003) (Actuals)	72,595,871	79,095,642	30,797,664	6,815,028	189,304,205

FY04

Beginning Balances (July 1, 2003) (Actuals)	72,595,871	79,095,642	30,797,664	6,815,028	189,304,205
FY04 Revenues	331,943,942	14,843,800	66,495,110	1,070,000	414,352,852
FY04 Expenditures	327,668,562	16,603,600	66,495,110	-	410,767,272
Excess (Deficiency) of Revenues (Including Transfers In) Over Expenditures (Including Transfers Out)	4,275,380	(1,759,800)	-	1,070,000	3,585,580
Ending Balances June 30, 2004 (Projected)	76,871,251	77,335,842	30,797,664	7,885,028	192,889,785

FY05

Beginning Balances (July 1, 2004) (Projected)	76,871,251	77,335,842	30,797,664	7,885,028	192,889,785
FY05 Revenues	345,328,030	17,098,120	38,934,755	1,000,000	402,360,905
FY05 Expenditures	345,328,030	17,098,120	38,934,755	-	401,360,905
Excess (Deficiency) of Revenues (Including Transfers In) Over Expenditures (Including Transfers Out)	-	-	-	1,000,000	1,000,000
Ending Balances June 30, 2005 (Projected)	76,871,251	77,335,842	30,797,664	8,885,028	193,889,785

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.

CITY STABILIZATION FUND (shown on pages II 37-38)

This fund is a statutory reserve account which may be used for purposes for which debt would ordinarily be used. It has been 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.

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.

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.

Health Claims Trust	School Stabilization	School Debt Stabilization
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Fund Balances (Actuals for FY03 and Projections for FY04-05)

FY03

Beginning Balances (July 1, 2002) (Actuals)	10,697,401	441,339	34,241
FY03 Revenues	4,148,618	327	-
FY03 Expenditures	3,862,562	300,000	-
Excess (Deficiency) of Revenues (Including Transfers In) Over Expenditures (Including Transfers Out)	286,056	(299,673)	-
Ending Balances (June 30, 2003) (Actuals)	10,983,457	141,666	34,241

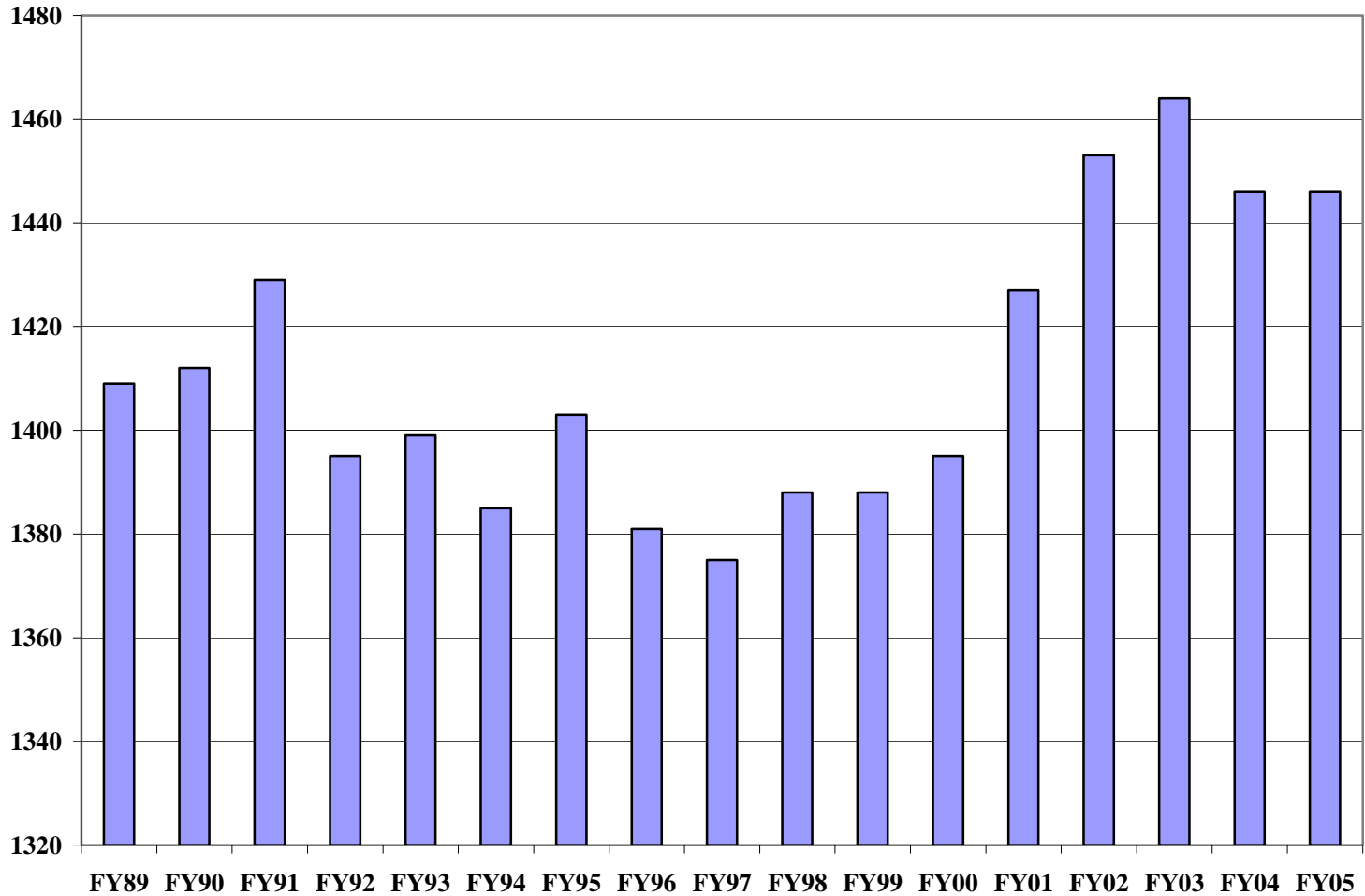
FY04

Beginning Balances (July 1, 2003) (Actuals)	10,983,457	141,666	34,241
FY04 Revenues	3,320,000	-	-
FY04 Expenditures	3,860,000	-	34,241
Excess (Deficiency) of Revenues (Including Transfers In) Over Expenditures (Including Transfers Out)	(540,000)	-	(34,241)
Ending Balances June 30, 2004 (Projected)	10,443,457	141,666	0

FY05

Beginning Balances (July 1, 2004) (Projected)	10,443,457	141,666	-
FY05 Revenues	3,420,000	-	-
FY05 Expenditures	3,860,000	-	-
Excess (Deficiency) of Revenues (Including Transfers In) Over Expenditures (Including Transfers Out)	(440,000)	-	-
Ending Balances June 30, 2005 (Projected)	10,003,457	141,666	-

**POSITION LIST COMPARISON
Excluding Schools**



FY89	1409
FY90	1412
FY91	1429
FY92	1395
FY93	1399
FY94	1385
FY95	1403
FY96	1381
FY97	1375
FY98	1388
FY99	1388
FY00	1395
FY01	1427
FY02	1453
FY03	1464
FY04	1446
FY05	1446

Only Full Time Positions Are Included in This Chart

POSITION LIST

	FY03 Staff Pos.	FY04 Staff Pos.	FY05 Staff Pos.	FY 04-05 Variance +/(-)
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GENERAL GOVERNMENT

MAYOR

Chief Of Staff	1	1	1	-
Asst. to Mayor/School Liaison	1	1	1	-
Manager of Constituent Services	1	1	1	-
Asst. to Mayor/Vice Mayor	1	1	1	-
Executive Secretary/Mayor	1	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	-
Public Information Officer	1	1	1	-
PTDM Planning Officer	1	1	1	-
Dir. Citizen Asst. & Services	1	0	0	-
TOTAL	9	8	8	-

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	6	6	-
Senior Clerk & Typist	1	0	0	-
Administrative Asst./City Clerk	1	1	1	-
TOTAL	10	10	10	-

	FY03 Staff Pos.	FY04 Staff Pos.	FY05 Staff Pos.	FY 04-05 Variance +/(-)
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LAW

City Solicitor	1	1	1	-
Deputy City Solicitor	1	1	1	-
Legal Counsel	5	5	5	-
Administrative Assistant	1	1	1	-
Senior Clerk & Typist	1	1	1	-
First Assistant to the City Solicitor	1	1	1	-
Office Manager	1	1	1	-
Supervising Legal Counsel	1	0	0	-
TOTAL	12	11	11	-

FINANCE/ADMINISTRATION

Assistant City Manager/Fiscal Affairs	1	1	1	-
Assistant Finance Director	1	0	0	-
Dir. Of Financial Systems/Operations	0	1	0	(1)
Administrative Asst. to Finance Director	0	0	1	1
TOTAL	2	2	2	-

FINANCE/BUDGET

Bud Dir./Deputy Finance Dir.	0	1	1	-
Principal Budget Analyst	1	1	1	-
Budget Analyst III	0	1	1	-
Budget Analyst II	0	0	1	1
Administrative Assistant	1	1	0	(1)
Budget Director	1	0	0	-
Budget/Financial System Specialist	1	0	0	-
TOTAL	4	4	4	-

FINANCE/PERSONNEL

Personnel Director	1	1	1	-
Employee Relations Manager	1	1	1	-
Manager of Employment Services	1	1	1	-
Manager/Training & Development	1	1	1	-
Claims Manager	1	1	1	-

	FY03 Staff Pos.	FY04 Staff Pos.	FY05 Staff Pos.	FY 04-05 Variance +/-
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FINANCE/PERSONNEL (cont.)

Personnel Analyst	1	1	1	-
Personnel Specialist	1	1	1	-
Administrative Assistant	1	0	1	1
Employment Resource Specialist	2	1	1	-
Sr. Clerk & Typist	1	1	1	-
Account Coordinator	0	1	1	-
Manager/Benefits & Compensation	1	1	1	-
Employee Benefits Service Rep.	1	1	1	-
Personnel Generalist	0	1	0	(1)
TOTAL	13	13	13	-

FINANCE/ASSESSORS

Director of Assessment	1	1	1	-
Assessor	2	2	2	-
Property Lister/Data Collector	3	3	3	-
Account Clerk	2	2	2	-
Customer Service Supervisor	0	1	1	-
Senior Assistant Assessor	2	2	2	-
Assessment Analyst	1	1	1	-
Commercial Review Appraiser	1	1	1	-
Executive Assistant	1	1	1	-
Manager Resident Valuation	1	1	1	-
Administrative Assistant	1	0	0	-
TOTAL	15	15	15	-

FINANCE/PURCHASING

Purchasing Agent	1	1	1	-
Assistant Purchasing Agent	1	1	1	-
Mngr. Of Construction Procurement	1	1	1	-
Buyer	1	1	1	-
Administrative Assistant	0	0	1	1
Assistant Buyers	3	3	3	-
Clerk/Clerical Aide	1	1	0	(1)
TOTAL	8	8	8	-

	FY03 Staff Pos.	FY04 Staff Pos.	FY05 Staff Pos.	FY 04-05 Variance +/-
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FINANCE/AUDITING

City Auditor	1	1	1	-
Manager/Financial Reports Control	1	1	1	-
Field Auditor	1	1	1	-
Senior Clerk & Typist	2	2	2	-
Jr Accountant	1	1	1	-
Account Clerk	1	1	1	-
General Ledger Accountant	0	0	1	1
Financial Analyst	1	1	1	-
System Accountant	1	1	0	(1)
TOTAL	9	9	9	-

FINANCE/REVENUE

Dir. Of Financial Systems/Operations	0	0	1	1
Manager of Collections	0	1	1	-
Cashier	0	0	1	1
Account Clerk	4	4	2	(2)
Customer Service Representative	0	2	2	-
Revenue Manager	1	0	0	-
Accounts Receivable Assistant	1	0	0	-
Administrative Assistant/Fiscal	1	0	0	-
TOTAL	7	7	7	-

FINANCE/TREASURY

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

FINANCE/MIS

MIS Director	1	1	1	-
Deputy Director	0	1	1	-

	FY03 Staff Pos.	FY04 Staff Pos.	FY05 Staff Pos.	FY 04-05 Variance +/(-)
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FINANCE/MIS (cont.)

Sr. Programmer/System Analyst	1	1	1	-
Information Systems Specialist II	1	1	1	-
GIS Project Manager	1	1	1	-
System Administrator	1	1	1	-
MIS Network Engineer	1	1	1	-
GIS Specialist	1	1	1	-
Information Systems Specialist I	3	4	4	-
Application System Analyst	0	1	1	-
GIS Planner	1	1	1	-
MIS Project Engineer	4	4	4	-
Database Administrator	1	1	1	-
Operating Systems Manager	0	1	1	-
Administrative Assistant	1	0	0	-
Web Administrator	1	0	0	-
Technician Support Supervisor	1	0	0	-
Application Specialist	1	0	0	-
TOTAL	20	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	-
Laborer	1	1	1	-
Senior Offset Machine Operator	1	1	1	-
Offset Duplicating Machine Operator	2	2	2	-
TOTAL	5	5	5	-

ELECTION

Commissioner	4	4	4	-
Executive Director	1	1	1	-
Assistant Director	1	1	1	-
Administrative Assistant	1	1	1	-
Senior Clerk & Typist	1	1	1	-
TOTAL	8	8	8	-

	FY03 Staff Pos.	FY04 Staff Pos.	FY05 Staff Pos.	FY 04-05 Variance +/(-)
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PUBLIC CELEBRATIONS

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

PUBLIC SAFETY

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	20	20	-
Lieutenant	49	50	50	-
Firefighter	198	193	193	-
Apparatus Repairperson	2	2	2	-
Asst. Apparatus Repairperson	1	1	1	-
Account Clerk	2	2	1	(1)
Administrative Assistant	1	1	2	1
Accounting Manager	0	1	1	-
Info. System Specialist	1	1	1	-
TOTAL	285	284	284	-

POLICE

Commissioner	1	1	1	-
Superintendent	2	2	2	-
Deputy Superintendent	4	5	5	-
Captain	1	1	1	-
Lieutenant	13	14	14	-
Sergeant	33	34	34	-
Police Officer	221	216	216	-

	FY03 Staff Pos.	FY04 Staff Pos.	FY05 Staff Pos.	FY 04-05 Variance +/(-)
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POLICE (cont.)

Director of Planning/Budget Personnel	1	0	1	1
Student Intern	3	3	4	1
Administrative Assistant	1	2	2	-
Clerk & Typist	7	8	8	-
Staff Assistant/Legal	1	1	1	-
Junior Accountant	1	1	1	-
Account Clerk	2	2	2	-
Personnel Assistant	1	1	1	-
Senior Clerk & Typist	2	2	2	-
Clerk/Clerical Aide	5	3	2	(1)
Training Coordinator	1	1	1	-
Identification Technician	2	2	2	-
Property Clerk/Armorer	2	2	2	-
Domestic Violence/Program Asst.	1	1	1	-
Information Systems Manager	1	1	1	-
Crime Analyst	1	1	1	-
Crime Analyst III	1	1	1	-
Automotive Mechanic	3	3	2	(1)
Fleet Manager	0	0	1	1
Data Entry Operator	1	0	0	-
Police Planner	0	1	0	(1)
TOTAL	312	309	309	-

TRAFFIC, PARKING & TRANSPORTATION

Dir/Traffic, Prkg & Transportation	1	1	1	-
Deputy Director	1	1	1	-
Assistant Director	1	0	0	-
Principal Electrical Engineer	1	1	1	-
Traffic Investigator	2	2	2	-
Jr. Traffic Engineering Aide	1	1	1	-
Admin. Aide	1	1	1	-
E. Cambridge Traffic Coordinator	1	1	1	-
Permit Supervisor	1	1	1	-
Assistant Traffic Engineer	1	1	1	-
Traffic Maintenance Person	9	12	12	-
Working Foreperson/Traffic Maint.	5	5	5	-

	FY03 Staff Pos.	FY04 Staff Pos.	FY05 Staff Pos.	FY 04-05 Variance +/(-)
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TRAFFIC, PARKING & TRANSPORTATION (cont.)

Clerk/Clerical Aide	1	1	1	-
Parking Violation Cashier	5	5	5	-
Admin. Hearings Officer	1	1	1	-
Parking Service Coordinator	1	1	1	-
Parking Services Supervisor	1	1	1	-
Asst. Parking Services Coord.	0	1	1	-
Senior Storekeeper	1	1	1	-
Working Foreperson/Parking Meter Maint.	2	2	2	-
Parking Control Officer	33	33	33	-
Parking Control Supervisor	3	2	2	-
Parking Coordinator	1	1	1	-
Operational Foreperson	1	1	1	-
Administrative Assistant	2	2	2	-
Financial Manager	0	0	1	1
Parking Meter Repairperson	1	1	1	-
Parking Ticket Analyst	1	1	0	(1)
Laborer	3	0	0	-
TOTAL	82	81	81	-

POLICE REVIEW & ADVISORY BOARD

Investigator	0	0	1	1
Executive Secretary	1	1	0	(1)
TOTAL	1	1	1	-

INSPECTIONAL SERVICES

Commissioner	1	1	1	-
Asst. Commissioner-Zoning/Building	1	1	1	-
Assistant Building Inspector	1	1	1	-
Administrative Assistant	1	1	1	-
Senior Clerk & Typist	2	2	3	1
Clerk & Typist	2	2	1	(1)
Code Inspector/Constable	1	1	1	-
Sanitary Housing/Inspector	5	5	5	-
Building Inspector	5	5	5	-
Gas Fittings/Plumbing & Gas Inspector	2	2	2	-
Wire Inspector	2	2	2	-

	FY03 Staff Pos.	FY04 Staff Pos.	FY05 Staff Pos.	FY 04-05 Variance +/(-)
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INSPECTIONAL SERVICES (cont.)

Senior Code Enforcement Inspector	1	1	1	-
Assistant to Commissioner/Operation	1	1	1	-
Senior Sanitary Inspector	1	1	1	-
Senior Building Inspector	1	1	1	-
Zoning Specialist	1	1	1	-
TOTAL	28	28	28	-

LICENSE COMMISSION

Chairperson	1	1	1	-
Dir/Consumer Commission	1	1	1	-
Chief Licensing Investigator	1	1	1	-
Senior Clerk & Typist	2	2	2	-
Administrative Assistant	1	1	1	-
Executive Secretary	1	1	1	-
Executive Assistant	1	1	1	-
Information & Referral 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	-
Assistant City Electrician	2	2	2	-
Administrative Assistant	1	1	1	-
Network Manager	1	1	1	-
Signal Maintainer	2	2	2	-
Electrician	5	5	5	-
Signal Maintainer Helper	1	0	0	-
TOTAL	13	12	12	-

EMERGENCY MANAGEMENT

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

	FY03 Staff Pos.	FY04 Staff Pos.	FY05 Staff Pos.	FY 04-05 Variance +/(-)
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EMERGENCY COMMUNICATIONS

Emergency Communications Dir.	1	1	1	-
Chief Supervisor/Emergency	1	1	1	-
Communication Supervisor	6	6	6	-
Fire Alarm Operator	6	5	3	(2)
Emergency Telecom Dispatcher	22	23	25	2
Info Syst Specialist/Public Safety	1	1	1	-
Admin. Asst./Emergency Communication	1	1	1	-
System Manager	1	1	1	-
TOTAL	39	39	39	-

COMMUNITY MAINTENANCE & DEVELOPMENT

PUBLIC WORKS

Commissioner	1	1	1	-
Asst. Commissioner/Operations	1	1	1	-
Asst. Commissioner/Administration	1	1	1	-
Assistant Commissioner/City Engineer	1	1	1	-
Administrative Assistant	4	5	5	-
Payroll Analyst	1	1	1	-
Information System Manager	1	1	1	-
Operations Manager	1	1	1	-
Community Relations Manager	1	1	1	-
Manager Human Resource	1	1	1	-
Account Clerk	1	1	1	-
Fiscal Director	1	1	1	-
Accounts Payable Assistant	1	1	1	-
Project Fiscal Manager	1	1	1	-
Accounting Manager	1	1	1	-
Engineering Coop Student	3	3	3	-
Senior Clerk & Typist	1	1	1	-
Engineer II	1	1	1	-
Administrative Assistant Engineering	1	1	1	-
Autocad/GIS Technician	1	1	1	-
Engineering Projects Coordinator	1	1	1	-
Senior Construction Engineer	1	1	1	-
Working Foreperson	21	21	21	-
Laborer	65	64	63	(1)

	FY03 Staff Pos.	FY04 Staff Pos.	FY05 Staff Pos.	FY 04-05 Variance +/(-)
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PUBLIC WORKS (cont.)

Skilled Laborer	46	45	44	(1)
MEO III	4	3	3	-
Public Works Supervisor	0	10	10	-
Construction Utility Inspector	1	2	2	-
Superintendent of Streets	1	1	1	-
Administrative Assistant Permits	1	1	1	-
Compliance Officer	1	1	1	-
MEO II	11	12	12	-
MEO I	7	6	6	-
Refuse & Parks Inspector	1	1	1	-
Supervisor of Sanitation	1	1	1	-
Director Recycling	1	1	1	-
Program Manager Recycling	1	1	1	-
Superintendent of Parks	1	1	1	-
Project Administrator Landscape	1	1	1	-
Turf and Landscape Manager	1	1	1	-
City Arborist	1	1	1	-
Superintendent of Cemeteries	1	1	1	-
Supervisor of Building Operations	1	1	1	-
Supervisor of Building Maintenance	1	1	1	-
Superintendent/Construction Public Bldgs.	1	1	1	-
Supervisor of Public Construction	1	1	1	-
Facilities Supervisor	1	1	1	-
Inventory Control Specialist	0	1	1	-
Master Mechanic	1	1	1	-
Dispatcher	1	1	1	-
Sewer Use Compliance Officer	2	2	2	-
Resident Engineer	1	1	1	-
Jr. Sewer System Collection Engr.	2	2	2	-
Supervisor Sewer Maintenance/Eng.	0	1	1	-
Project Manager/Engineering	2	2	2	-
Sr. Sewer Collection System Engr.	0	1	1	-
Senior Sewer Engineer	0	0	1	1
Clerk & Typist	1	0	0	-
Highway Foreperson	6	0	0	-
Parks Dist. Supervisor	3	0	0	-

	FY03 Staff Pos.	FY04 Staff Pos.	FY05 Staff Pos.	FY 04-05 Variance +/(-)
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PUBLIC WORKS (cont.)

Senior Engineer/Surveyor	1	0	0	-
Staff Engineer	1	0	0	-
Project Coordinator	1	0	0	-
Off-Hours Supervisor	1	0	0	-
Fleet Maintenance Specialist	1	0	0	-
TOTAL	223	220	219	(1)

WATER

Managing Director	1	1	1	-
Senior Clerk & Typist	2	2	2	-
Administrative Assistant	0	0	1	1
Water Appl. System Administrator	0	0	1	1
Business Manager	1	1	1	-
Assistant Business Manager	1	1	1	-
Water Service Inspector	4	4	4	-
Working Foreperson	6	6	6	-
Water Utility Field Inspector	0	0	1	1
Manager of Engr. & Program Dev.	1	1	1	-
Engineer/Water	1	1	1	-
Facilities Manager	0	1	1	-
Cross Connection Inspector	3	3	3	-
Water Quality Technician	1	1	1	-
Reservation Site Supervisor	1	1	1	-
Chief Ranger	1	1	1	-
Watershed Manager	1	1	1	-
Reservoir Caretaker	2	2	2	-
Water Crafts/Skilled Laborer	7	8	8	-
Water Meter Repairperson/Installer	1	1	1	-
Team Leader System Operator	4	4	4	-
System Operator	4	4	4	-
Instrumentation and Maint. Mngr.	1	1	1	-
Watershed Resource Manager	1	1	1	-
Water Quality Supervisor	1	1	1	-
Assistant Water Quality Supervisor	1	1	1	-
Production Manager	0	1	1	-
Distribution Supervisor	2	2	2	-

	FY03 Staff Pos.	FY04 Staff Pos.	FY05 Staff Pos.	FY 04-05 Variance +/(-)
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WATER (cont.)

Manager of Distribution	1	1	1	-
Asst. Manager of Distribution	1	1	1	-
Assistant to Managing Director	1	1	1	-
Construction Inspector	2	2	2	-
MEO IIA	5	5	5	-
Lab Manager	1	1	1	-
Data Entry	1	1	0	(1)
Account Clerk	1	0	0	-
Asst. Manager Program Dev.	1	1	0	(1)
Assistant Site Supervisor	1	1	0	(1)
Senior Storekeeper	1	0	0	-
MEOI/Laborer	2	0	0	-
Treatment Plant Manager	1	0	0	-
TOTAL	67	65	65	-

COMMUNITY DEVELOPMENT

Asst. City Manager/Community Dev.	1	1	1	-
Deputy Director	1	1	1	-
Project Administrator/Administration	2	2	2	-
C.D.B.G. Manager	1	1	1	-
Associate Planner/Block Grant	1	1	1	-
Administrative Assistant/Fiscal	1	1	1	-
Senior Account Clerk	1	1	1	-
Chief Fiscal Officer	1	1	1	-
Accounting Manager	0	0	1	1
Administrative Asst./Econ. Dev.	1	1	1	-
Administrative Asst./Com. Planning	1	1	1	-
GIS Specialist	1	1	1	-
Chief Proj. Planner/ Dir. Community Planning	1	1	1	-
Chief Proj. Planner/Land Use & Zoning	1	1	1	-
Chief Project Planner/Urban Designer	1	1	1	-
Associate Planner/Urban Design	1	1	1	-
Associate Planner/Construction Mngr.	2	2	1	(1)
Associate Planner/Community Planner	2	2	2	-
Associate Planner/Land Use	1	1	1	-
Associate Planner/Housing	0	0	2	2

	FY03 Staff Pos.	FY04 Staff Pos.	FY05 Staff Pos.	FY 04-05 Variance +/(-)
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COMMUNITY DEVELOPMENT (cont.)

Project Planner/Zoning Specialist	1	1	1	-
Project Planner/Data Manager	1	1	1	-
Administrative Assistant/Housing	1	1	1	-
Chief Project Planner/Dir. of Housing	1	1	1	-
Assistant Planner/Housing	1	1	1	-
Project Planner/Housing	3	3	3	-
Executive Director/JAS	1	1	1	-
Project Planner/Business/Finance Liaison	1	1	1	-
Chief Proj. Planner/Dir. of Econ. Dev.	1	1	1	-
Associate Planner/Economic Dev.	2	2	2	-
Chief Proj. Planner/Dir. of Env. & Trans.	1	1	1	-
Project Planner/Environ. Proj. Mgr.	1	1	1	-
Assoc. Planner/Traffic Calming Proj. Manager	1	1	1	-
Assoc. Planner/Trans. Demand Mgmt. Planner	1	1	1	-
Assoc. Planner/ Trans. Imp. Plan Coord.	1	1	1	-
Project Planner/Transportation	1	1	1	-
Project Planner/ Landscape Architect	1	1	1	-
Project Administrator/Environmental	1	1	1	-
Project Manager/Environmental	1	1	1	-
Project Planner/Construction Engr.	1	0	0	-
Assistant Fiscal Officer	1	1	0	(1)
Youth Program Manager/JAS	1	0	0	-
Chief Project Planner/Sr. Trans. Planner	1	0	0	-
TOTAL	47	44	45	1

HISTORICAL COMMISSION

Executive Director	1	1	1	-
Assistant Director	1	1	1	-
Preservation Administrator	1	1	1	-
Preservation Planner	0	1	1	-
Oral Historian	1	1	1	-
TOTAL	4	5	5	-

CONSERVATION COMMISSION

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

	FY03 Staff Pos.	FY04 Staff Pos.	FY05 Staff Pos.	FY 04-05 Variance +/(-)
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PEACE COMMISSION

Executive Director	1	1	1	-
TOTAL	1	1	1	-

CABLE TELEVISION

Director/Cable Television	1	1	1	-
Municipal Production Assistant	2	2	1	(1)
Administrative Assistant	1	1	1	-
Video Tape Editor	1	1	1	-
Associate Producer	0	0	1	1
Production Manager	0	0	1	1
Municipal Access Programmer	1	1	0	(1)
TOTAL	6	6	6	-

HUMAN RESOURCE DEVELOPMENT

LIBRARY

Director of Libraries	1	1	1	-
Assistant Director	2	2	2	-
Business/Facility Manager	1	1	1	-
Library System Analyst/Arch.	1	1	1	-
Senior Librarian	8	8	8	-
Administrative Assistant	1	1	1	-
Staff Librarian	12	15	15	-
Library Assistant	9	7	7	-
Associate Librarian	5	5	5	-
Library Associate	7	4	4	-
Laborer	2	2	2	-
Senior Building Custodian	1	1	1	-
Building Maintenance person	1	1	1	-
Building Custodian	1	1	1	-
Information System Coordinator	1	1	1	-
Branch Manager	6	6	6	-
Librarian II	0	2	2	-
Literary Specialist	1	1	1	-
TOTAL	60	60	60	-

	FY03 Staff Pos.	FY04 Staff Pos.	FY05 Staff Pos.	FY 04-05 Variance +/(-)
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HUMAN SERVICES

Asst. City Manager/Human Services	1	1	1	-
Deputy Director/DHSP	1	1	1	-
Project Coordinator	0	1	1	-
Administrative Assistant/DHSP	2	2	2	-
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	2	2	-
Coordinator/CEP Services	1	1	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	-
Divison Head/Community & Youth	1	1	1	-

	FY03 Staff Pos.	FY04 Staff Pos.	FY05 Staff Pos.	FY 04-05 Variance +/(-)
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HUMAN SERVICES (cont.)

Community School Director	12	11	11	-
Program Manager/Developer	2	2	2	-
Admin. Asst./Community Schools	1	1	1	-
Division Head/Recreation	1	1	1	-
Danahey 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 Referrals Specialist	1	1	1	-
Case Manager	1	1	1	-
Facilities Coordinator/Seniors	1	1	1	-
Meals Coordinator/COA	1	1	1	-
Food Services Manager/COA	1	1	1	-
Bus Driver/COA	1	1	1	-
Senior Center Director	1	1	1	-
Activities/Volunteer Coordinator	1	1	1	-
Div. Head/Child Care Family Services	1	1	1	-
Teacher/Daycare	12	12	12	-
Head Teacher/Daycare	8	6	6	-
Teacher/Director/Childcare	5	6	6	-
Principal Clerk	1	1	1	-
Preschool Manager	1	1	1	-
Afterschool manager	1	1	1	-
Coordinator/Childcare	1	1	1	-
Director of Golf	1	1	1	-
Golf Professional	1	1	1	-
Groundworker II	1	1	1	-
Greenskeeper	1	1	1	-

	FY03 Staff Pos.	FY04 Staff Pos.	FY05 Staff Pos.	FY 04-05 Variance +/(-)
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HUMAN SERVICES (cont.)

Greens Assistant	1	1	1	-
Div. Head/Comm. Learning Center	1	1	1	-
Diploma Consultant	1	1	1	-
Teacher/Community Learning Center	6	6	6	-
Division Head/Youth Program	1	1	1	-
Youth Activities Coordinator	4	4	4	-
Youth Center Program Director	5	5	5	-
Youth Center Director	5	5	5	-
Youth Advocate/Schools	1	0	0	-
Director/Positive Edge	1	0	0	-
Business Liaison	1	0	0	-
TOTAL	132	129	129	-

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	1464	1446	1446	-
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THIS SPACE RESERVED FOR COUNCILLORS' NOTES

SUMMARY: OPERATING BUDGET (all funds)

FY03 ACTUAL	FY04 PROJECTED	PROGRAM EXPENDITURES	FY05 BUDGET
27 136 680	32 304 425	General Government	37 048 015
73 029 390	74 028 720	Public Safety	77 450 040
63 252 435	66 228 270	Community Maintenance & Development	70 758 990
19 490 915	19 812 315	Human Resource Development	20 868 495
117 137 195	117 872 457	Education	122 053 195
<u>29 698 525</u>	<u>34 026 175</u>	Intergovernmental	<u>34 247 415</u>
329 745 140	344 272 362		362 426 150

FINANCING PLAN	FY05 BUDGET
Taxes	235 234 640
Licenses & Permits	5 633 880
Fines & Forfeits	7 919 670
Charges for Service	54 826 415
Intergovernmental Revenue	51 570 195
Miscellaneous Revenue	<u>7 241 350</u>
	362 426 150

Major Revenue Sources

The following is a summary of major revenue sources to the City Budget, including highlights of significant changes.

Of the six basic revenue categories listed on the following pages, taxes, charges for services, and intergovernmental revenue represent \$341 631 250 or 94% of the City's total general fund operating revenues.

Generally, over the last five years the percentages of the six revenue categories have remained relatively constant with the tax category representing 65% of total revenues followed by charges for services (15%) and intergovernmental revenue (14%). However, with the reduction in state aid that occurred in FY03 and FY04, the percentage of the Budget funded from Intergovernmental revenues decreased from 18.7% in FY01 to 14.2% in FY04. A significant portion of this lost revenue was absorbed in the tax category, primarily through property taxes.

Overall, the City's practice is to budget revenues conservatively. Revenue projections for FY05 are based on FY04 actual and projected collections, historical trends and anticipated changes that impact a particular revenue.

TAXES

Within the tax category, the real and personal property tax items are the largest at \$219 819 640 and represent 60% of the total general fund operating revenues. When non-budget items such as overlay reserve and other offsets are included, the total tax levy is \$222 454 722. The actual tax levy is determined in the fall as part of the tax rate setting process. The property tax levy is the City's largest and most dependable source of revenue growth. In addition, the public investment budget uses \$1 510 000 in property taxes as a revenue source. Also, \$1 000 000 in property tax revenues is being used as a funding source for an appropriation to the City's stabilization fund, which will be used to offset the impact of increasing debt service costs beginning in FY06. Overall the property tax levy is projected to increase by 7.3% in FY05.

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

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

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

The City has benefited from new construction over the past several years. This has allowed the City to generate a FY04 excess levy capacity (difference between the property tax levy limit and actual property tax levy) of approximately \$41 million. This has been an important factor in the City's ability to manage reductions in state aid revenue over the past two fiscal years.

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

Other tax revenue such as hotel/motel tax, motor vehicle excise tax, corporation excise tax, penalties and delinquent interest, and in-lieu of tax payments are budgeted at same or slightly different levels from FY04.

CHARGES FOR SERVICES

The Charges for Services category is the second largest revenue stream to the City. The major components of this category include the water usage charge, sewer service charge and parking fund revenues.

In March of each year, the City Council establishes water and sewer rates, which determine water and sewer revenues for the next fiscal year. Because of the timing requirements, water and sewer rates are set prior to the adoption of both the FY05 City Budget and MWRA Budget; therefore revenue needs are determined upon estimated expenditures. Historically, water and sewer rates have been established so that revenues generated by them cover one hundred percent of the projected annual costs. For the period beginning April 1, 2004 and ending March 31, 2005, water rates increased by 2.5% with an 11.0% increase in sewer rates. Overall consumers will see a 7.8% increase in their annual water/sewer bill.

The Water Fund is a proprietary fund and accounts for the activities related to the preparation and delivery of water to City residents. Sewer Service revenues are not recorded in a separate fund but are part of the General Fund.

Total FY05 water revenues are \$16 459 045 and include water usage and miscellaneous water charges as well as retained earnings. This is an increase of \$543 190 or 3.4% from FY04. In addition to the \$16.5 million, \$800 000 in water revenues are used to fund water related capital projects in FY05, a \$300 000 decrease from FY04. Therefore, the net increase in total water revenues is \$243 190 or 1.4%.

Beginning five fiscal years ago and continuing for the next several years, a portion of the fund balance from the Water Fund will be utilized to help offset increases in the operation of the Water Department. In FY05, the fund balance support has been increased slightly from \$1 500 000 to \$1 650 000. The Water Fund balance as of 6/30/03 was \$7 343 813 and the balance is projected to be \$5 843 813 at the end of FY04 based on the state budgetary basis of accounting.

As is the case with water revenues, sewer revenues are based on estimated expenditures. Sewer revenues for FY05 are projected at \$26 769 545, an increase of \$918 910 or 3.5% from the FY04 budget. An additional \$1 000 000 in sewer revenues has been included in the FY05 Capital Budget which is a \$100 000 decrease from FY04. Therefore, the net increase in total sewer revenues is \$818 910 or 3.0%.

Parking Fund Usage revenue of \$6 070 000 includes receipts from Traffic Department activities such as street meters (\$2 328 000), parking lot revenues (\$261 000), parking garage revenues (\$3 050 000), resident stickers (\$350 000), boot removal and use of meter fees (\$81 000). FY05 revenues from these sources are projected to increase by \$612 980 or 11.2% from the FY04 Budget. However, these revenues are only projected to increase by \$55 000 based on projected FY04 revenues. The largest increase in these revenues comes from parking garage revenues (\$500 000) and street meters (\$110 980). Increases in parking garage revenues are based on current year collections as well as improved operations and management, which are provided by a new management company recently hired by the City. Street Meter revenues have been budgeted at the levels received in prior fiscal years but may be higher than estimated due to the replacement of a significant number of obsolete mechanical meters with digital parking meters during FY05.

In addition to the revenues listed above, parking fund revenues include receipts for street obstruction permits (\$242 935), parking fines (\$7 348 370), interest earnings (\$210 745) and rental receipts (\$91 200) for a total of \$13 963 250. The Fund Balance of the Parking Fund as of 6/30/03 was \$7 265 468 and it scheduled to be \$7 465 000 at the end of FY04. In addition, \$500 000 in parking fund revenues are used to fund traffic and parking related capital projects.

INTERGOVERNMENTAL REVENUES

FY05 Intergovernmental Revenue (\$51 570 195) includes federal and state grants, other governmental revenue and State Cherry Sheet revenue. Total State Cherry Sheet revenue of \$38 967 120 represents 10.8% of the total FY05 operating budget.

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

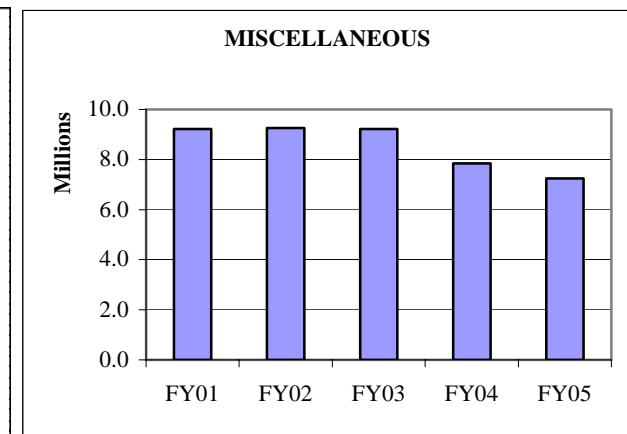
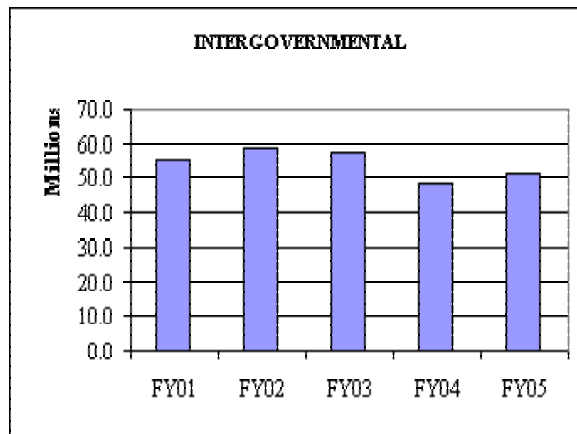
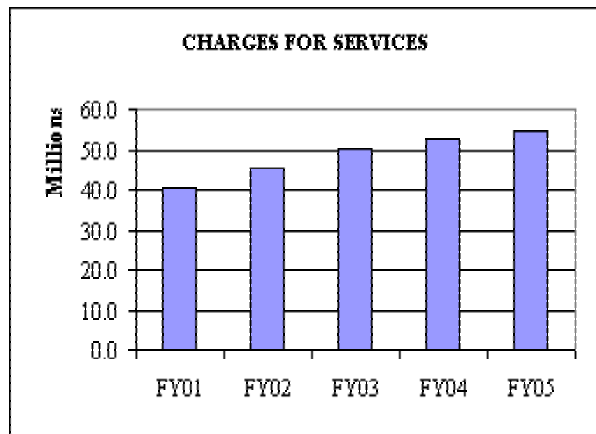
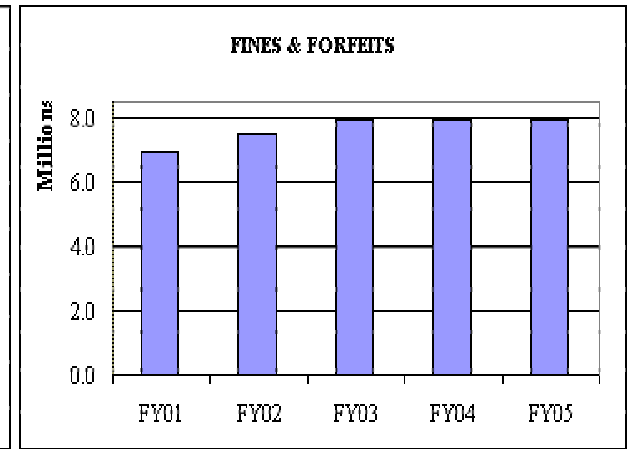
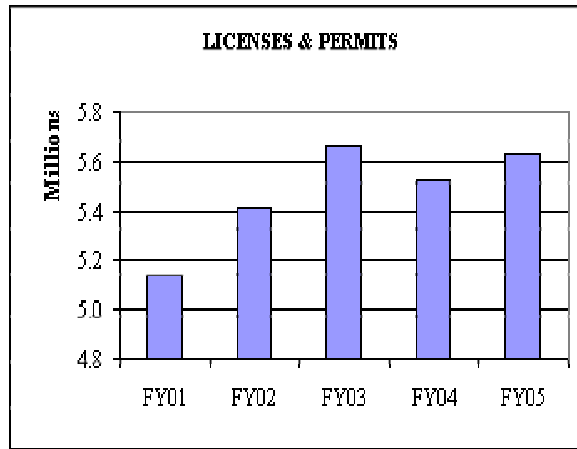
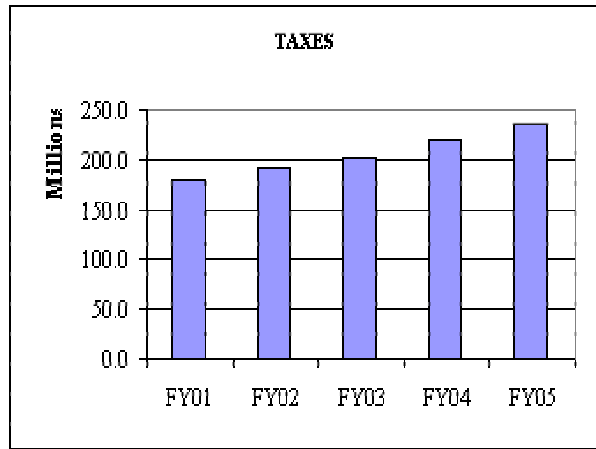
Local aid refers primarily to distributions from the Commonwealth to municipal general revenue for Chapter 70 education aid, additional assistance and lottery aid. The amount of these funds to be distributed is listed on each community's cherry sheet along with other relatively smaller Commonwealth programs such as library aid, school construction, transportation and other reimbursements, and highway funds.

In FY04, the City received \$24 776 325 in additional assistance and lottery aid, which reflects a 6.2% reduction. FY04 School Aid/Chapter 70 was \$6 791 105. The total of these three revenues is \$31 567 430 or 9.2% of the FY04 Adopted Budget. Reductions to these three local aid categories were a result of the significant revenue shortfalls at the state level during FY03 and FY04.

The City is estimating to receive the same amount in FY05 as it did in FY04 (\$31 567 430) for these three major local aid categories. This represents 8.7% of total operating budget. This assumption is based on the Governor's FY05 Budget released in January 2005 and the House Ways and Means budget proposal released in mid April 2005, which calls for no reductions to these three categories. Other cherry sheet items contained in these Budget proposals did not change significantly, except for School Building Assistance payments, which are scheduled to increase by \$671 000 due to a late reimbursement for two projects.

FIVE YEAR BUDGETED REVENUE ANALYSIS

FISCAL YEAR	TAXES	LICENSES & PERMITS	FINES & FORFEITS	CHARGES FOR SERVICES	INTER-GOVERNMENTAL	MISCELLANEOUS	TOTAL
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	219,101,405	5,525,860	7,929,150	52,458,415	48,428,262	7,850,575	341,293,667
FY05	235,234,640	5,633,880	7,919,670	54,826,415	51,570,195	7,241,350	362,426,150



ACTUAL FY03	PROJECTED FY04	BUDGET FY05
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**OPERATING BUDGET
- Summary**

208 210 495	221 017 215	TAXES 235 234 640
12 157 369	6 616 105	LICENSES AND PERMITS 5 633 880
8 638 553	8 596 700	FINES AND FORFEITS 7 919 670
56 190 457	52 922 570	CHARGES FOR SERVICES 54 826 415
54 165 784	54 033 427	INTERGOVERNMENTAL REV. 51 570 195
<u>8 213 885</u>	<u>7 228 175</u>	MISCELLANEOUS REVENUE 7 241 350
347 576 543	350 414 192	362 426 150

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.

nues 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
FY05	65.0%	1.6%	2.2%	15.0%	14.2%	2.0%
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%

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ACTUAL FY03	PROJECTED FY04		BUDGET FY05
185 917 765	195 998 215	REAL PROPERTY TAX	211 019 640
6 456 019	8 469 000	PERSONAL PROPERTY TAX	8 800 000
6 030 611	5 900 000	MOTOR VEHICLE EXCISE TAX	5 600 000
4 401 259	4 200 000	HOTEL/MOTEL EXCISE TAX	4 200 000
934 258	2 400 000	CORPORATION EXCISE TAX	1 600 000
760 468	450 000	PENALTIES & DELINQ. INT.	415 000
<u>3 710 115</u>	<u>3 600 000</u>	IN-LIEU OF TAX PAYMENTS	<u>3 600 000</u>
<u>208 210 495</u>	<u>221 017 215</u>		<u>235 234 640</u>

**TAXES
- Summary**

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

value every three years. During FY04, the City is preparing for the next full revaluation which will be the basis of the state recertification process for 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.

ACTUAL FY03	PROJECTED FY04	BUDGET FY05
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**TAXES
- Real Property Tax**

185 917 765	195 998 215
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REAL PROPERTY TAX 211 019 640

**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>
FY04	209 599 396	4 499 396	205 100 000	-	-
FY03	197 720 546	4 145 298	193 575 248	192 373 785	99.4%
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%

- (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>
FY04	205 100 000	4 499 396	2.2	-
FY03	193 575 248	4 145 298	2.1	1 779 074
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

ACTUAL FY03	PROJECTED FY04		BUDGET FY05																				
6 456 019	8 469 000	PERSONAL PROPERTY TAX	8 800 000																				
<p>PERSONAL PROPERTY TAX</p> <p>The Board of Assessors determines the value of all taxable personal property for 2 714 accounts. The personal property tax is projected to produce roughly four percent of the City's total property tax revenue. The delinquency rate has rarely exceeded one percent, mainly because the ten largest accounts pay approximately fifty-nine 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.</p>																							
<p align="center">TEN HIGHEST PERSONAL PROPERTY TAXPAYERS (FY04)</p>																							
<table border="0"> <tr> <td data-bbox="840 633 1050 665">NSTAR Electric</td> <td data-bbox="1575 633 1732 665" style="text-align: right;">\$1 534 622</td> </tr> <tr> <td data-bbox="840 673 945 706">Verizon</td> <td data-bbox="1617 673 1732 706" style="text-align: right;">983 774</td> </tr> <tr> <td data-bbox="840 714 1144 747">MIRANT Kendall LLC</td> <td data-bbox="1617 714 1732 747" style="text-align: right;">889 428</td> </tr> <tr> <td data-bbox="840 755 966 787">Nstar Gas</td> <td data-bbox="1617 755 1732 787" style="text-align: right;">528 186</td> </tr> <tr> <td data-bbox="840 795 1165 828">Level 3 Communications</td> <td data-bbox="1617 795 1732 828" style="text-align: right;">343 906</td> </tr> <tr> <td data-bbox="840 836 1186 868">Millenium Pharmaceuticals</td> <td data-bbox="1617 836 1732 868" style="text-align: right;">189 846</td> </tr> <tr> <td data-bbox="840 876 1081 909">MCI Metro Access</td> <td data-bbox="1617 876 1732 909" style="text-align: right;">151 109</td> </tr> <tr> <td data-bbox="840 917 1018 950">Alkermes, Inc</td> <td data-bbox="1617 917 1732 950" style="text-align: right;">124 707</td> </tr> <tr> <td data-bbox="840 958 1039 990">Comcast Cable</td> <td data-bbox="1617 958 1732 990" style="text-align: right;">116 972</td> </tr> <tr> <td data-bbox="840 998 1102 1031">American Tel & Tel</td> <td data-bbox="1617 998 1732 1031" style="text-align: right;">106 848</td> </tr> </table>				NSTAR Electric	\$1 534 622	Verizon	983 774	MIRANT Kendall LLC	889 428	Nstar Gas	528 186	Level 3 Communications	343 906	Millenium Pharmaceuticals	189 846	MCI Metro Access	151 109	Alkermes, Inc	124 707	Comcast Cable	116 972	American Tel & Tel	106 848
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TAXES
- Personal Property Tax

PERSONAL PROPERTY TAX.

ACTUAL FY03	PROJECTED FY04	BUDGET FY05
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TAXES
- Motor Vehicle Excise Tax

6 030 611	5 900 000
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MOTOR VEHICLE EXCISE TAX **5 600 000**

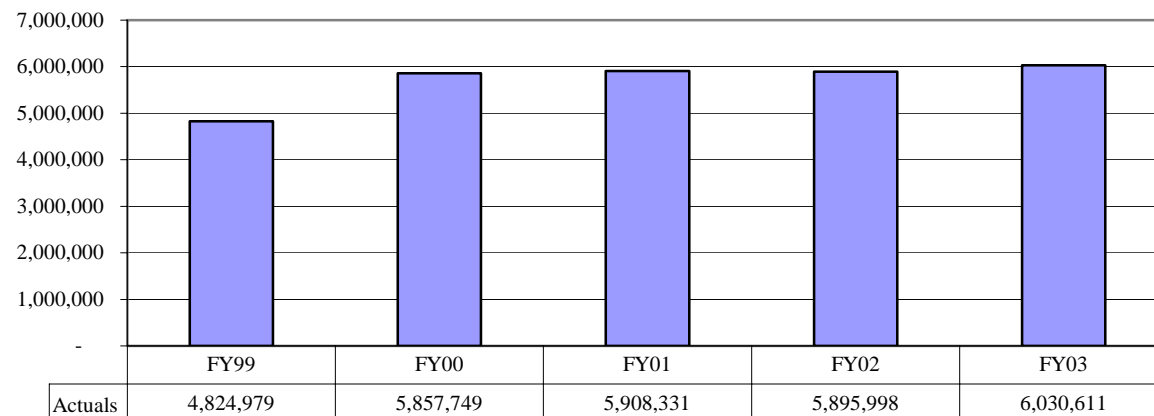
EXCISE TAX RECEIPTS. State law sets the motor vehicle excise rate at \$25 per \$1 000 valuation.

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 FY04, 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.

FIVE YEAR HISTORY MOTOR VEHICLE EXCISE TAX



ACTUAL FY03	PROJECTED FY04		BUDGET FY05
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**TAXES
- Hotel/Motel Tax**

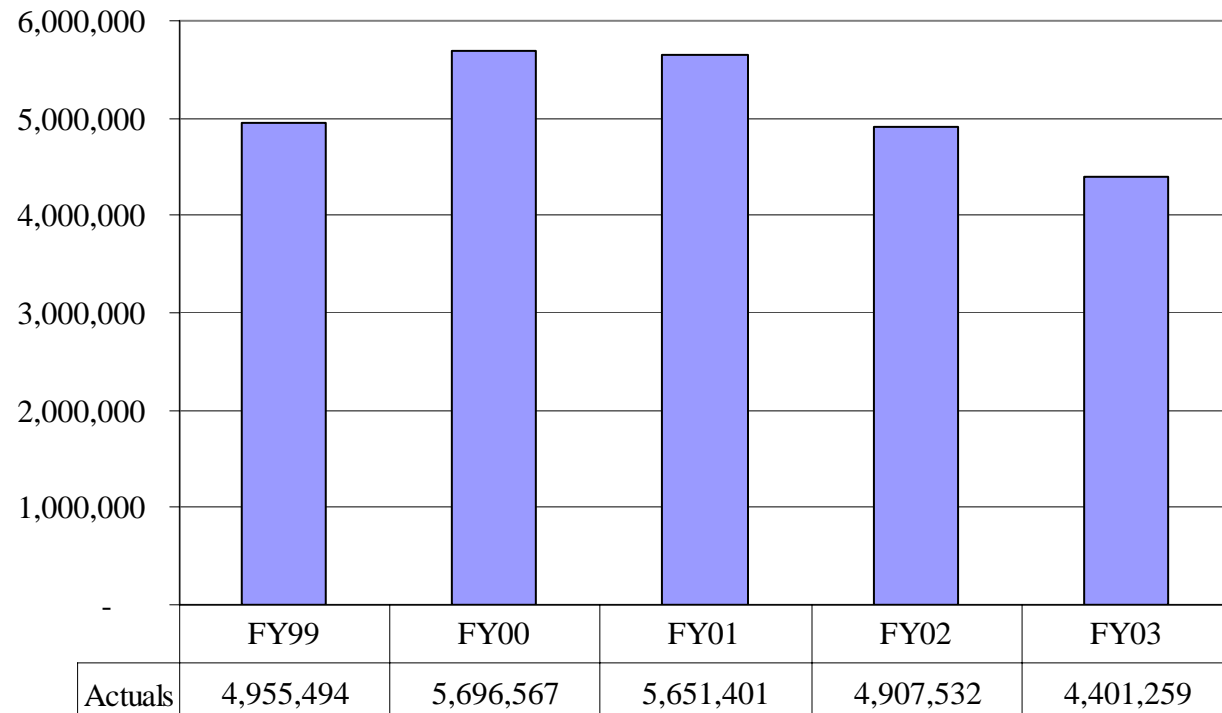
4 401 259	4 200 000
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HOTEL/MOTEL EXCISE TAX 4 200 000

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

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.

FIVE YEAR HISTORY HOTEL/MOTEL TAX



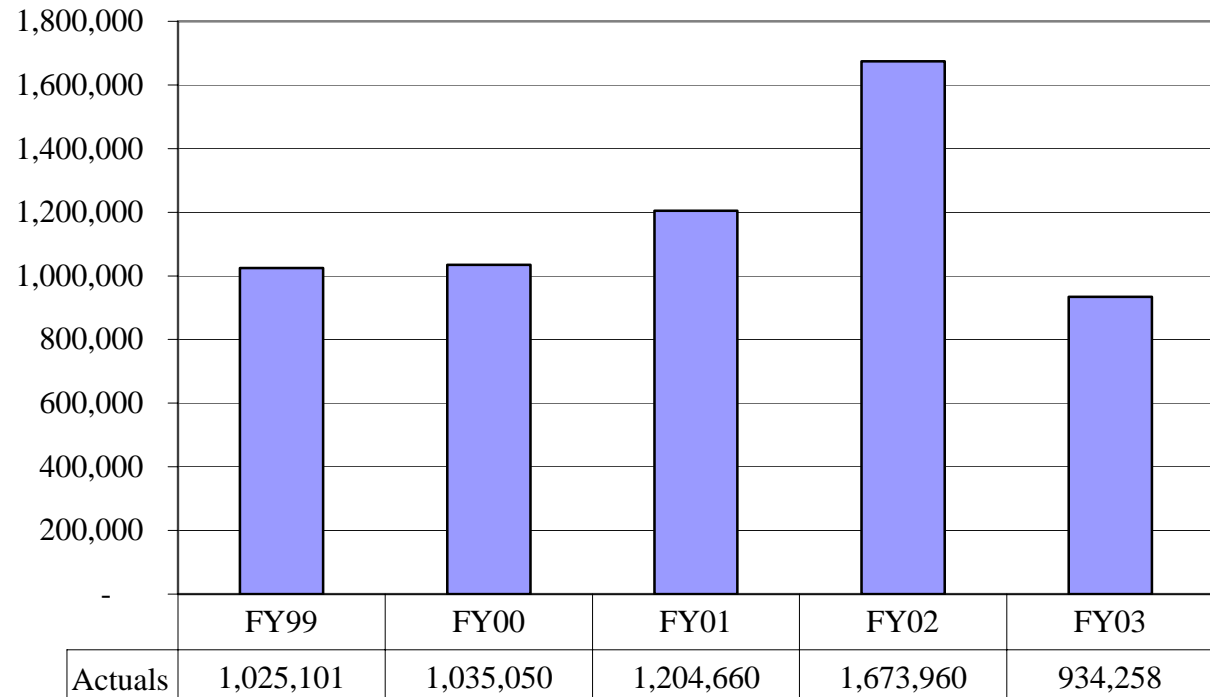
ACTUAL FY03	PROJECTED FY04	BUDGET FY05
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TAXES
- Corporation Excise Tax

934 258	2 400 000
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CORPORATION EXCISE TAX **1 600 000** **CORPORATION EXCISE TAX.**
Chapter 121A, section 10 of the Massachusetts General Laws, states that each city or town is entitled to receive proceeds from the urban development excise tax paid on its local projects. This excise tax is 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. The City received an \$800 000 payment in FY04 for FY03 which accounts for the large variance between FY03 actual and FY04 projected revenues.

FIVE YEAR HISTORY CORPORATION EXCISE TAX



ACTUAL FY03	PROJECTED FY04		BUDGET FY05	TAXES - Penalties and Delinquent Interest
760 468	450 000	PENALTIES AND DELINQ. INT.	415 000	<p>DELINQUENT INTEREST. The City receives interest on overdue taxes and water/sewer service rates. State law dictates the interest rate for taxes, whereas City ordinance sets the rate for water/sewer charges. Overdue real and personal property taxes are charged 14 percent from the original billing date. Tax title accounts are charged 16 percent from the tax-taking date or the certification date. The interest rate for delinquent excise tax accounts is 12 percent from the due date. The interest rate on delinquent water/sewer services is 18 percent per annum. Water interest is reported in the Water Fund and is not included in the above estimate.</p> <p>PENALTY CHARGES. If real and personal property taxes are not paid within 30 days for the second billing (usually 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 (\$10) and two separate notices from a deputy tax collector (\$12, \$17). The deputy collectors' earnings come solely from delinquent penalty charges in-lieu of a salary. 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>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>

ACTUAL FY03	PROJECTED FY04		BUDGET FY05	TAXES - In-Lieu of Tax Payments								
3 710 115	3 600 000	IN-LIEU OF TAX PAYMENTS	3 600 000	IN-LIEU OF TAX PAYMENTS.								
		<p>Cambridge taxpayers are constrained by the fact that slightly 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 18 cents per square foot of land area. 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 continues to finalize a new “in-lieu of tax” agreement with Harvard University and a first time written agreement with the Massachusetts Institute of Technology.</p>										
		<hr/> <table border="0"> <thead> <tr> <th data-bbox="657 678 1417 711">MAJOR IN-LIEU OF TAXPAYERS IN CAMBRIDGE</th> <th data-bbox="1650 678 1913 711">FY04 PAYMENTS</th> </tr> </thead> <tbody> <tr> <td data-bbox="657 792 1230 824">President and Fellows of Harvard University</td> <td data-bbox="1709 792 1854 824">\$1 761 030</td> </tr> <tr> <td data-bbox="657 829 1041 862">Mass. Institute of Technology</td> <td data-bbox="1724 829 1854 862">1 193 000</td> </tr> <tr> <td data-bbox="657 867 909 899">Whitehead Institute</td> <td data-bbox="1745 867 1854 899">390 064</td> </tr> </tbody> </table> <hr/>			MAJOR IN-LIEU OF TAXPAYERS IN CAMBRIDGE	FY04 PAYMENTS	President and Fellows of Harvard University	\$1 761 030	Mass. Institute of Technology	1 193 000	Whitehead Institute	390 064
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Mass. Institute of Technology	1 193 000											
Whitehead Institute	390 064											

ACTUAL FY03	PROJECTED FY04		BUDGET FY05
1 962 984	1 878 580		1 892 145
<u>10 194 385</u>	<u>4 737 525</u>	LICENSE	3 741 735
<u>12 157 369</u>	6 616 105	PERMITS	<u>5 633 880</u>

LICENSES AND PERMITS
- Summary

LICENSES. License revenues arise from the City's regulation of certain activities (e.g., selling alcoholic beverages or driving a taxicab). A person or organization pays a licensing fee to engage in the activity for a specified period. The primary licensing agency in the City is the License Commission, which consists of a police department representative, the Fire Chief and the chairperson of the License Commission. All fees are set by one of three methods: State law, City ordinance or License Commission regulation. The most common licenses are briefly described on the following pages. A complete fee structure is available at the License Commission Office at 831 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 FY03	PROJECTED FY04		BUDGET FY05
14 213	7 000	MILK	7 000
736 835	731 000	ALCOHOLIC BEVERAGES	731 000
36 741	36 400	COMMON VICTUALER	36 400
9 870	7 200	BUILDERS/BUILDING	9 200
216 316	188 280	LODGING HOUSE	188 000
275 519	255 000	GARAGE/GASOLINE	255 000
5 406	5 795	SHOPS AND SALES	5 795
73 799	75 600	HACKNEY	75 600
86 315	85 350	MOTOR VEHICLE RELATED	85 350
196 350	185 000	ENTERTAINMENT	185 000
98 858	80 500	HEALTH RELATED	79 500
15 990	15 765	MARRIAGE	15 000
7 777	8 190	DOG LICENSES	7 800
16 095	15 000	STREET PERFORMERS	15 000
129 450	136 000	POLE AND CONDUIT	136 000
4 250	4 000	TOBACCO	4 000
1 875	1 500	DISPOSAL	1 500
19 227	21 000	MISCELLANEOUS	21 000
750	2 000	RECREATION CAMPS	2 000
13 680	13 000	NEWSPAPER BOXES	12 000
3 668	5 000	MULTI-FAMILY INSPECTIONS	20 000
<u>1 962 984</u>	<u>1 878 580</u>		<u>1 892 145</u>

**LICENSES AND PERMITS
- Licenses**

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

ALCOHOLIC BEVERAGES. Under Chapter 138 of the Massachusetts General Laws, 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 FY05 revenues from liquor licenses.

TYPE	NO.	FEE	REVENUE
All Alcoholic Brewery	2	3 160	6 320
All Alcoholic Restaurant, 7 days, 1 a.m.	86	3 160	271 760
All Alcoholic Restaurant, 7 days, 1:30 a.m.	1	3 530	3 530
All Alcoholic Restaurant, 7 days, 2 a.m.	37	3 905	144 485
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			709 917
Fees generated from one day/transfer fees			<u>21 085</u>
Total Projected Alcohol Fees			731 002

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 135 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, research labs and other facilities with flammable storage.

SHOPS AND SALES. The License Commission issues licenses for 36 antique stores (\$91), 4 auctioneers (\$60), and 21 second hand dealers (\$60). One day auction sales, which are charged at a rate of \$31 per day, are also covered by this category. The total revenue for these categories is estimated at \$5 795.

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 FY05 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 working on conduits in the 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 FY03	PROJECTED FY04		BUDGET FY05
8 883 689	3 800 000	BUILDING	2 800 000
41 092	45 000	GAS	45 000
226 041	180 000	WIRING	180 000
66 503	60 000	PLUMBING	60 000
134 837	93 330	STREET OPENING	95 000
226 761	245 000	STREET OBSTRUCTION	242 935
308 527	50 395	PLAN REVIEW	55 000
75 950	50 000	SPRINKLER	50 000
157 587	159 000	PLACE OF ASSEMBLY	159 000
16 980	13 000	OCCUPANCY CERTIFICATIONS	13 000
14 760	7 300	AIR RIGHTS/PUBLIC WAYS	7 300
888	1 000	FIREARM ID/DEALER	1 000
2 138	3 000	FIREARM	3 000
298	500	SUNDAY	500
38 334	30 000	FIRE	30 000
<u>10 194 385</u>	<u>4 737 525</u>		<u>3 741 735</u>

**LICENSES AND PERMITS
- Permits**

BUILDING PERMITS. The Inspectional Services Department issues building permits to qualified individuals to do repairs, alterations, new construction, or demolition in the City. The cost of permits is based on the estimated cost of the project: \$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 FY05 is based on approximately 1 267 excavation permits at \$75.

STREET OBSTRUCTION PERMITS. The Traffic, Parking & Transportation Department issues over 5 000 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 \$0.10 per square foot fee to offset staff and other professional service costs associated with project review.

SPRINKLER PERMIT. The Inspectional Services Department issues permits for the installation of sprinklers and standpipes.

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 FY03	PROJECTED FY04		BUDGET FY05
85 311	60 000	LIBRARY	60 000
8 083 321	8 000 000	PARKING	7 348 370
358 101	450 000	MOVING VIOLATIONS	425 000
104 740	80 000	FALSE ALARMS	80 000
2 440	2 700	ANIMALS	2 300
4 640	4 000	BICYCLE	4 000
<u>8 638 553</u>	<u>8 596 700</u>		<u>7 919 670</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, registration, or get a resident permit 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 fourth 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 FY03	PROJECTED FY04		BUDGET FY05
5 766 154	6 015 000		6 070 000
17 857 911	16 600 000	PARKING	16 459 045
27 061 322	24 775 000	WATER UTILITY REVENUE	26 769 545
4 148 250	4 212 820	SEWER SERVICE CHARGE	4 187 120
<u>1 356 820</u>	<u>1 319 750</u>	FEES	<u>1 340 705</u>
56 190 457	52 922 570	OTHER CHARGES FOR SERVICE	<u>54 826 415</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 FY05, service charges and user fees will account for 15% 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 FY03	PROJECTED FY04		BUDGET FY05
2 328 019	2 250 000	METER COLLECTION	2 328 000
261 190	265 000	PARKING LOTS	261 000
2 744 262	3 030 000	PARKING GARAGES	3 050 000
29 260	75 000	USE OF METERS	29 000
350 633	340 000	RESIDENT STICKERS	350 000
<u>52 790</u>	<u>55 000</u>	BOOT REMOVAL FEES	<u>52 000</u>
5 766 154	6 015 000		6 070 000

**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	FY03	FY04	FY05
Finance	\$ 23 950	\$ 23 950	\$ 23 950
Law	100 000	100 000	100 000
Police	3 543 045	3 543 045	3 643 045
Traffic, Parking & Transportation	7 658 930	7 586 345	8 125 095
Public Works	638 460	638 460	671 460
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	452 340	445 940	468 680
Executive	180 000	180 000	215 000
Employee Benefits	69 000	85 000	-
Debt Service	176 250	171 875	167 190
Electrical	-	-	22 935
	<u>\$13 367 870*</u>	<u>\$13 300 510*</u>	<u>\$13 963 250*</u>

* 50 000 private grant (see page III – 55 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.

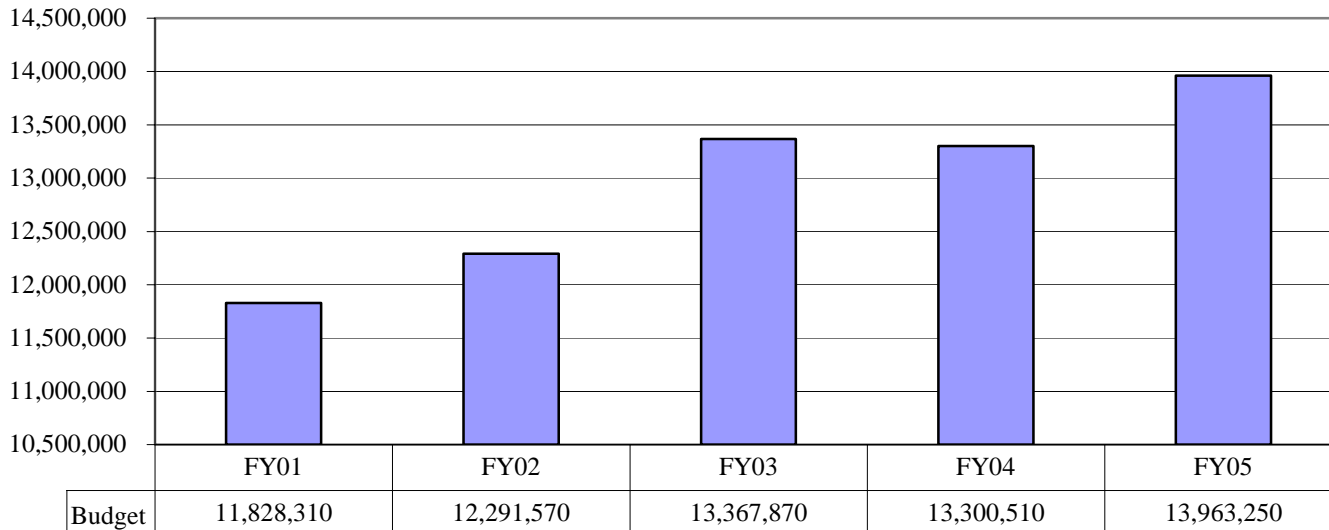
PARKING GARAGES. Revenue is raised from the following: Green Street Municipal Parking Garage (\$1 per hour) and the East Cambridge Municipal Parking Garage (\$2 first hour / \$1 for 2nd & 3rd hours / \$2 each remaining hour). There are 1 384 parking spaces in the facilities.

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. FY05 resident parking permit fee is \$8.

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 FY03	PROJECTED FY04		BUDGET FY05	CHARGES FOR SERVICES - Water																								
15 631 897	14 600 000		14 309 045	<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 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, 2004. The FY05 rates represent a 2.5% increase in water rates and a 11.0% increase in sewer rates producing a 7.8% overall water/sewer bill increase.</p>																								
591 014	500 000	WATER USAGE	500 000																									
<u>1 635 000</u>	<u>1 500 000</u>	MISC. WATER CHARGES	<u>1 650 000</u>																									
17 857 911	16 600 000	RETAINED EARNINGS	16 459 045																									
<hr/> <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>2.73</td> <td>5.54</td> </tr> <tr> <td>2</td> <td>41-400 Ccf</td> <td>2.94</td> <td>5.87</td> </tr> <tr> <td>3</td> <td>401-2 000 Ccf</td> <td>3.11</td> <td>6.30</td> </tr> <tr> <td>4</td> <td>2001-10 000 Ccf</td> <td>3.31</td> <td>6.79</td> </tr> <tr> <td>5</td> <td>over 10 000 Ccf</td> <td>3.58</td> <td>7.22</td> </tr> </tbody> </table> <hr/>					BLOCK	ANNUAL CONSUMPTION	WATER RATE	SEWER RATE	1	0-40 Ccf	2.73	5.54	2	41-400 Ccf	2.94	5.87	3	401-2 000 Ccf	3.11	6.30	4	2001-10 000 Ccf	3.31	6.79	5	over 10 000 Ccf	3.58	7.22
BLOCK	ANNUAL CONSUMPTION	WATER RATE	SEWER RATE																									
1	0-40 Ccf	2.73	5.54																									
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5	over 10 000 Ccf	3.58	7.22																									
<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 FY05: Finance (\$185 000); Conservation (\$16 835); Public Works (\$300 000); and Community Development (\$30 000). Not included in the above amount is \$800 000 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 FY05, \$1 650 000 will offset costs.</p>																												

ACTUAL FY03	PROJECTED FY04		BUDGET FY05
26 605 052	24 500 000		26 744 545
<u>456 270</u>	<u>275 000</u>	SEWER SERVICE CHARGE	26 744 545
27 061 322	24 775 000	SEWER CONNECTION FEE	<u>25 000</u>
			26 769 545

**CHARGES FOR SERVICES
- Sewer Service**

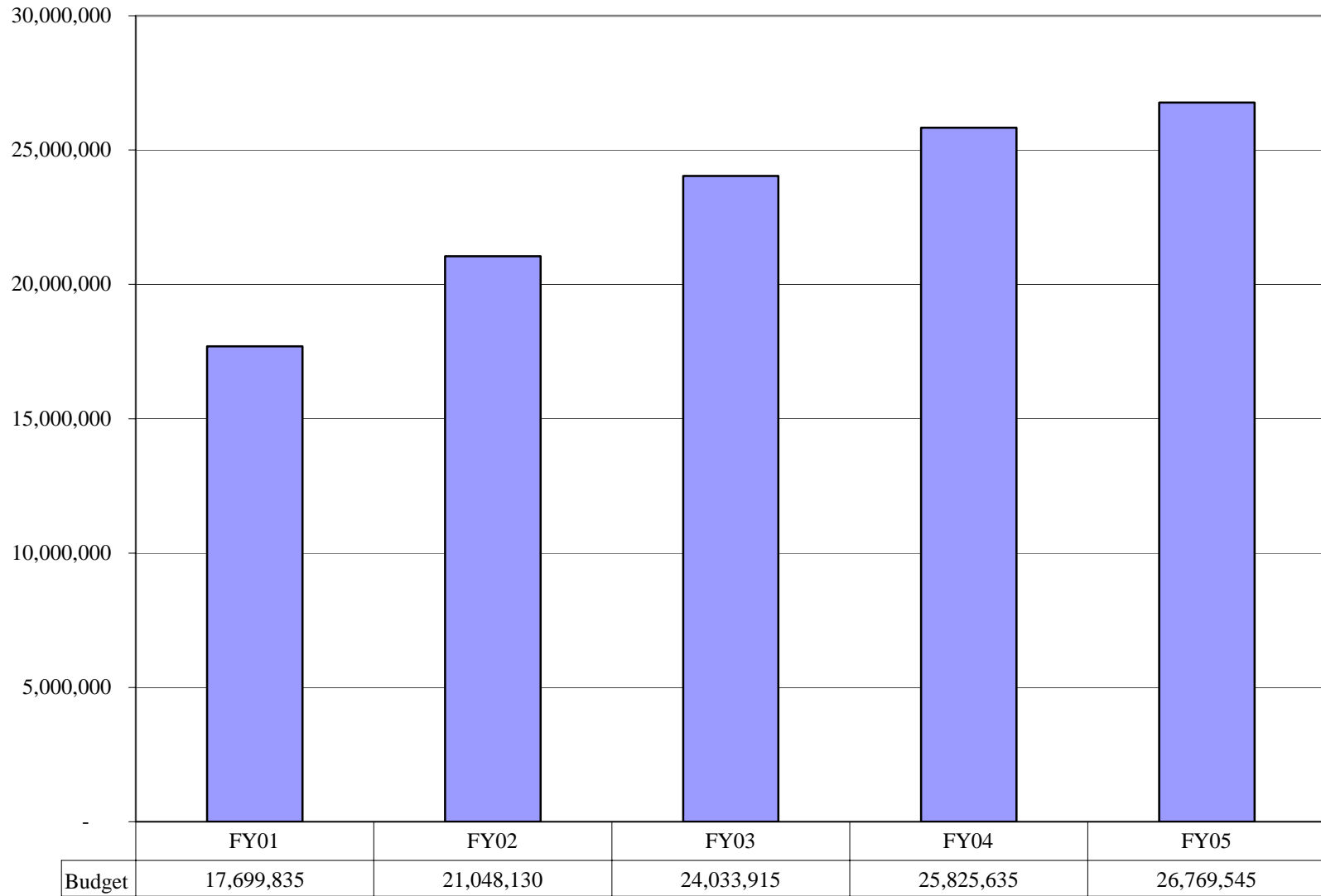
SEWER SERVICE CHARGE. Each year, the City authorizes a sewer service charge to shift sewer expenditures away from property taxes. Initiation of this charge makes

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 \$1 000 000 in sewer revenues used in the funding of City capital projects. The FY05 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	1 903 915
Debt Service	8 448 175
Massachusetts Water Resources Authority	16 177 455
Community Development	30 000
	\$26 744 545

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 FY05.

FIVE YEAR SEWER SERVICE ANALYSIS

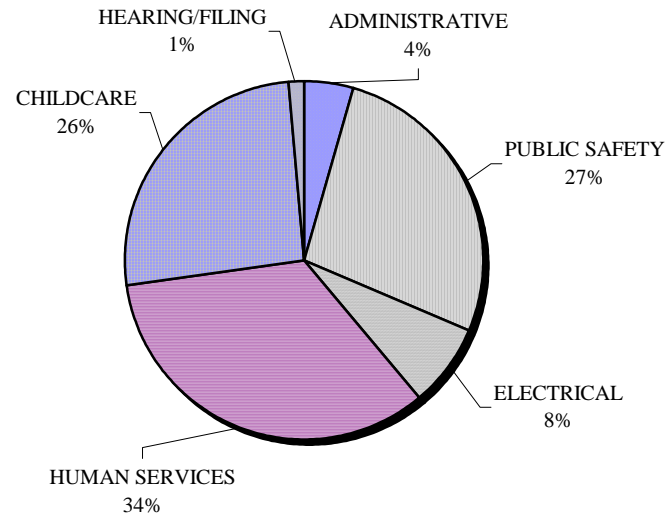


ACTUAL FY03	PROJECTED FY04		BUDGET FY05
283 450	217 650	ADMINISTRATIVE	184 930
969 822	972 500	PUBLIC SAFETY	1 127 500
421 431	432 000	ELECTRICAL	317 000
1 319 220	1 446 405	HUMAN SERVICES	1 414 460
1 097 693	1 085 230	CHILDCARE	1 085 230
<u>56 634</u>	<u>59 035</u>	HEARING/FILING	<u>58 000</u>
4 148 250	4 212 820		4 187 120

**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 FY03	PROJECTED FY04		BUDGET FY05
110 162	110 985	CERTIFIED COPIES	105 000
36 948	3 230	MORTGAGE CERTIFICATES	
81 998	70 000	MUNICIPAL LIENS	45 000
15 592	5 200	DOCUMENT SALES	5 200
17 617	8 300	PHOTOCOPY/REPRODUCTION	9 800
660	730	DOMESTIC PARTNERS	730
<u>20 473</u>	<u>19 205</u>	MISC. CLERK'S FEES	<u>19 200</u>
283 450	217 650		<u>184 930</u>

**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, death, marriage certificates and domestic partnership 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. This revenue is not projected in FY05.

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.

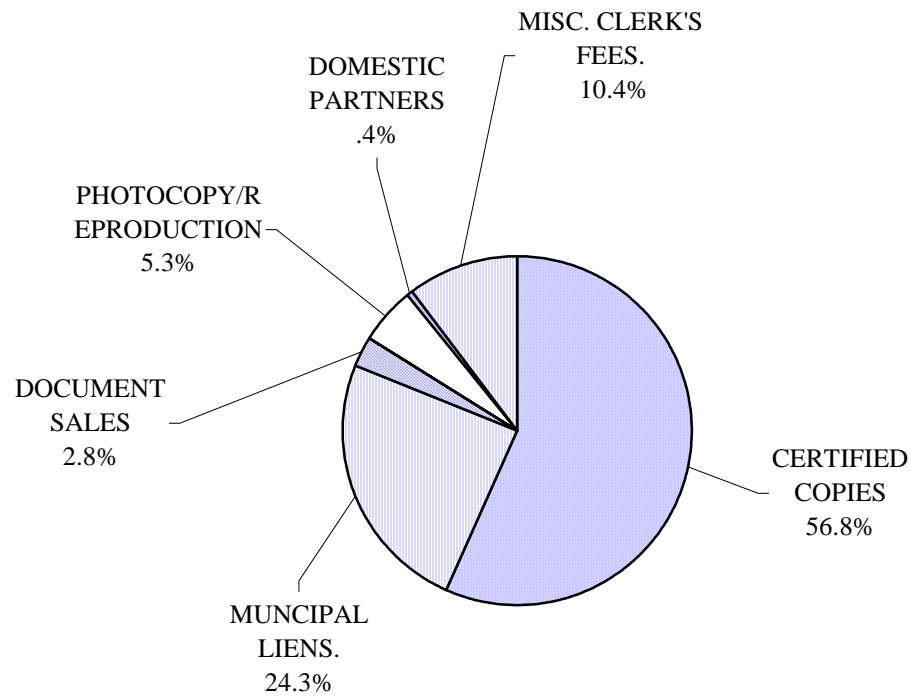
DOCUMENT SALES. The Public Works Engineering division is reimbursed for maps and other documents requested by the public. The Election Commission receives revenue from the sale of the annual street listing book. The total amount anticipated from this source is \$5 200.

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 \$1 500; Inspectional Services \$2 000; and License \$300.

DOMESTIC PARTNERS. The City Clerk issues a certificate of Domestic Partnership. The FY05 fee is \$15 per certificate for filing domestic partnerships.

MISCELLANEOUS CITY CLERK CHARGES. The City Clerk collects fees for the issuance of miscellaneous certificates such as physician and business registrations and constable swearing in fees. The estimated revenue from these fees in FY05 is \$19 200. A miscellaneous charge also includes service and sporting fees, zoning and municipal ordinance fees and filing fee for a zoning petition.

ADMINISTRATIVE FEES ANALYSIS



ACTUAL FY03	PROJECTED FY04		BUDGET FY05
25 890	26 500	SEALING INSPECTION	26 500
53 302	75 000	TOWING SURCHARGE	75 000
452 343	450 000	POLICE DETAIL SURCHARGE	450 000
24 718	16 000	AGENCY FEE	16 000
4 130		BOARDING/RAZING FEES	20 000
27 000	25 000	SMOKE DETECTORS	25 000
271 527	250 000	RESCUE SERVICE FEES	400 000
25 932	30 000	INSPECTIONAL DETAILS	30 000
<u>84 980</u>	<u>100 000</u>	FIRE DETAIL SURCHARGE	<u>85 000</u>
969 822	972 500		<u>1 127 500</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 FY05.

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. Transport fees and advanced life support services are 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 FY03	PROJECTED FY04		BUDGET FY05
76 600	90 000		80 000
333 109	330 000	FIRE ALARM BOX CHARGE	225 000
<u>11 722</u>	<u>12 000</u>	SIGNAL MAINTENANCE FEE	<u>12 000</u>
421 431	432 000	CUT-OUT/PLUG-OUT FEE	<u>317 000</u>

**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 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 FY03	PROJECTED FY04		BUDGET FY05
66 602	57 445	SWIMMING POOLS	66 000
599 832	708 355	GOLF COURSE	672 855
78 808	66 335	RECREATIONAL ACTIVITIES	66 335
12 320	13 650	ATHLETIC LEAGUES	13 650
6 063	8 000	SPECIAL NEEDS	8 000
19 405	20 000	SENIOR ACTIVITIES	20 000
53 850	55 620	FIELD PERMITS	55 620
329 202	392 000	COMMUNITY SCHOOL	392 000
46 678	20 000	SENIOR CENTER MEALS	20 000
28 650	35 000	YOUTH PROGRAM	35 000
77 810	70 000	KING OPEN EXTENDED DAY	65 000
<u>1 319 220</u>	<u>1 446 405</u>		<u>1 414 460</u>

**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 FY05 is as follows:

	<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

GOLF COURSE. In FY05, 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 FY05 revenue estimates are Golf Course fees used in the capital budget: \$27 500.

	<u>RESIDENT</u>	<u>NON RESIDENT</u>
weekdays (9 holes)	\$ 16.00	\$ 19.00
weekdays junior/senior (9 holes)	12.00	n/a
weekdays (18 holes)	26.00	29.00
weekends/holidays (9 holes)	23.00	23.00
weekends/holidays (18 holes)	36.00	36.00
monthly	325.00	550.00
yearly	630.00	990.00
juniors	250.00	395.00
seniors	300.00	990.00
senior plus	455.00	n/a

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 FY05, 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.

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

ACTUAL FY03	PROJECTED FY04	BUDGET FY05
------------------------	---------------------------	------------------------

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

1 097 693	1 085 230	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, Peabody and King Open (full-time) Haggerty (part-time). After-school programs are located at the Graham and Parks, Morse, King, Fletcher/Maynard Academy and Peabody Schools. The fees projected for FY05 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.</p>
		<u>PROGRAM</u>	<u>FY05 RATE/MO.</u>	<u>PROJECTED ENROLLMENT</u>
		King Pre-School full-time	\$680	34
		King Open 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	16
		Morse Pre-School full-time	680	16
		Peabody Pre-School full-time	680	16
		All After-School Programs	290	170

ACTUAL FY03	PROJECTED FY04		BUDGET FY05
31 044	30 000		30 000
2 080	2 035	BOARD OF ZONING APPEALS	1 000
<u>23 510</u>	<u>27 000</u>	CONSERVATION COMMISSION	<u>27 000</u>
56 634	59 035	LICENSE HEARING FEES	<u>58 000</u>

**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 FY03	PROJECTED FY04		BUDGET FY05	CHARGES FOR SERVICES - Other
27 469	27 300	COMMERCIAL RUBBISH FEES	25 000	RUBBISH TICKETS. Commercial establishments in Cambridge pay a fee based on a sliding scale for rubbish pick-up by the Public Works Department.
305 774	275 000	CEMETERY FEES	275 000	
1 407	1 700	ANIMAL BOARDING	1 500	
992 931	984 580	MUNICIPAL ACCESS FEES	1 001 540	
25 798	28 000	WHITE GOODS	35 000	
3 441	3 170	SALE OF COMPOSTING BINS	2 665	
<u>1 356 820</u>	<u>1 319 750</u>		<u>1 340 705</u>	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.

**INTERGOVERNMENTAL REV.
- Summary**

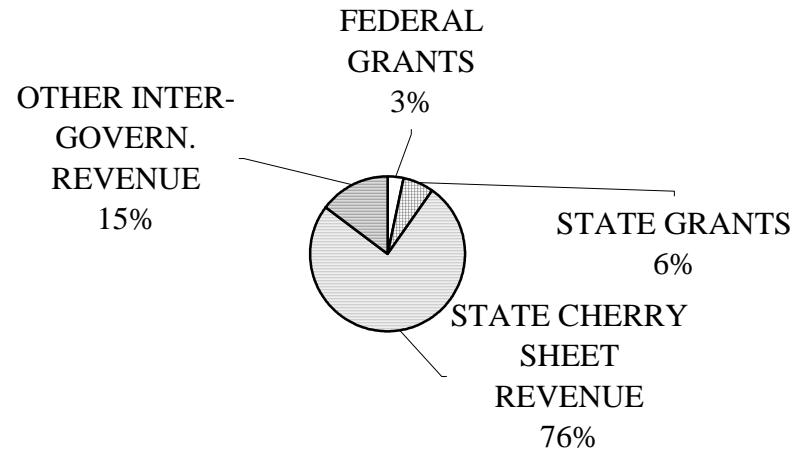
ACTUAL FY03	PROJECTED FY04		BUDGET FY05
3 876 907	4 152 985	FEDERAL GRANTS	1 698 500
4 051 242	3 663 995	STATE GRANTS	3 316 110
37 735 453	38 643 687	STATE CHERRY SHEET REV.	38 967 120
<u>8 502 182</u>	<u>7 572 760</u>	OTHER INTERGOV. REVENUE	<u>7 588 465</u>
54 165 784	54 033 427		51 570 195

GRANT FUND. In FY05, 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 FY05 budget is based on the Governor's Proposed State Budget and House Budget which calls for no reduction in Chapter 70, additional assistance and lottery funds.

INTERGOVERNMENTAL REVENUE ANALYSIS



ACTUAL FY03	PROJECTED FY04		BUDGET FY05
3 821 370 50 287 <u>5 250</u> 3 876 907	3 878 000 268 985 <u>6 000</u> 4 152 985	COM. DEV. BLOCK GRANT EMERGENCY MGMT. REIMB. VETERANS' REIMBURSEMENT	1 629 000 65 000 <u>4 500</u> 1 698 500

**INTERGOVERNMENTAL REV.
- Federal Grants**

FEDERAL GRANTS. The following federal grants will be appropriated in the FY05 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 FY05 allocation of the CDBG fund is as follows: Community Development, \$1 013 000, Department of Human Service Programs, \$611 055 and Historical Commission, \$4 945. The FY05 budgeted amount represents only that portion of CDBG funds used in operating budgets; the Public Investment Budget includes an additional \$2 187 970. The FY05 CDBG amount is approximately \$61 000 less than FY04.

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 of flux, it is estimated that grants could total approximately \$65 000. The FY04 projected figure includes reimbursement for the February 2003 snowstorm.

VETERANS' GRANT. In FY05, the Department of Veterans' Services and Benefits will receive approximately \$4 500 in reimbursements from the Veterans' Administration for burial plot payments.

ACTUAL FY03	PROJECTED FY04		BUDGET FY05
22 948	11 475	ADDITIONAL VOTING HOURS	22 950
	40 000	REIMB/NON-CONTRIB PENSIONS	40 000
47 000	27 000	CONSUMERS' COUNCIL GRANT	27 000
3 975 459	3 554 440	STATE MWPAT SUBSIDY	3 195 080
5 835	11 080	MASS. CULTURAL COUNCIL	11 080
	20 000	STATE GRANTS/NUTRITION	20 000
<u>4 051 242</u>	<u>3 663 995</u>		<u>3 316 110</u>

**INTERGOVERNMENTAL REV.
- State Grants**

STATE GRANTS. The following state grants will be appropriated in the General Fund in FY05. All other state grants will be appropriated in the grant fund during the course of the fiscal year.

ADDITIONAL VOTING HOURS.
In FY04, the state funded additional

voting hours for the March 2004 Presidential Primary. In FY05, the state will fund additional voting hours for the September 2004 State Primary and for the November 2004 Presidential Election.

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

CONSUMERS' COUNCIL. The 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 \$3 554 440 in FY04 to \$3 195 080 in FY05 due to the decrease in the balances of the loans.

MASSACHUSETTS CULTURAL COUNCIL (MCC). The Arts Council will apply for a two-year state grant to provide operating support to offset administration and programming costs. FY04 funding for this grant was reduced by 62% due to state funding cuts. Because MCC grant amounts are reflective of state funding, the FY05 Projected Budget should match the FY04 grant level if MCC is level funded in FY05.

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 FY03	PROJECTED FY04		BUDGET FY05	INTERGOVERNMENTAL REV. - State Cherry Sheet Revenue
32 150 691	31 567 432	SCHOOL/LOCAL AID	31 567 430	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 and for Cherry Sheet Assessments.
4 255 914	5 671 905	EDUCATION REIMBURSEMENT	6 021 800	
<u>1 328 848</u>	<u>1 404 350</u>	GEN. GOVT REIMB/DISTRIB	<u>1 377 890</u>	
37 735 453	38 643 687		38 967 120	
		<u>DEPARTMENT</u>	<u>FY05</u>	<u>DEPARTMENT</u>
		Mayor’s Office	32 000	Weights & Measures
		Executive	163 865	Electrical
		City Council	14 110	Public Works
		City Clerk	19 300	Community Development
		Law	50 000	Peace Commission
		Finance	605 635	Library
		Employee Benefits	2 038 600	Human Services
		General Services	94 825	Women’s Commission
		Elections	82 250	Veterans’ Benefits
		Public Celebrations	16 500	School Department
		Police	2 275 065	Cherry Sheet Assessments
				TOTAL
				38 967 120

ACTUAL FY03	PROJECTED FY04		BUDGET FY05
5 727 466	6 791 105	SCHOOL AID/CHAPTER 70 LOCAL AID/LOTTERY & ADDITIONAL ASSISTANCE	6 791 105
<u>26 423 225</u>	<u>24 776 327</u>		<u>24 776 325</u>
32 150 691	31 567 432		31 567 430
<p>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 FY05. Again, based on preliminary state budget proposals which level funds these revenues, the City is projecting no decrease in FY05. Approximately 82% of additional assistance funds support the school budget.</p>			

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

SCHOOL AID. In FY05, the School Department anticipates receiving \$6 791 105 in Chapter 70 school aid. This is based on a preliminary State budget proposal that level funds Chapter 70 school aid at the same amount received in FY04

ACTUAL FY03	PROJECTED FY04		BUDGET FY05
549 999 3 466 786 31 285 207 844	5 137 620 31 840	SCHOOL TRANSPORTATION SCHOOL CONSTRUCTION SCHOOL LUNCH PROGRAM CLASS SIZE REDUCTION CHAPTER SCHOOL TUITION REIMBURSEMENT	5 808 720 32 580 <u>180 500</u>
<u>4 255 914</u>	<u>5 671 905</u>		<u>6 021 800</u>

**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 was provided only for pupils transported more than 1.5 miles, one way, to and from school. This category was eliminated in the FY04 Budget.

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. This revenue increase is due to 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 was eliminated in FY04.

CHARTER SCHOOL TUITION REIMBURSEMENT. This is a revenue item that first appeared on the Cherry Sheet in FY04. Prior to that, it was treated as an offset to Chapter 70 School Aid for tuition costs. In FY04, the Cherry Sheet amount was \$502 445. The FY05 initial Cherry Sheet estimate is \$180 504, a decrease of (\$321 940). This reflects the state aid formula which reduces to zero, over a four-year period, the reimbursement to local communities for the cost of Charter School tuitions assessed by the state on local communities. The state assesses communities, through the

Cherry Sheet, at the full tuition rate per pupil of the sending District, and reimburses at a much lower rate. In FY04, the reimbursement rate was 32% of entitlement, due to underfunding of state appropriations.

ACTUAL FY03	PROJECTED FY04		BUDGET FY05
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**STATE CHERRY SHEET REV.
- General Governmental
Reimbursement/Distribution**

106 654	100 590	LIBRARY AID	102 500
956 290	1 020 840	POLICE CAREER INCENTIVE	1 007 040
122 056	120 445	VETERANS' BENEFITS	132 225
100 136	120 950	REAL ESTATE ABATEMENTS	95 965
43 712	41 525	ELDERLY TAX EXEMPTIONS	40 160
<u>1 328 848</u>	<u>1 404 350</u>		<u>1 377 890</u>

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

made to residents of other Massachusetts towns and cities. The rate for recompense per loan is determined by dividing the amount appropriated by the legislature by the statewide total of non-resident loans in the previous year and was \$0.1068 per loan in FY04. 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.

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.

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 \$45 331, 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 \$227.65 for fiscal year 2004. 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 sixty-five with yearly maximum earnings of \$20 000 for a single person or \$30 000 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 \$40 000, or married, in excess of \$55 000 excluding the first three dwelling units of the domicile, receive a base exemption of \$1 000. This can be increased up to \$2 000 depending upon the amount of the applicant's tax increase.

ACTUAL FY03	PROJECTED FY04		BUDGET FY05	INTERGOVERNMENTAL REV. - Miscellaneous Intergovernmental Revenue
1 843 497	900 000	MEDICAID REIMBURSEMENT	900 000	SCHOOL MEDICAID REIM- BURSEMENT. This revenue source reflects reimbursements of special education medical costs for Medicaid eligible students. In FY05, the reim- bursement estimate is \$900 000.
<u>6 658 685</u>	<u>6 672 760</u>	CAMBRIDGE HEALTH	<u>6 688 465</u>	
8 502 182	7 572 760	ALLIANCE	7 588 465	
		<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 FY05, 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, \$4 243 465; and Debt Service, \$2 445 000.</p>		

**MISCELLANEOUS REVENUES
- Summary**

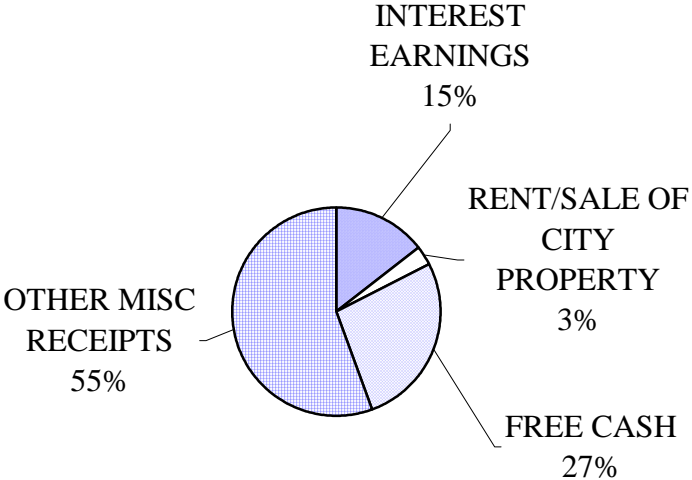
ACTUAL FY03	PROJECTED FY04		BUDGET FY05
1 558 648	1 095 000	INTEREST EARNINGS	1 055 745
87 040	188 000	RENT/SALE OF CITY PROPERTY	217 455
1 800 000	1 950 000	FREE CASH	1 950 000
<u>4 768 197</u>	<u>3 995 175</u>	OTHER MISC. RECEIPTS	<u>4 018 150</u>
8 213 885	7 228 175		7 241 350

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 2.0% of the FY05 General Fund budget.

MISCELLANEOUS REVENUES ANALYSIS



ACTUAL FY03	PROJECTED FY04		BUDGET FY05	MISCELLANEOUS REVENUES - Interest Earnings
1 558 648	1 095 000	INTEREST EARNINGS	1 055 745	<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 (\$210 745) 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 FY05.</p> <p>Interest income is used to offset expenditures in: Finance (\$800 000); Community Development/ Parking Fund (\$200 000); Traffic, Parking & Transportation (\$10 745); and Public Works (\$45 000).</p>

ACTUAL FY03	PROJECTED FY04		BUDGET FY05	MISCELLANEOUS REVENUES - Rent/Sale of City Property
28 810	139 720		155 855	RENT OF CITY PROPERTY. In
<u>58 230</u>	<u>48 280</u>	RENT OF CITY PROPERTY	<u>61 600</u>	FY05, the City will receive rent from
87 040	188 000	SALE OF CITY PROPERTY	<u>217 455</u>	the newsstand in Harvard Square
				(\$64 655). These funds are used as
				an offset to the Public Works budget.

In addition, the City will receive \$91 200 from the rental of the retail space located at the First Street garage.

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 \$800 and an individual must be a resident of Cambridge at the time of death. Revenue from this source is estimated at \$60 000 in FY05. The Animal Commission has an adoption program for animals that are picked up and not claimed by their owners. These animals are brought to a veterinarian for testing, vaccinations and a complete examination before they are placed in new responsible homes. The Animal Commission has adoption fees for these animals that reflect the costs of the veterinary care that has been completed. The FY05 revenue estimate is \$1 000. In addition, the Cable Office charges for the tape duplication of various municipal programs. The \$35 charge (\$30 if video tape provided) covers the duplication and tape cost and will generate approximately \$600 in FY05.

ACTUAL FY03	PROJECTED FY04		BUDGET FY05	MISCELLANEOUS REVENUES - Free Cash
1 800 000	1 950 000	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 FY05 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 \$1 500 000 in revenue used in the funding of City Capital Projects.</p>		

ACTUAL FY03	PROJECTED FY04		BUDGET FY05	MISCELLANEOUS REVENUES - Other Miscellaneous Revenue
7 627	2 000	RESTITUTION	2 000	<p>RESTITUTION. This revenue source represents restitution payments made by defendants to the court and is based on an average of \$38.05 per hour for court time costs for a police officer.</p>
9 751	9 000	TELEPHONE COMMISSIONS	9 000	
121	8 700	ROYALTIES	7 500	
10 917		MISC. SCHOOL RECEIPTS		
3 860 000	3 860 000	CLAIMS TRUST TRANSFER	3 860 000	
300 000		SCHOOL DEBT STAB. TRANSFER		<p>TELEPHONE COMMISSIONS. Verizon pays the City a commission on public pay telephones. The Electrical Department receives the revenue for all outdoor public telephones and the revenue from indoor</p>
473 190	45 475	SECTION 108 LOAN PAYMENT	44 650	
55 806	50 000	TRAFFIC MITIGATION FUNDS	50 000	
50 785	20 000	HODAG PROGRAM INCOME	20 000	
		RECYCLING	25 000	
<u>4 768 197</u>	<u>3 995 175</u>		<u>4 018 150</u>	<p>pay phones goes to the department in which the phone is located.</p>
<p>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.</p>				
<p>MISCELLANEOUS SCHOOL RECEIPTS. This revenue is not budgeted for the FY05 School financing plan.</p>				
<p>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.</p>				
<p>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 FY05 school financing plan.</p>				

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, 2004 and February, 2005.

TRAFFIC MITIGATION FUNDS. The New England Development Company and their subsidiaries will contribute approximately \$50 000 to the City in FY05 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.

RECYCLING. The City receives revenue for the recyclable materials collected in our curbside collection and drop-off programs. The amount the City receives is based on the market prices per ton of the paper and cardboard collected minus a \$36 per ton processing fee. The \$25 000 being budgeted in FY05 is a conservative estimate due to the fluctuating worldwide demand for recyclable materials

THIS SPACE RESERVED FOR COUNCILLORS' NOTES

SUMMARY: GENERAL GOVERNMENT

FY03 ACTUAL	FY04 PROJECTED	PROGRAM EXPENDITURES	FY05 BUDGET
432 100	430 970	Mayor	430 035
1 291 460	1 282 700	Executive	1 353 140
924 050	909 910	City Council	975 570
681 285	657 190	City Clerk	720 925
2 299 060	1 719 325	Law	1 780 975
8 082 720	8 336 000	Finance	8 837 560
11 059 210	16 464 660	Employee Benefits	20 499 920
974 495	971 685	General Services	984 345
721 775	764 250	Election	756 540
670 525	767 735	Public Celebrations	671 505
		Reserve	<u>37 500</u>
<u>27 136 680</u>	<u>32 304 425</u>		<u>37 048 015</u>

FINANCING PLAN	FY05 BUDGET
Taxes	23 888 555
Licenses & Permits	32 500
Fines & Forfeits	316 500
Charges for Service	565 880
Intergovernmental Revenue	7 434 580
Miscellaneous Revenue	<u>4 810 000</u>
	<u>37 048 015</u>

ACTUAL FY03	PROJECTE D FY04		BUDGET FY05
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OFFICE OF THE MAYOR

<p>340 450 15 735 70 375 <u>5 540</u> 432 100</p>	<p>334 410 20 500 70 500 <u>5 560</u> 430 970</p>	<p>ADMINISTRATION GOVERNMENTAL RELATIONS CEREMONIAL FUNCTIONS COMMUNITY LEADERSHIP</p>	<p>333 475 20 500 70 500 <u>5 560</u> 430 035</p>
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PURPOSE & OVERVIEW: Upon organization of each new City Council, the Councillors 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

also serves as chair of the School Committee. The Mayor provides leadership to the community.

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.

The Mayor and his 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.

FY04 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

EDUCATION/LITERACY PROGRAMS

- Focused the Mayor's Office resources in conjunction with those of the Kids' 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 Massachusetts Board of Education against a proposed charter school application for Cambridge.

- Worked to develop the School Committee's first concise statement on goals to provide the foundation for future policy development.
- Completed an efficient and effective search for a new Superintendent of Schools resulting in the hiring of a seasoned professional to manage our schools and implement consolidation.
- Implemented a school consolidation plan to address decade old issues in our educational system and will work with the School Committee and Superintendent to monitor its progress.
- Promoted review of school lunch and food vending programs to ensure healthful meals and address childhood obesity.
- Sponsored and promoted a citywide book club encouraging people of all ages to read the same book, participate in book club discussions and visit the Cambridge Public Library.
- Continued with the practice of holding joint City Council and School Committee meetings to address educational issues and budgetary matters.
- Worked with the Superintendent to develop a world-class science and math curriculum in partnership with the Cambridge biotechnology sector and universities.
- 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 promote the Section 8 Program through recognition of participating Cambridge landlords.
- Assisted with the groundbreaking and dedication of new affordable housing units, as well as assisted residents with the completion of their applications for public housing.
- 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

- Focused on neighborhood and quality of life issues through attendance at a variety of community forums. 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, employing 726 Cambridge youth in summer jobs.
- Actively sought audience with representatives of the Cambridge business community—both large and small—to promote 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.
- Worked closely with the City Council and the administration to bring together concerned residents, area businesses, and universities to discuss matters of development and successfully negotiate zoning changes on small (Roback) and large (Riverside) scales.

TOWN GOWN AND INTER-GOVERNMENTAL RELATIONS

- Continued to host Cambridge state legislative delegation with Cambridge City Council and various administrators to discuss budgetary concerns and legislative priorities.
- Collaborated with other Massachusetts Mayors to stress municipal concerns to the Governor and Lt. Governor; Maintained membership in Massachusetts Municipal Association, National League of Cities, and U.S. Conference of Mayors.
- Worked with members of the City's Congressional delegation on a series of issues, including: affordable housing, open space and 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 policies and goals.

FY05 GOALS

- *GOAL 1: Evaluate the implementation of the school consolidation plan and provide feedback.*
- *GOAL 2: Assist the new Superintendent by involving the entire Cambridge community – residents, businesses, and educational institutions – in the education of our children.*
- *GOAL 3: Assist school personnel to ensure the accreditation of CRLS and in the development of a world-class science and math curriculum for the Cambridge Public Schools.*
- *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: Continue to bring literacy initiative message to cable television by 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.*
- *GOAL 12: Continue to provide superior constituent services based on respect, attention to detail, and timely resolution.*

FINANCING PLAN. This budget is supported by \$398 035 in property taxes, and \$32 000 in cherry sheet revenue.

STATUTORY ANALYSIS. Salaries and Wages, \$298 095; Other Ordinary Maintenance, \$111 440; and Travel and Training, \$20 500.

ACTUAL FY03	PROJECTE D FY04		BUDGET FY05
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EXECUTIVE

<p>867 105 305 000 119 355</p> <hr/> <p>1 291 460</p>	<p>831 505 305 000 146 195</p> <hr/> <p>1 282 700</p>	<p style="text-align: center;">LEADERSHIP TOURISM PUBLIC INFORMATION OFFICE AFFIRMATIVE ACTION</p>	<p>821 295 305 000 143 890 <u>82 955</u> 1 353 140</p>
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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.

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.

SIGNIFICANT BUDGET MODIFICATIONS: The Affirmative Action Budget that had been included in the Leadership Division within the Executive Budget has been given its own division breakout in the FY05 Budget. The Affirmative Action Budget includes the salary and benefits of the Affirmative Action Officer as well as an allocation for supplies, travel and training. The Executive Budget will continue to support the Affirmative Action Office for any unanticipated operating costs.

FY04 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- 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.
- Coordinated public meetings of the Community Preservation Act Committee and made formal recommendations to the City Council for additional funding of affordable housing, historical preservation and open space acquisition under the Community Preservation Act.

- Completed the total renovation and restoration of the City Hall Annex at 344 Broadway. The building was designed as a “green building” and certified by the LEED Green Building Rating System™ (LEED: Leadership in Energy and Environmental Design). The five City departments that were displaced during the renovation, Traffic and Parking, Community Development, Arts Council, Conservation Commission and Animal Commission, were moved back into the new building in February 2004, with an official opening ceremony on February 26.
- Continued to lead the planning and construction of Area IV Parks, including completion of a total reconstruction of the fields, fencing, lighting and other amenities at Donnelly Field. Completed planning for and initiated construction of the new park at the Squirrel Brand site on the corner of Broadway and Boardman Street.
- Worked with the design team toward completion of design development for the new Main Library on Broadway. Continued an open and comprehensive public process, including regular meetings of the 18-member Design Advisory Committee and hearings with the Mid-Cambridge Conservation District Commission. 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 (in accordance with the LEED environmental design guidelines) and enhanced pedestrian and vehicular access throughout the site.
- Represented Cambridge on the Tri-Community Watershed Council, a committee of Cambridge, Arlington and Belmont representatives and citizens, whose purpose is to jointly address flooding issues in the Alewife Brook watershed.
- Completed construction documents 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. Construction is expected to begin in the summer/fall of 2004.
- Organized the eighth Annual Danehy Park Family Day, held in September 2003. Many City employees generously volunteered their Saturday to help make this event a great success. Family Day provides Cambridge 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. This event also included a special ceremony for dedication of the new “Cambridge Champions” track facility and an engraved stone honoring past Cambridge Olympic athletes.

- Solicited nominations for the Annual Outstanding Employee Awards and presented awards to nine City employees from an array of City departments.
- Completed design and initiated construction of the Russell Field renovation project. The comprehensive project includes environmental remediation, renovation of the football field with artificial “Field Turf,” renovation of the multi-use field and two little league fields, construction of a new tot lot, improvement of pathways, lighting and parking, and construction of a new field house, providing locker rooms, training rooms and a concession area for Cambridge athletes and visitors. A \$200 000 grant was awarded to the project by the NFL Grassroots Football Field Program.
- Worked with the City Council and other City departments in coordinating community events and programs during the 2004 Democratic National Convention scheduled for July.
- Coordinated the planning for all City departments and other local agencies in the area of Homeland Security.
- Worked with the MIS Department to begin process of creating a new e-mail notification service for Cambridge residents. Through the City’s Web site, residents will eventually be able to sign up to receive free e-mail notifications of important City information, such as emergency communications, parking bans, school closings, etc. Several categories of information will be available for residents to choose from, depending on their interests and needs. In addition, new e-mail notification categories may be added by City departments, as needed.
- 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 Fire Examination, launching recruitment campaigns targeting under-represented, protected status groups. Also prepared Cambridge residents in test taking skills for the exam.
- Produced the FY03 City of Cambridge Annual Report, containing the quick and easy reading format that features department overviews, notable accomplishments and interesting photographs.
- Worked with the Affirmative Action Advisory Committee (AAAC) to revise plan goals based on updated census figures specific to the City of Cambridge.
- Continued attendance at diversity-focused job fairs for recruitment of City employees.

- Worked on developing front pages of the City Web site with new entries daily to establish it as a primary location for residents to obtain City news and information. Also continued to use other communication vehicles, such as Municipal Cable Channel, City brochure racks, bulletin boards and area media outlets to communicate information to the public.
- In collaboration with MIS, developed a new Snow Emergency and Special Alert message template.
- Revised and published a new, improved edition of “Living in Cambridge...A Guide to City Resources and Services.” This handy resource booklet has proven to be very popular and a supply of 10 000 was quickly depleted in the first year of production.
- Began revisions for a new hard copy and online version of the City’s Boards and Commissions Manual.
- Worked closely with Finance Department to enhance marketing of City Scholarship Program.
- In keeping with the City Council goals to foster community and improve public information functions, produced and mailed the biannual newsletter, *CityView*, to 44 000 Cambridge house-holds. This newsletter was also distributed to City employees in an effort to reduce additional costs of producing a separate internal newsletter.
- 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.

FY05 GOALS:

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

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of requests tracked in automated complaint system	933	875	890	900
2. Number of requests resolved	824	770	800	800
3. Number of requests outstanding	109	105	90	100

- *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.*
- *GOAL 5: Oversee the Annual Budget and Capital Budget processes, ensuring that departmental budgets and benchmarks are in accordance with City Council goals.*
- *GOAL 6: Work with the Finance Department annually to prepare presentations for the major credit rating agencies with the goal of maintaining the City's AAA credit ratings.*

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 produces 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 it has received wide acclaim from the hotels and the Greater Boston Convention and Visitors Bureau.

This year the Cambridge Office for Tourism marks its ninth anniversary. The challenge has continued this year for the entire tourism and hospitality industry with the state budget cuts in tourism and the current economic straits. On the upside, travel does seem to be increasing as confidence returns and travelers become acclimated to the new security procedures across the board, although discounted rates continue to plague the industry. The Cambridge Tourism Office has continued to direct our marketing efforts to a targeted "drive

market," coming from within a 300-mile radius. We are, however, beginning in FY05 to re-enter the corporate and meetings marketing arena through several strategic partnerships with the Greater Boston Convention and Visitors Bureau and the Massachusetts Office of Travel and Tourism. The Tourism Office also continues to form strategic alliances with restaurants, hotels and attractions to develop enticing packages for all markets.

Cambridge also stands to benefit substantially in FY05 from the Democratic National Convention and the return of the MacWorld convention to the Boston/Cambridge area. The Cambridge Office for Tourism has taken a strong role on the planning committee for a series of events throughout the month of July 2004 to showcase the rich culture, diversity, history and public art in our city. The office also assisted in the development of a Destination Cambridge Web site for updated information and related links for events occurring during the DNC timeframe.

Over the past five years Cambridge Tourism has been fortunate to appropriate 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, an updated Guide to Dining in Cambridge, and the development of a Meeting Planner section on our Web site to promote the Cambridge Conference Collection. These funds also enabled us to hire a marketing consultant to continue to promote Cambridge in the meetings and conventions market and to develop advertising campaigns for local and national exposure.

This year, the Executive Director of the Cambridge Office for Tourism was invited to become an officer of the Board of Directors for SKAL Club International in the Boston chapter. This is an international hospitality club comprised of top executives in the hospitality industry and it offers incomparable networking opportunities for our office.

COT has been very successful in securing extensive press exposure for Cambridge, including a four-page editorial article that appeared in the March 2004 issue of *Travel + Leisure*. That article was accompanied by a two-page destination ad for Cambridge underwritten by the hotels and one of the Cambridge attractions. The Cambridge tourism Web site continues to gain popularity with over 2.5 million hits in FY04 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	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Total number of visitor requests for information via telephone, e-mail, and at information booth	94 500	104 500	95 000	95 000

2. Number of brochures distributed at state visitor centers and area hotels	134 500	142 000	142 000	142 000
3. Number of Calendar of Events distributed to visitors and local residents	48 000	48 000	48 000	48 000
4. Number of journalists, travel agents, and tour operators who participated in a tour	155	100	160	165
5. Total number of hits on the Cambridge Tourism Web site	2 597 925	2 250 000	2 600 000	2 700 000

- *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 & Women Business Assistance (SOMWBA).

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

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 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	27.2%	25.5%	27.2%	25.5%
3. Percent women in Cambridge workforce*	49.9%	49.9%	49.9%	49.9%
4. Percent women employed by the City	44.12%	49.9%	45.0%	49.9%
5. Percent people of color in EEO categories:				
Officials & Administrators				
Professionals	14.2%	16.3%	16.3%	16.3%
Technicians	18.2%	15.6%	15.0%	18.2%
Protective Services	16.4%	20.7%	20.7%	20.7%
Paraprofessionals	27.9%	25.5%	27.9%	25.5%
Administrative support	32.4%	37.2%	37.2%	37.2%
Skilled craft	38.3%	36.8%	38.3%	36.8%
Service Maintenance	17.3%	16.4%	17.3%	16.4%
	42.9%	25.5%	42.9%	25.5%
* Reflects the goals of the City's Affirmative Action Plan				

- GOAL 2:** *Work with departments to determine Affirmative Action goals for the hiring of people with protected status 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	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of departments met with to set goals	17	25	20	20
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 reference 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.

FY05 GOALS

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

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Develop news releases, Web site informational pieces	87	85	140	150
2. Produce <i>CityView</i> semi-annual community newsletter	1	2	2	2

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

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

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Publish PIO Update, weekly E-mail bulletin for employees	71	70	65	65
2. Produce <i>CityLine</i> employee news-letter	1	1	1	1

- *GOAL 4: Respond to media inquiries in a timely manner.*
- *GOAL 5: 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. Encourage departments to utilize the Citywide Calendar on Web site.*
- *GOAL 6: 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 7: Maintain City publications and information in the City Hall Information Area.*
- *GOAL 8: Work with the Finance Department to improve marketing efforts related to the City Scholarship Program.*

FINANCING PLAN. This budget is supported by \$480 485 in property taxes; \$163 865 in cherry sheet revenue; \$493 790 in hotel/motel tax; and \$215 000 in parking fines.

STATUTORY ANALYSIS. Salaries and Wages, \$933 225; Other Ordinary Maintenance, \$385 450; and Travel and Training, \$34 465.

ACTUAL FY03	PROJECTED FY04		BUDGET FY05
697 265 195 510 <u>31 275</u> 924 050	701 475 173 310 <u>35 125</u> 909 910	POLICY MAKING/LEGISLATION COUNCIL SERVICES GOVERNMENTAL RELATIONS	748 205 181 865 <u>45 500</u> 975 570
<p>lic 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 that 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 Councillors. The general administration of the Council budget and the purchase of all supplies and services are also included in the duties of the staff.</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>FY04 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:</p> <ul style="list-style-type: none"> • Facilitated approximately 25 square dedication ceremonies initiated by the City Council. • Assisted in the coordination of the Forum on the information-based economy featuring Professor Juan Enriquez. 			

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 pub-

- Coordinated the City Council inaugural ceremonies in January 2004.
- Assisted in the coordination of the Buy Cambridge Initiative.

FY05 GOALS

- *GOAL 1: Value and support the racial, socioeconomic and cultural diversity of our City.*
- *GOAL 2: Provide high quality services to residents; improve access to these services; and increase opportunities for public participation in local government.*
- *GOAL 3: Provide high quality public safety services and maintain high level of public confidence in these services.*
- *GOAL 4: Preserve and expand permanently affordable housing.*
- *GOAL 5: Strengthen and support public education and other learning in Cambridge for the benefit of residents of all ages.*
- *GOAL 6: Foster community. Support opportunities for citizens to know each other within their neighborhoods and across the City.*
- *GOAL 7: Support neighborhood preservation and enhancement.*
- *GOAL 8: Foster improvement of air quality, in particular through creative approaches to traffic, parking and transportation needs of residents and businesses within the context of growing congestion.*
- *GOAL 9: 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, \$961 460; and cherry sheet revenue, \$14 110.

STATUTORY ANALYSIS. Salaries and Wages, \$888 170; Other Ordinary Maintenance, \$41 900; and Travel and Training, \$45 500.

ACTUAL FY03	PROJECTE D FY04		BUDGET FY05
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CITY CLERK

681 285	657 190	<p>CITY CLERK 720 925</p> <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 recordation required by statute. Cambridge is home to two birth hospitals, which serve a diverse population, and in keeping with the City Council's goal of valuing and supporting our diversity, the Clerk's Office is proud to be able to offer assistance with birth and other vital records certificates in Spanish, Portuguese, French and Haitian Kreyol, as well as English. The City Clerk's Office also provides records, information and parliamentary assistance to enable the City Council to fulfill its legislative purposes and goals, and to fully inform the public regarding City Council actions. In addition, the City Clerk's Office keeps many of the official records of the City and responds to a wide variety of inquiries from the public.</p> <p>FY04 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:</p> <ul style="list-style-type: none"> ● Provided staff support for 16 City Council committees, including the Economic Development Committee as it led the development and presentation of the Buy Cambridge Initiative; the Neighborhood and Long Term Planning Committee as it presented a forum on the information-based economy, featuring Professor Juan Enriquez; and the new University Relations Committee as it developed an action plan for improving university-City relations. ● Worked with the City Manager's Office and the MIS Department to implement and enhance Web based production of the City Council agenda. In addition to greatly improving the public's access to the overall City Council agenda records, enhancements include improved tracking of legislative history of ordinances and other calendar items and a new indexing system. ● Completed vault map/plan storage upgrade and developed a plan to make historical zoning maps more available to the public for zoning research while protecting fragile and irreplaceable originals. ● Fully implemented upgrade of archival storage for all recent original vital statistic records. 	
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- Improved customer request system for vital records. Continued to increase computer utilization in vital records area and implemented a more streamlined process for amending clerical errors in birth records.
- Added legislative history to Zoning Ordinance books.

FY05 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	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of records recorded and indexed	46 873	23 400	26 654	26 600
2. Number of certified records issued	n/a	20 700	22 538	22 500
3. Number of licenses issued	3 944	2 040	3 072	3 000

- *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	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 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 (percent completed)	80%	50%	10%	50%

■ *GOAL 2: (continued)*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
4. Update the Municipal Code and distribute updates to subscribers; number of updates	2	1	1	2
5. Eliminate City Council record backlog	10%	50%	70%	90%

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

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
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 (total # of programs attended)	11	10	10	10

FINANCING PLAN. This budget is supported by property taxes, \$561 695; marriage licenses, \$15 000; fees, \$19 200; certified copies, \$105 000; domestic partnerships, \$730; and cherry sheet, \$19 300.

STATUTORY ANALYSIS. Salaries and Wages, \$660 395; Other Ordinary Maintenance, \$59 780; and Travel and Training, \$750.

ACTUAL FY03	PROJECTE D FY04		BUDGET FY05
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LAW DEPARTMENT

<p>1 543 360 <u>755 700</u> 2 299 060</p>	<p>1 469 325 <u>250 000</u> 1 719 325</p>	<p>LEGAL COUNSEL DAMAGES</p>	<p>1 530 975 <u>250 000</u> 1 780 975</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>FY04 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:</p> <ul style="list-style-type: none"> Continued representation of the City in all pending and newly filed litigation matters. Attorneys have appeared regularly in the courts and agencies of the Commonwealth and the United States for hearings on motions, including many significant dispositive motions, and trials, as well as having briefed and argued a number of appeals. Attorneys have successfully defended decisions of the City's Boards and Commissions, for example: the Board of Zoning Appeals' grant of a comprehensive permit for the construction of affordable housing, and the Board of Zoning Appeals' finding that the light towers constructed at the newly renovated Danehy Park sports track did not violate any provisions of the Zoning Ordinance. Other examples include our attorneys' successful defeat of a challenge to the public's right to use a pedestrian path easement for access to Sacramento Field, successful defeat of a contractor's claims for significant delay costs in connection with the renovation of City Hall Annex at 344 Broadway, and successfully minimizing the amount of judgments and settlements in negligence cases and contracts actions. Continued frequent outreach and training to various departments regarding measures to improve risk analysis and control. 			

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.

FY04 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Continued representation of the City in all pending and newly filed litigation matters. Attorneys have appeared regularly in the courts and agencies of the Commonwealth and the United States for hearings on motions, including many significant dispositive motions, and trials, as well as having briefed and argued a number of appeals. Attorneys have successfully defended decisions of the City's Boards and Commissions, for example: the Board of Zoning Appeals' grant of a comprehensive permit for the construction of affordable housing, and the Board of Zoning Appeals' finding that the light towers constructed at the newly renovated Danehy Park sports track did not violate any provisions of the Zoning Ordinance. Other examples include our attorneys' successful defeat of a challenge to the public's right to use a pedestrian path easement for access to Sacramento Field, successful defeat of a contractor's claims for significant delay costs in connection with the renovation of City Hall Annex at 344 Broadway, and successfully minimizing the amount of judgments and settlements in negligence cases and contracts actions.
- 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, including providing substantial assistance to the City Council in resolving multiple issues relating to the Riverside rezoning process; cable television license renewal and compliance; large project developments; sewer/storm drain reconstruction; truck issues; utility infrastructure issues; contracting issues related to all major public construction projects; acquisition and disposition of real estate and layout of public ways; and numerous legal instruments such as contracts, leases, licenses, easements, and deeds in connection with such transactions.

FY05 GOALS

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

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of cases referred to outside counsel	1	-	0*	-
2. Number of written opinions and City Council Order responses issued	15	-	13*	-
3. Number of claims filed against City				
4. Number of lawsuits filed against City	303	-	183*	-
* As of 2/28/04	45	-	36*	-
UNIT COST MEASURES				
1. Hourly rate for direct internal attorney services (based upon attorney salaries assuming a 37.5 hour work week)	n/a	n/a	\$49.43/hr.	\$52.91/hr.

■ *GOAL 1: (continued)*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
2. Hourly rate for department legal services (based upon total departmental salaries, assuming a 37.5 hour work week, and operating expenses)	n/a	n/a	\$68.51/hr.	\$71.37/hr.

■ *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, and compliance with financial disclosure laws and zoning laws, when appropriate.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of training sessions conducted	6	5	5	5
2. Number of employees in attendance				
3. Number of departments affected	56	50	50	50
	25	10	10	10

FINANCING PLAN. This budget is supported by \$97 500 in parking funds; \$2 500 in Street Meters; \$50 000 in cherry sheet revenue; and \$1 630 975 in property taxes.

STATUTORY ANALYSIS. Salaries and Wages, \$1 012 075; Other Ordinary Maintenance, \$509 225; and Travel and Training, \$259 675.

ACTUAL FY03	PROJECTED FY04	BUDGET FY05
410 255	485 745	ADMINISTRATION 432 755
312 765	312 210	BUDGET 326 990
1 426 785	1 363 675	PERSONNEL 1 477 105
1 334 155	1 463 010	ASSESSORS 1 514 160
503 485	522 790	PURCHASING 553 815
588 135	574 410	AUDITING 624 210
550 490	544 775	REVENUE 618 760
439 645	455 880	TREASURY 506 295
		MANAGEMENT INFORMATION
		SYSTEMS 2 783 470
<u>2 517 005</u>	<u>2 613 505</u>	<u>8 837 560</u>
8 082 720	8 336 000	

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.

SIGNIFICANT BUDGET MODIFICATIONS: The FY05 Finance Department Budget includes increases to various divisions, including the following: Assessors – increase of \$35 000 to cover the cost of inspection and valuation services related to the new standards instituted by the Department of Revenue-Local Services Bureau for interim year valuations of real property and for increased data for tax-exempt properties; Treasury - increase of \$30 000 for investment advisory services in order to increase investment earnings; MIS - an additional \$60 000 to cover the increased cost of annual software maintenance agreements and Web site services.

FY04 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Received for the 18th 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 18th consecutive year, and posted it on the City's Web site to increase public access to this information.

- The Finance Department monitors the collection and disbursement of CPA funds. Through FY04, the City has appropriated/reserved a total of \$24.1 million on CPA funds, of which approximately \$10 million is attributable to state matching funds.
- Worked with Community Development Department to develop the financial requirements for various affordable housing programs.
- Continued to teach basic training for other departments in procedures related to PeopleSoft accounting/bill paying functions.
- Prepared all documents for \$35 165 000 bond sale for the financing of Library Construction, Street Construction, Building Renovations, Sewer Reconstruction, Open Space Improvements, Yerxa Road Underpass Construction, Fiber Optic Network Infrastructure, War Memorial Renovations, Automated Meter Reading System, and Fire Station Renovations. The City's Aaa bond rating allowed the City to sell these bonds at the low interest rate of 2.97%.
- Created a FY04 Budget summary document (32 page) on the Web to allow for easier download of the budget information by citizens. This is in addition to posting the full budget onto the City's Web site.
- Designed and implemented capital request database to allow departments to submit capital requests online through the City's intranet.
- In conjunction with the annual bond sale, worked with departments to update capital project estimates and cash flow requirements in order to ensure that the City is in compliance with IRS arbitrage rules that require bond proceeds to be fully expended within two years from the issue date.
- Provided support to working groups involved in developing RFPs and/or planning for projects such as: Automated Meter Reading (Water Department); License, Permit and Application Web site project; Traffic and Parking Ticket Collection system; PeopleSoft Financials upgrade.
- Instituted monthly reporting of grant expenditures and revenues to departments to continue minimizing end-of-year negative grant fund balances with special attention focused on recent grants.
- Coordinated the development and distribution of a PeopleSoft Financial user survey that resulted in a 50% response rate. An Executive Summary was developed to summarize results and outline action steps, which included development of revised financial reports and linking existing user documentation to a FAQ format on the City's intranet.

- Began analysis of citywide fee structure in order to streamline the administration and collection of revenue by departments and develop a more comprehensive system for projecting the impact of potential fee increases. This effort resulted in the identification of proposed fee increases for several departments.
- Coordinated the Early Retirement Incentive Program with the Cambridge Retirement Board.
- Re-bid the City's Flexible Spending Account and Employee Assistance programs.
- Complied with the Health Insurance Portability and Accountability Act (HIPAA) by sending privacy regulation notifications to employees and retirees.
- In conjunction with the City's Affirmative Action Director and the Fire Department, worked to maximize local participation in the Civil Service examination for Firefighter.
- Established an ongoing Administrative Assistant Mentoring Program where participants attend monthly in-service trainings as well as work with a mentor around a chosen project.
- Continued to promote diversity in the workplace by participating in outreach efforts/career fairs and by piloting an internal Valuing Diversity program.
- Implemented new CAMA (Computer Assisted Mass Appraisal) System for property valuation.
- Upgraded the Assessing Department Property Database on the Web to use the new data available in CAMA, which includes additional property characteristic data and building sketches.
- Completed exterior inspection of all residential property.
- Completed listing and valuation of all tax-exempt property as required by DOR.
- Built a digital photograph database of over 80% of the parcels and made available on Web site.
- Upgraded to a new costing system for personal property and expanded the number of inventory items available to create new accounts.
- Enhanced reporting relationship with agencies that provide affordable housing in the City of Cambridge to identify new units and their agreements so they can be valued in a timely manner.
- Continued to upgrade the Purchasing Department's Web site to become interactive for users and vendors.
- Continued a proactive campaign advocating the purchase of environmentally preferred products.

- Initiated tracking of environmentally preferred product purchases.
- Encouraged all departments under the sound business practice threshold to do business with local and minority owned businesses.
- Participated in the Buy Cambridge Initiative.
- Managed bid process for significant capital projects including the renovation of 344 Broadway and Russell Field.
- Upgraded PeopleSoft Human Resources module to version 8.4 with Web access.
- Converted department applications from VAX technology to Web access, including Affordable Housing Management, City Council Ordinances, Purchasing Database, Restaurant Inspections, Recycle Program, Capital Request Forms and Boards Web/Database.
- Designed and implemented the network infrastructure in the refurbished 344 Broadway.
- Improved the School network providing faster network service to the classroom.
- Improved accuracy of mapping of all land-based features (roads, buildings, driveways, etc.) by obtaining updated photographs from a flyover of the entire City now available within the Geographical Information System (GIS).
- Improved GIS user tools for the Water Department to update and maintain water distribution for the City.
- Developed Web-enabled interactive GIS tools and launched a new look and feel to the GIS Web page which hosts a citywide interactive mapping site.
- Launched new department Web sites which improves access to information and services for Water, GIS, DHSP, Traffic, and Elections Department.
- Upgraded the City Intranet Web site in support of Economic Development for the City of Cambridge during the Democratic National Convention.
- Introduced a Permits, License Applications and Forms directory that allows the public to download forms and apply online for certain licenses and permits.

- Designed a Cambridge Web site in support of Economic Development for the City of Cambridge during the Democratic National Convention.
- Worked with City Manager’s Office to begin the process of creating a new e-mail notification service for Cambridge residents. Through the City’s Web site, residents will eventually be able to subscribe online and choose to receive information specific to their interests and needs.
- Implemented a new billing and collection system for real estate taxes.
- Drafted and adopted Investment Policy Statement.
- Selected Investment Advisory Services firm to enhance the City’s overall investment strategy. The firm will perform monthly cash flow analysis, bank account analysis, and recommend appropriate investments based on market analysis and in accordance with Massachusetts state law.
- Increased the number of donations to the City’s Scholarship from 800 (FY02) to 1 071 (FY03) and the amount raised from \$68 000 to \$81 000. This was accomplished through increased public information and the use of return envelopes in the real estate and motor excise tax billings.
- Increased public awareness of due dates related to various tax billings through use of Web site, Cable TV and Tax Facts Newsletter.
- Collaborated with other members of the Metropolitan Mayor’s Coalition to do cooperative bids for recycled paper, lamps and ballasts and office products.

FINANCING PLAN

DETAIL

SUMMARY

TAXES

Property Tax	(3 392 235)	
Motor Vehicle Tax	5 600 000	
Hotel/Motel Tax	2 770 210	
Corporation Excise Tax	1 600 000	
Penalties & Delinquent Interest	415 000	6 992 975

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	469 510	
Cherry Sheet Loss of Taxes (abatements)	95 965	
Cherry Sheet Loss of Taxes (elderly exempt)	40 160	605 635

MISCELLANEOUS

Interest Earnings	800 000	<u>800 000</u>
		8 837 560

STATUTORY ANALYSIS. Salaries and Wages, \$6 358 920; Other Ordinary Maintenance, \$2 245 860; Travel and Training, \$154 980; and Extraordinary Expenditures, \$77 800.

ACTUAL FY03	PROJECTE D FY04	BUDGET FY05
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220 255	285 745
<u>190 000</u>	<u>200 000</u>
410 255	485 745

**LEADERSHIP
INDEPENDENT AUDIT**

222 755
210 000
432 755

PURPOSE & OVERVIEW: The Administration Division of the Finance Department provides leader-ship to the operating divisions of the Department, as well as policy direct-
ion 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.

FY05 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	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Percent completion of implementa- tion of new revenue billing and collection system	10%	100%	50%	100%
2. Upgrade PeopleSoft Financials from version 7.52 to version 8.4	0%	10%	20%	100%

- *GOAL 2: Assist Water Department with the purchase and implementation of the Automated Meter Reading (AMR) system and ensure that AMR integrates with billing and collection system.*
- *GOAL 3: Manage the City Scholarship program by soliciting donations, promoting the program, processing applications, and ensuring timely payments of scholarship awards.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Amount of donations received	\$81 975	\$70 000	\$83 000	\$85 000
2. Number of donations received	1 071	800	1 000	1 000
3. Number of applications received	98	125	125	125
4. Number of days to send thank you to donor	n/a	n/a	3	3
5. Number of scholarship recipients	26	n/a	25	25

- *GOAL 4: Make finance-related forms available to the public on the City's Web site.*

ACTUAL FY03	PROJECTE D FY04	BUDGET FY05
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312 765

312 210

BUDGET 326 990

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, CPA analyses, grant reconciliation, maintaining the computerized benchmark system, preparation of appropriation and transfer recommendations and preparation of financial statements which are the basis for the Comprehensive Annual Financial Report (CAFR). The above-mentioned documents have a direct impact on the City's budget and it is essential they 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.

FY05 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 FY05 Budget Document through quarterly reviews.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
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1. Average number of meetings per department while developing the annual budget	7	8	9	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	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Date Budget submitted to Council	5-12-03	5-3-04	4-26-04	4-25-05

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

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of transfers processed	564	650	600	600
2. Number of City Council appropriation recommendations and/or transfer requests prepared	n/a	n/a	110	115

- *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	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Value of bonds issued	\$28.7M	\$37.6M	\$35.2M	\$71.3M

- *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	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of days from submitted budget to transmission on the Web	2	1	1	1

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

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of training classes	5	5	4	4

- *GOAL 8: 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	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of meetings	n/a	12	8	8

ACTUAL FY03	PROJECTE D FY04	BUDGET FY05
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1 056 190 221 655 <u>148 940</u> 1 426 785	981 265 225 410 <u>157 000</u> 1 363 675	ADMINISTRATION 1 084 035 INSURANCE 236 070 EMPLOYEE BENEFITS 157 000 1 477 105
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PURPOSE & OVERVIEW: The overarching responsibility of the Personnel Department is to support other operating departments in ensuring that their staffs are qualified, prepared and committed to

providing the highest level of service possible to residents and visitors to the City as well as fellow employees. We strive to accomplish this by:

- Promoting employment opportunities in all our departments, encouraging and facilitating consideration of a diverse and talented applicant pool.
- Providing technical assistance in selecting the most highly qualified candidates in compliance with local policies and ordinances, state and federal law, collective bargaining agreements and the City’s Affirmative Action Plan.
- Consulting with managers and staff to resolve conflicts and concerns in the workplace.
- Offering formal training and staff development as well as group and individual consultation and advice on a wide variety of employment, benefit, and performance issues.
- Designing and implementing pay and benefit policies to support and retain employees at reasonable cost.
- Coordinating the City’s relationships with its employee unions to promote mutually beneficial cooperation, compensation and productivity.
- Maintaining the human resources databases for applicants, employees, and retirees.
- Providing oversight of personnel practices, in order to ensure compliance with a variety of state and federal laws, including unemployment and workers compensation, while attempting to foster an environment where employees can work productively, develop skills, and feel satisfied with their work.

FY05 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	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of community agencies and organizations contacted regularly to “get the word out” regarding City job opportunities	239	250	250	250
2. Total applicants, all positions	5 163	5 000	5 300	5 400
3. Total job postings	146	150	100	125
4. Track applicants for source of job/position information; percent tracked	90%	95%	90%	90%
5. Number of outreach events, such as career fairs, meetings with community groups, civil service exam preparation, in which Personnel representatives participate	16	18	18	18

- *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	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Provide training sessions citywide and to specific departments on Personnel policies and procedures	9	8	8	8

■ *GOAL 2: (continued)*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
2. Number of Cambridge residents submitting applications or resumes (excluding Labor Service)	1 044	850	850	900
3. Percent of new hires who are Cambridge residents	81%	70%	70%	70%
4. Number of (voluntarily self-identified) people in racially protected groups submitting applications or resumes (excluding Labor Service)	340	300	300	300
5. Number of (voluntarily self-identified) women submitting applications or resumes (excluding Labor Service)	297	250	275	275

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

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Total attendance at all training events (includes internal workshops and external programs paid through Personnel budget)	1 420	1 000	1 000	1 000
2. Percentage of participants rating internal workshops “very useful” or “extremely useful”	n/a	n/a	n/a	80%
3. Number of attendees at management development workshops and performance management training	456	280	280	280

■ *GOAL 3: (continued)*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
4. Number of courses offered on improving customer service skills of City employees	14	8	8	8
5. Provide and/or participate in providing diversity training events and activities (number of events/ activities)	13	12	12	12
6. Number of courses, consultations, and workshops offered in general skills development, business skills, technical skills, mentoring career development opportunities, and health, safety and lifestyles	146	80	80	80
7. Number of employees receiving tuition assistance or funding for professional conference attendance (funded through Personnel Department account)*	132	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	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of City collective bargain-ing agreements open/settled	0/4	0/6	0/6	0/4
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	9	30	30	30
4. Number of City grievances resolved by arbitration	2	8	2	8

- *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	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Percentage of Medicare eligible retirees in HMOs	40%	37%	40%	42%
2. Cost per contract (employees and retirees)	\$5 806	\$6 435	\$6 435	\$7 407
3. Provide and/or participate in providing wellness training events and activities (number of events/ activities)	4	4	6	4

ACTUAL FY03	PROJECTE D FY04	BUDGET FY05
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1 334 155

1 463 010

ASSESSORS

1 514 160

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

value for all Cambridge real estate and business personal property. These values are the 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.

FY05 GOALS

- *GOAL 1: Ensure the accuracy of real property valuation through the routine re-inspection of all houses on a six-year cycle and the annual inspection of 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.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of 1, 2 & 3 family houses with attempted inspections	4 783	4 000	4 500	4 000
2. Number of 1, 2 & 3 family houses with interior inspections	410	750	2 000	1 100
3. Number of interior apartment building inspections attempted	115	200	600	250
4. Number of interior apartment building inspections accomplished	85	200	50	70
5. Number of condominium unit inspections attempted	1 000	900	1 400	1 800

- *GOAL 1: (continued)*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
6. Number of condominium unit inspections accomplished	801	700	900	1 200
7. Number of commercial buildings inspected	95	250	800	250
8. Number of Tax Exempt properties inspected	n/a	n/a	1 000	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	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of deeds processed	3 500	3 400	3 400	3 500
2. Number of residential sales verification mailers	750	1 200	1 200	1 270
3. Number of commercial sales verification mailers	20	30	30	40
4. Number of apartment building Income & Expense requests mailed	1 200	980	980	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 FY04.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of existing accounts inspected	788	780	840	900
2. Number of new accounts listed and inspected	174	155	110	165

3. Number of personal property accounts surveyed	2 720	2 700	2 704	2 720
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- *GOAL 4: Process residential, commercial, statutory, personal property and motor vehicle excise abatement applications in a timely fashion.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of residential overvaluation applications filed*	713 (4%)	800 (5%)	600 (4%)	1 000 (6%)
2. Number of commercial overvaluation applications filed*	161 (11%)	200 (13%)	150 (10%)	200 (13%)
3. Number of Statutory & Residential Exemption applications	624	925	925	1 000
4. Number of motor vehicle excise applications	1 699	2 900	2 000	2 000
5. Number of personal property applications	191	180	230	230
* Represents percentage of the total population of that class of property				

- *GOAL 5: Improve customer access to Assessing Dept. data by enhancing information available via the Web based mapping database, increasing the number of applications and other forms available on the Web site, and providing public access terminals located in the Assessing office.*
- *GOAL 6: Develop a statistical model for valuing residential property and implement this model in the Assessing Department CAMA (Computer Assisted Mass Appraisal) system.*

- *GOAL 7: Review and update all data in CAMA system in order to utilize fully all available functionality.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Review and update all building sketches	n/a	n/a	75%	100%
2. Build digital photo database by digitizing existing photos and photographing all other buildings	60%	70%	85%	100%

- *GOAL 8: Improve public understanding of the property tax and encourage access to the taxpayer assistance that is available.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of taxpayer assistance/ general property valuation information work-shops annually	5	6	6	6
2. Number of taxpayers attending work-shops	80	n/a	96	96

ACTUAL FY03	PROJECTE D FY04	BUDGET FY05
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503 485	522 790
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PURCHASING		553 815	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 preferable products, disposes of surplus property and oversees the Print Shop.		
FY05 GOALS					
<ul style="list-style-type: none"> ■ <i>GOAL 1: Procure materials, supplies, equipment and services in accordance with State laws and City ordinances at the lowest possible cost. Encourage participation in bids and quotes by Minority Business Enterprise (MBE) bidders.</i> 					
PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED	
1. Number of formal bids	75	80	80	80	
2. Number of informal bids/quotes	100	120	120	123	
3. Number of construction bids	35	30	30	35	
4. Number of Request-for-Proposals (RFP's)	30	27	27	30	
5. Number of purchase orders issued	12 000	14 000	14 000	14 225	
<ul style="list-style-type: none"> ■ <i>GOAL 2: Improve existing municipal purchasing practices to increase the use of recycled paper and environmentally preferable products.</i> 					
PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED	
1. Percent of environmentally preferred purchases made from the available categories	n/a	n/a	20%	40%	

■ *GOAL 2: (continued)*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
2. Percent of paper purchased that has 30% post-consumer content or higher	n/a	n/a	100%	100%
3. Percent of light bulbs, florescent tubes and ballasts purchased that are energy efficient	n/a	n/a	80%	90%
4. Number of outreach efforts (memos, workshops, etc.) to inform and encourage City departments regarding green purchasing	n/a	n/a	3	5
5. Percent of outside print jobs printed on recycled paper	n/a	n/a	90%	92%

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

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Purchase orders issued within 2 days	85%	85%	85%	85%

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

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Quotes received within 3 weeks	95%	95%	97%	97%

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

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Timely mailing of notices of bid expiration to affected departments	95%	95%	97%	97%

- *GOAL 6: Distribute and update construction contracts and bidding documents on the City's Web site.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Documents on Common Ground	100%	100%	90%	100%

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

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Percent complete	75%	100%	90%	100%

ACTUAL FY03	PROJECTE D FY04		BUDGET FY05
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588 135	574 410	AUDITING	624 210
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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.

FY04 ACCOMPLISHMENTS

- Completed all Massachusetts Department of Revenue reports prior to scheduled due dates.
- Continued to assist the internal and external request for Accounts Payable and vendor inquiries.
- Worked with Community Development Department to set up the financial requirements for various affordable housing programs.
- Prepared City's annual financial statements entirely in-house including the requirements of GASB 34. This report is available on the City's Web site for easy public access to the financial status of the City.
- Assisted in the preparation of the City's Comprehensive Annual Financial Report.
- Continued to teach basic training for other departments in procedures related to PeopleSoft accounting/bill paying functions.

FY05 GOALS

- *GOAL 1: Modify and enhance accounting and financial reporting standards (GASB 34) for the City's annual financial reports.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Modify and enhance system	75%	95%	95%	97%

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

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Develop policy and procedures manual Citywide	80%	95%	95%	100%
2. Implement training program for Accounts Payable personnel in other departments	90%	97%	99%	99%

- *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 to prepare 90% of postings in one day.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of accounting adjustments	1 955	1 800	1 700	1 700
2. Percent posted within one day	90%	90%	90%	90%
3. Numbers of purchase orders processed *	22 307	27 000	22 500	22 000
4. Percent approved within one day	90%	90%	90%	90%
* Includes School and City purchase orders				

- *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	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of invoices processed	67 123	65 000	63 000	63 000
2. Percent posted within one day	75%	75%	80%	80%

- *GOAL 5: Report the City's financial operations to the City Council, City Manager, City depart-*

ments, 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	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of fund statements prepared according to GAAP	11	11	11	11
2. Number of days to prepare Comprehensive Annual Financial Report	150	150	156	150
3. Number of days to prepare Schedule A	160	160	76	80

- *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 access by users of the financial system.*
- *GOAL 7: Conduct internal audits of cash control procedures of City departments and private contractors operating City facilities.*

ACTUAL FY03	PROJECTE D FY04	BUDGET FY05
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550 490

544 775

REVENUE 618 760

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.

FY05 GOALS

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

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Percent of real estate levy collected	98%	99%	99%	99%
2. Percent of personal property levy collected	95%	99%	97%	97%
3. Percent of motor vehicle excise tax collected	89%	90%	90%	90%
4. Percent of water/sewer bills collected	94%	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	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of demands issued	2 371	1 700	1 700	1 700
2. Number of accounts transferred to tax title	319	375	375	375

- *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	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of excise accounts marked at Registry	3 553	4 000	4 692	4 000

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

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of municipal lien certificates issued	5 482	3 500	5 000	5 000
2. Percent issued within 10 days	99%	99%	99%	99%

- *GOAL 5: Continue to offer customers multiple options for paying tax and utility bills, including lock box payments, cashier payments and online payments (water and excise tax bills).*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Percent of real estate bills paid through automated clearing house	33%	25%	33%	33%
2. Percent of real estate bills paid via lockbox	44%	52%	44%	44%
3. Percent of real estate bills paid through in-house cashier	23%	23%	23%	23%
4. Percent of personal property tax bills paid via lockbox	90%	88%	90%	90%
5. Percent of motor excise tax bills paid via lockbox	81%	80%	81%	81%
6. Percent of motor excise tax bills paid via Web site	3%	5%	5%	5%

■ *GOAL 5: (continued)*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
7. Percent of water/sewer bills paid via lockbox	83%	83%	83%	83%
8. Percent of water/sewer bills paid via Web site	1%	2%	2%	2%

- *GOAL 6: Continue to provide payment by Web for water and excise tax bills and analyze the costs and benefits of providing online real estate and personal property account information in conjunction with implementing a new billing system.*
- *GOAL 7: Increase customer awareness of the City's schedule for mailing property and excise tax bills through annual mailing of the TAX FACTS Newsletter, notices on the City's Web site and cable channel, and information in the City's Newsletter.*
- *GOAL 8: Respond to requests for information in timely, accurate, and courteous manner.*

ACTUAL FY03	PROJECTE D FY04	BUDGET FY05
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233 220
206 425
439 645

242 700
213 180
455 880

CASH MANAGEMENT 282 345
PAYROLL MANAGEMENT 223 950
506 295

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.

FY05 GOALS

- *GOAL 1: Implement monthly cash flow analysis in order to invest available funds in a safe manner that maximizes yield, provides liquidity to meet funding needs and adheres to applicable State law and the City's investment policy.*
- *GOAL 2: Make debt service payments promptly.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of individual loan payments	26	45	30	31
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 that all incoming receipts, including state and federal funds received via bank wire, are recorded in the financial system in a timely and accurate manner.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 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	90%	90%	99%	99%

- *GOAL 4: Conduct quarterly meetings with Community Development staff and City fiscal staff to monitor Affordable Housing Loan program, including bank accounts, cash reconciliation and financial reporting.*
- *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	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of payroll checks issued	162 913	165 000	165 000	165 000
2. Number of W2's issued	5 408	5 500	5 500	5 500
3. Number of 1099s issued	425	425	379	400

- *GOAL 6: Perform timely testing of tax updates applied to PeopleSoft HRMS system.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of updates tested	n/a	n/a	6	6

ACTUAL FY03	PROJECTED FY04		BUDGET FY05																				
2 517 005	2 613 505	<p align="center">MANAGEMENT INFORMATION SYSTEMS</p> <p>2 783 470</p> <p>PURPOSE & OVERVIEW: The Management Information Systems (MIS) Department provides centralized technology services to approximately 1000 users working in 42 departments located in 40 municipal buildings across the City. MIS is responsible for maintaining all enterprise-wide municipal computer applications. The largest applications include Finance, Human Resource, Computer Assisted Mass Appraisal (CAMA), and Geographical Information System (GIS). The Department manages a \$1.5M fiber optic network that links all City locations, thousands of users and major infrastructure services such as Schools, Fire and Police. MIS is continuously developing and improving the City's Web site, which provides remote access to important City resources and information. These include the ability to transact business with online payment options, permit and license application services, access to City Council meeting agendas and information, Property search capability and City mapping information via the GIS systems. Overall, MIS serves as technical consultants to all City departments and provides desktop, network and systems management services.</p> <p>FY05 GOALS</p> <ul style="list-style-type: none"> <i>GOAL 1: Maintain a high level of computer availability, application development, and user support.</i> 																					
		<table border="1"> <thead> <tr> <th data-bbox="653 906 1161 938">PERFORMANCE MEASURES</th> <th data-bbox="1192 873 1318 938">FY03 ACTUAL</th> <th data-bbox="1360 873 1486 938">FY04 BUDGET</th> <th data-bbox="1528 873 1717 938">FY04 PROJECTED</th> <th data-bbox="1759 873 1927 938">FY05 PROPOSED</th> </tr> </thead> <tbody> <tr> <td data-bbox="653 963 1161 1027">1. Number of user support requests completed</td> <td data-bbox="1192 963 1318 995">6 207</td> <td data-bbox="1360 963 1486 995">5 000</td> <td data-bbox="1528 963 1717 995">5 500</td> <td data-bbox="1759 963 1927 995">5 500</td> </tr> <tr> <td data-bbox="653 1027 1161 1125">2. Complete departmental requests for application changes within agreed time</td> <td data-bbox="1192 1027 1318 1060">98%</td> <td data-bbox="1360 1027 1486 1060">98%</td> <td data-bbox="1528 1027 1717 1060">98%</td> <td data-bbox="1759 1027 1927 1060">98%</td> </tr> <tr> <td data-bbox="653 1125 1161 1255">3. Convert department legacy databases to improve access to data for staff and City residents and include potential for self-service via the Web</td> <td data-bbox="1192 1125 1318 1157">8</td> <td data-bbox="1360 1125 1486 1157">8</td> <td data-bbox="1528 1125 1717 1157">8</td> <td data-bbox="1759 1125 1927 1157">8</td> </tr> </tbody> </table>	PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED	1. Number of user support requests completed	6 207	5 000	5 500	5 500	2. Complete departmental requests for application changes within agreed time	98%	98%	98%	98%	3. Convert department legacy databases to improve access to data for staff and City residents and include potential for self-service via the Web	8	8	8	8	
PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED																			
1. Number of user support requests completed	6 207	5 000	5 500	5 500																			
2. Complete departmental requests for application changes within agreed time	98%	98%	98%	98%																			
3. Convert department legacy databases to improve access to data for staff and City residents and include potential for self-service via the Web	8	8	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	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Conduct GIS User Group meetings	6	4	4	4
2. Conduct GIS Training classes and workshops	6	8	8	8
3. Meet end user requests and expectations	98%	98%	98%	98%

- *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	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Percent of “uptime” for the City network	99.5%	99.5%	99.5%	99.5%

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

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Provide content management tool and improve navigation and usability for Internet home pages and key departments	10%	75%	75%	85%
2. Provide content management tool for Intranet for key services and departments (# of new departments)	n/a	3	3	3

■ *GOAL 4: (continued)*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
3. Improve navigation and usability of Intranet for key services and departments (# of new departments)	n/a	3	3	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	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of desktop upgrades	100	100	120	100
2. Number of new PC's installed	50	175	175	175
3. Number of MIS classes conducted on Content Management, MSEX-change and PeopleSoft	n/a	33	33	33

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

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Upgrade PeopleSoft Financials to version 8.3	n/a	75%	75%	100%
2. Select and implement Citywide CRM solution	n/a	90%	30%	100%

■ *GOAL 7: Provide citizens with greater access to government services through the Web.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Implement Permits and Licenses application online	n/a	n/a	50%	100%
2. Implement Permits and Licenses pay online	n/a	n/a	10%	50%
3. Implement Inspectional Services reports viewable online	n/a	n/a	50%	100%
4. Provide access to DHSP Class Calendar and registration process online	n/a	n/a	40%	100%
5. Implement Arts Council Calendar allowing access to Arts community to submit events to be published on the Web site	n/a	n/a	10%	50%

**EMPLOYEE BENEFITS
- Summary**

ACTUAL FY03	PROJECTE D FY04	BUDGET FY05
9 155 745 1 726 905 <u>176 560</u> 11 059 210	14 410 605 1 705 750 <u>348 305</u> 16 464 660	PENSIONS 16 391 890 INSURANCE 1 954 120 COLLECTIVE BARGAINING <u>2 153 910</u> 20 499 920

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 certain salary items that are not included in departmental budgets.

SIGNIFICANT BUDGET MODIFICATIONS: The total Employee Benefits budget has increased from its FY04 budgeted level of \$18 096 355 to \$20 499 920 in FY05. The primary reasons for this 13.3% increase are the continuation of the process of transferring health insurance costs previously budgeted at the departmental level to the Pensions budget to more accurately reflect the cost of retirees' health costs and the first appropriation for the December 2003 Early Retirement Incentive to be included in the submitted budget. In addition, the Collective Bargaining component has been adjusted to reflect the budgeting of all FY05 cost-of-living-allowances (COLA) in departmental budgets, with the exception of the one unit that has not yet settled, and the inclusion of funds to cover an additional payroll for certain departments (including Police and Fire) that will have 53 pay dates rather than the normal 52, sick / vacation leave buyback costs, sick leave incentive payments, MBTA pass reimbursements, and living wage increase costs.

HEALTH COSTS INCREASE. As can be seen from the chart below, health costs have increased \$12 629 229, or 53.6%, from FY01 to FY05. Of this amount, \$4 996 695 is attributable to the increase from FY04 projected costs to FY05 budgeted amounts and reflects the increase in health care costs that is currently taking place in the Commonwealth.

	FY01 Actual	FY02 Actual	FY03 Actual	FY04 Budget	FY04 Projected	FY05 Budget	Variance FY01-05
Blue Cross / Medex	17 164 919	19 372 254	20 649 930	22 892 595	22 412 290	26 839 335	9 674 416
HCHP	4 106 867	3 956 207	4 540 385	5 618 205	4 766 210	5 541 005	1 434 138
Tufts	2 306 920	2 223 407	2 923 125	3 800 275	4 032 740	3 827 595	1 520 675
TOTAL	23 578 706	25 551 868	28 113 440	32 311 075	31 211 240	36 207 935	12 629 229

EARLY RETIREMENT INCENTIVE COSTS INCLUDED. The chart below shows a comparison of pension costs for the various components of the Cambridge Retirement System for FY04 and FY05. 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 (ERI) program are included in both the FY04 and FY05 City allotments. The FY05 amount includes the actual cost of the December 2002 ERI program as well as an estimate of the cost of implementing the December 2003 program.

	FY04	FY05	Variance
City	14 744 220	15 569 160	824 940
Cambridge Health Alliance	4 160 260	4 243 465	83 205
Schools	2 620 395	2 672 805	52 410
Water	524 770	533 870	9 100
Cambridge Housing Authority	953 559	915 702	(37 857)
Cambridge Redevelopment Authority	<u>37 211</u>	<u>39 989</u>	<u>2 778</u>
	23 040 415	23 974 991	934 576

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	11 454 690	7 815 380	507 165	-	7 062 100	26 839 335
Harvard Pilgrim	2 364 500	1 613 270	104 690	-	1 458 545	5 541 005
Tufts	1 635 060	1 115 580	72 395	-	1 004 560	3 827 595
TOTAL	15 454 250	10 544 230	684 250	-	9 525 205	36 207 935

	City Departments	Schools	Water	Cambridge Health Alliance	Employee Benefits	Total
Pensions						
Contributory	14 295 740	2 672 805	533 870	4 243 465	1 273 420	23 019 300
Non-Contributory	-	-	-	-	1 350 000	1 350 000
TOTAL	14 295 740	2 672 805	533 870	4 243 465	2 623 420	24 369 300

FINANCING PLAN. This budget is supported by the following revenues: property taxes, \$6 567 855; in-lieu-of-tax payments, \$3 600 000; reimbursement for non-contributory cost-of-living allowances, \$40 000; Cambridge Health Alliance reimbursement, \$4 243 465; State Cherry Sheet revenue, \$2 038 600; Claims Trust Fund Transfer, \$3 860 000; and free cash, \$150 000.

STATUTORY ANALYSIS. Salaries and Wages, \$19 813 290; and Other Ordinary Maintenance, \$686 630.

**EMPLOYEE BENEFITS
- Pensions**

ACTUAL FY03	PROJECTE D FY04	BUDGET FY05
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4 607 360	4 986 500	RETIREMENT FUND
1 319 850	1 350 000	NON-CONTRIBUTORY PENSION
<u>3 228 535</u>	<u>8 074 105</u>	RETIREEES' HEALTH INSURANCE
9 155 745	14 410 605	<u>5 516 685</u> <u>1 350 000</u> <u>9 525 205</u> 16 391 890

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.

RETIREMENT BOARD

PURPOSE & OVERVIEW: The Cambridge Retirement System was established in 1939 and is governed by Massachusetts General Laws, Chapter 32 for the purpose of administering a 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.

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.

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.

FY04 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Conducted over 263 private and group retirement sessions and seminars.
- Processed 122 retirement applications, added 360 new members to the system and refunded to 242 members their contributions to the system.
- Constructed Web site for members and retirees.

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 is required to appropriate for contributory pensions in FY05 is \$22 511 994. These funds are included in the departmental budgets. In addition, the Cambridge Housing Authority and Cambridge Redevelopment Authority contribute \$915 702 and \$39 989 respectively to cover the required appropriation of \$23 467 685. The balance of the amount shown, \$507 306, will be used to fund the first payment for the December 2003 Early Retirement Incentive (ERI).

The breakdown is as follows:

	FY04	FY05	Variance
City	14 744 220	15 569 160	824 940
Cambridge Health Alliance	4 160 260	4 243 465	83 205
Schools	2 620 395	2 672 805	52 410
Water	524 770	533 870	9 100
Cambridge Housing Authority	953 559	915 702	(37 857)
Cambridge Redevelopment Authority	<u>37 211</u>	<u>39 989</u>	<u>2 778</u>
	23 040 415	23 974 991	934 576

The assets of the Cambridge Retirement System, as of December 31, 2003, were reported at approximately \$532 772 014.

NON-CONTRIBUTORY PENSION. There are 67 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.

**EMPLOYEE BENEFITS
- Insurance**

ACTUAL FY03	PROJECTE D FY04		BUDGET FY05
(163 245)		BLUE CROSS/SHIELD	
(45 865)		HARVARD PILGRIM	
923 825	1 024 010	MEDICARE	1 167 490
(23 480)		MEDICARE PAYROLL TAX	100 000
325 975	401 740	LIFE INSURANCE	391 820
15 910	20 000	ACCIDENT INSURANCE	20 000
142 760	200 000	UNEMPLOYMENT COMP.	200 000
54 920	60 000	DISABILITY INSURANCE	74 810
<u>496 105</u>		TUFTS	
1 726 905	<u>1 705 750</u>		<u>1 954 120</u>

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

provide funds for other types of insurance benefits including Medicare reimbursement, accident and life insurance, and unemployment compensation.

HEALTH INSURANCE. The City offers a variety of health maintenance organization (HMO) options including Blue Cross/Blue Shield's Blue Choice and HMO Blue, Harvard Pilgrim Health Plan, and Tufts Associated Health Plan. Over 2 700 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 14% for FY05 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 3 300 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.

**EMPLOYEE BENEFITS
- Collective Bargaining**

ACTUAL FY03	PROJECTE D FY04		BUDGET FY05
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(9 605)
186 165
176 560

168 305
180 000
348 305

**SALARY ADJUSTMENT
DENTAL PLAN**

2 115 330
38 580
2 153 910

PURPOSE & OVERVIEW: The primary purpose of this division is to provide a place in the City budget where estimates for cost-of-living allowances and benefits for both

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

SALARY ADJUSTMENT. Estimated cost-of-living-allowances (COLA) for FY05 for the only bargaining unit not yet settled, Inspectional, are included in this allotment. The second component of this budget is the pre-paid legal services allotment for all Local 25 employees (\$95 000). 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 (\$78 205). Other components include funds to cover an additional week of payroll for certain departments, including Police and Fire, due to have 53 pay dates occurring in FY05, sick / vacation buyback for employees who are retiring, MBTA pass reimbursements, and living wage increases.

DENTAL PLAN. In the FY05 budget, most dental costs have been allocated to the departmental budgets. The amount shown above represents that portion of the costs that are not included in departmental budgets.

**GENERAL SERVICES
- Summary**

ACTUAL FY03	PROJECTE D FY04	BUDGET FY05
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473 870	475 380	TELEPHONE	469 345
235 845	234 580	MAILING	236 660
<u>264 780</u>	<u>261 725</u>	PRINTING	<u>278 340</u>
974 495	971 685		984 345

PURPOSE & OVERVIEW: General Services acts as a central-ized point for budgeting the costs of telephone, mailing and printing expenses for all City departments. The telephone budget is managed by

the Electrical Department; the Printing and Mailing budgets are managed by the Purchasing Department.

FY04 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Upgraded telephone equipment in Inspectional Services, Assessors Offices, Purchasing and City Hall Annex.
- Completed a survey for all telephone lines in the system.
- Reduced costs for long distance calling.
- Negotiated a new contract for telephone services.
- Increased number of jobs printed in-house by an average of 128%.
- Printed and bound FY05 Annual Budget Book.
- Printed Assessors FY04 Commitment Book with leatherette foil stamped cover for half the cost of previously outsourced printing service.

TELEPHONE

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 six City departments that budget for, and reimburse this budget for actual telephone usage. This division continues to work

with Verizon and other vendors to improve the quality of service and to maintain or reduce overall costs.

FY05 GOALS

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

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of calls for repair	120	275	250	250
2. Initial response within 24 hours	90%	90%	90%	90%

MAILING

PURPOSE & OVERVIEW: The Mailing division is responsible for preparing and 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.

FY05 GOALS

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

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Process mail the same day in which it is received	99%	99%	99%	99%

- *GOAL 2: Provide informal training which would give guidance to City departments relative to large mailings, postcards, bulk mailings, etc.*

PRINTING

PURPOSE & OVERVIEW: The four-person staff is responsible for providing the City’s printing needs such as binding, collating, duplication and basic graphic services. The Print Shop prints the weekly City Council agenda, letters, fliers, brochures, training manuals for Personnel, Police, Public Works and the Water Department, newsletters, publications, postcards, monthly training opportunities for employees, guides, public

meeting notices, and abutter notifications for City departments. These and other publications provide access to services and participation in government (weekly council agenda, fliers, brochures, postcards, public meeting notices, letters to taxpayers). Through the Print Shop’s printing of fliers and booklets, truck ban violation tickets and literature, and training manuals, we support improvement of communications options for Public Safety services. Our publications provide public access to services and participation in City government. In addition, the Print Shop provides varied printing services to both the School Department and the Cambridge Health Alliance.

FY05 GOALS

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

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of bids, letterhead and newsletters printed in-house.	1 330	1 430	1448	1460
2. Number of major documents printed and bound using new fastback system.	50	57	60	100
3. Number of business cards printed.				
4. Number of pads, labels and routine copy jobs.	n/a n/a	n/a n/a	28 476	30 500

- *GOAL 2: Educate City departments about the products and services offered by the print shop; issuing marketing materials twice a year.*

FINANCING PLAN. This budget is supported by \$885 520 in property taxes; \$4 000 from parking funds; and \$94 825 in cherry sheet revenue.

STATUTORY ANALYSIS. Salaries and Wages, \$391 790; and Other Ordinary Maintenance, \$592 555.

ACTUAL FY03	PROJECTED FY04		BUDGET FY05	ELECTION COMMISSION
215 620	173 055	POLICY AND ADMINISTRATION	200 930	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
322 545	319 645	OFFICE OPERATIONS	336 550	
52 520	57 810	ANNUAL CENSUS	57 810	
4 955	6 015	VOTER REGISTRATION	10 340	
63 100		PRIMARY ELECTION	63 075	
63 035		GENERAL ELECTION	87 835	
	144 650	MUNICIPAL ELECTION		
	<u>63 075</u>	PRE-PRESIDENTIAL ELECTION		
<u>721 775</u>	<u>764 250</u>		<u>756 540</u>	
		<p>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."</p> <p>SIGNIFICANT BUDGET MODIFICATIONS: The FY05 Election Budget includes \$50 000 to cover increased costs associated with the November 2004 General Election and for programming costs in preparation for the 2005 Municipal Election. Items funded include postage for polling place notification and acknowledgement letters for new voters; increased overtime; temporary data entry staff and poll workers based on traditionally higher voter turnout for Presidential elections; and programming support to allow municipal voters the opportunity to return a ballot for correction before it has been scanned. This opportunity is now available for state elections but not for municipal elections.</p> <p>FY04 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:</p> <ul style="list-style-type: none"> Improved and enhanced procedures for a hand recount of computerized Proportional Representation (PR) ballots. Developed a "re-scan and match" program, which identifies and matches ballots to the sequence in which they were originally tallied. The process, detailed in a manual produced for publication, promises to significantly reduce the time and costs of matching and sequencing ballots for a recount. Conducted the first Municipal Election for City Council and School Committee since redistricting. A total of 20 958 voters cast ballots in a 38% turnout, the highest since 1993, 		

both in real numbers and as a percentage of all registered voters, both active and inactive. A total of 931 voters applied for absentee ballots. There were twenty candidates for City Council, eight for School Committee, and a ballot question on rent control.

- Expanded voter outreach prior to the election with displays of voter education materials at City Hall, all branches of the public library, and at the Porter Square Shopping Center. The displays included voter registration and election information, sample ballots, and a brochure describing how proportional representation is implemented in Cambridge.
- In a joint effort with Meals-on-Wheels, voter registration forms and absentee ballot applications were made available to home-bound Cambridge residents.
- Mailed ballot question information to voters 10 days before the election, as required by statute, as well as specimen ballots and a PR brochure. Notified voters of polling place for third time since redistricting with brightly colored cards containing election information and a map of the precinct. Voters were also able to find their polling place through a link from the Election Commission Web page to the Office of the Secretary of the Commonwealth.
- Displayed signage at 15 locations throughout the City reminding residents to register and vote. Lawn signs and sandwich boards were posted in the major squares, at entrances to subway stations, and at announcement stations at major intersections. Expanded signage at polls significantly, both outside and inside polls to assist voters in finding polling locations; improved signage to handicapped entrances for persons with disabilities. Placed signs in public and senior housing informing voters of their polling place and offering information about absentee voting.
- Conducted informational meeting for candidates on municipal campaign finance reporting and on the City Of Cambridge Ethics Ordinance with representatives from the State Ethics Commission and the City's Law Department.
- Conducted training for wardens, clerks, and inspectors for the Municipal Election, including publication of training manuals updated for each election. Emphasized training for wardens and clerks regarding treatment of persons with disabilities to improve access and non-discriminatory treatment at the polls. Clarified election night closing procedures. Conducted similar training with revised training brochure for inspectors.
- Continued to evaluate polling places for accessibility to persons with disabilities and to implement remedies in conjunction with the City's Commission for Persons with Disabilities and the Office of the Secretary of the Commonwealth.
- Invited 90 organizations citywide to participate in voter registration training session.

- Staffed voter registration and education sessions at community events and held sidewalk voter registration sessions in Central, Harvard, and Porter Squares.
- Processed 8 121 voter registrations in 2003; mailed acknowledgement notices in a timely manner. Produced voting lists for elections and party caucuses.
- Conducted the 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 revised approach gives all residents the opportunity to provide information for themselves in greater depth than was previously available. An analysis of results determined that, although the 63% response from multi-units was lower than anticipated, the quality of information was improved. Produced the 2003 Street Listing Book.
- Administered and enforced the City of Cambridge Ethics Ordinance. Achieved 100% response to requests for Statements of Financial Interests from 173 City officials whose names were submitted by the City Manager as required to file. Explored with State Ethics Commission the feasibility of filing forms online. Worked with the State Ethics Commission and City's MIS Department to produce online filing capability, which was successfully 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 the 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 the Election Commission Web site by linking to the Office of the Secretary of the Commonwealth to enable voters to find their ward, precinct, and polling place online and to learn about their legislative districts and elected officials. Posted election calendar, voter registration and election information, including sample ballots, absentee ballot applications, campaign and political finance reports, and ward and precinct maps.

FY05 GOALS

- *GOAL 1: Conduct 2004 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 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) analyzing responses to census to assess efficacy of individual mailings to multi-unit households; 4) maintaining reduced data collection costs through two mailings; 5) obtaining lists of students from local universities and lists of residents from nursing homes; 6) completing data entry in a timely manner; and 7) producing Annual Street Listing and July 1 Voting List by statutory deadlines.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of individual households contacted	44 840	44 840	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	\$ 1.47
	\$45.00	\$45.00	\$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 70 sites citywide including: post offices, public libraries, schools, universities, health clinics, public housing, community organizations; 2) voter registration outreach at community events, special occasions and sidewalk sessions in the three major squares; 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; and 6) publication of opportunities to register through the media, cable television, and community organization newsletters.

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of Registered Voters	53 780	58 000	59 000	64 000
2. Number of persons eligible to vote	76 480	76 480	76 480	76 480
3. Percentage of eligible persons who are registered	71%	77%	77%	83%
4. Number of sidewalk registrations	38	100	74	100
5. Number of mail-in registrations	7 615	10 000	10 000	10 000
6. Number of census registrations	89	500	500	500
UNIT COST MEASURES				
3. Cost per sidewalk registration	\$7.89	\$5.00	\$2.45	\$3.08
4. Cost per mail-in registration	\$0.39	\$0.39	\$0.39	\$0.39
5. Cost per census registration	\$0.78	\$0.78	\$0.78	\$0.78

- GOAL 3:** *Conduct State Primary and State General Elections in an effective and cost efficient manner by using precinct-based computerized optical scanning system and continuing to: 1) improve timeliness of tabulating and reporting unofficial results on election night; 2) provide visual aids at polls; 3) aggressively ensure continued 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 press releases, media, citywide signage to increase awareness of upcoming elections; 6) minimize waiting time to vote and to provide assistance to voters through utilization of additional pollworkers; and 7) work with MIS, Cable, the Public Information Officer and local media outlets to ensure real time publication of election results.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Cost per State Election	\$63 100	\$63 075	\$63 075	\$87 835

- GOAL 4:** *Increase voter turnout through: 1) re-notification to all voters of their polling places, including maps, prior to the 2004 Presidential Election; 2) widespread public distribution of maps of wards and precincts; 3) signage in major residential*

buildings, particularly those with seniors, indicating polling place and availability of absentee voting; 4) outreach to voters through Meals on Wheels Program; and 5) posting election information on cable, the City Web site, the City newsletter, and through press releases.

- **GOAL 5:** *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 online, such as absentee ballot applications; 4) post Election Calendar, sample ballots, and relevant information for prospective candidates; 5) publicize links to Office of the Secretary of the Commonwealth's Web site to find information on polling places and elected State legislators; 6) post unofficial election results on Election night; 7) post Campaign Finance Reports for School Committee candidates and create links to State site for Campaign Finance Reports for candidates for City Council; and 8) continue to enable electronic filing of Statements of Financial Interests.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
Number of Visits to Election Web site:				
1. Homepage	n/a	n/a	1 000	1 000
2. PR Voting in Cambridge	n/a	n/a	240	240
3. Elected Officials	n/a	n/a	200	200
4. Election Results	n/a	n/a	200	200
5. Campaign Finance Reporting	n/a	n/a	200	200
6. Ethics Ordinance filings online	n/a	n/a	12	12
7. FAQ's	n/a	n/a	1 000	1 000
8. Where Do I Vote?	n/a	n/a	1 000	1 000

- *GOAL 6: Work with Office of Secretary of the Commonwealth and concerned residents to implement those reforms in HAVA (Help America Vote Act) that are progressive in nature, such as 1) increasing polling place access for disabled voters; 2) reducing voter error by ejecting ballots with overvotes; 3) liberalization of absentee voting requirements; 4) provisional balloting; 5) implementing voter education; and 6) expanding pollworker training.*
- *GOAL 7: Improve the computerized Proportional Representation (PR) Election System by increasing its capacity to accommodate the larger volume of data collected in elections with three ballots.*

FINANCING PLAN. This budget is supported by \$2 000 in document sales; \$649 340 in property taxes; \$82 250 in cherry sheet revenue; and \$22 950 in reimbursement for additional voting hours.

STATUTORY ANALYSIS. Salaries and Wages, \$515 300; Other Ordinary Maintenance, \$238 970; and Travel and Training, \$2 270.

ACTUAL FY03	PROJECTED FY04		BUDGET FY05
430 695 36 755 200 000 3 075 <hr/> 670 525	521 765 27 970 200 000 3 200 <u>14 800</u> 767 735	CAMBRIDGE ARTS COUNCIL HOLIDAY CELEBRATIONS MULTICULTURAL ARTS CENTER EMPLOYEES' COMMITTEE ON DIVERSITY CITY COUNCIL INAUGURAL	439 055 29 250 200 000 3 200 <hr/> 671 505
<p>public places, convening conferences and symposia to promote the arts, designing arts education initiatives, producing high quality arts programming and developing artistic collaborations and other opportunities to improve the overall aesthetic experience for residents and visitors of Cambridge.</p> <p>The Cambridge Arts Council did not produce the Cambridge River Festival (CRF) in 2004. Following a highly successful 25th anniversary event in 2003, and in synch with the 30th anniversary of CAC as the City's lead arts agency, the Council took a production hiatus in 2004 and spent that time instead on conducting an in-depth community survey along with neighborhood discussions and resident and business focus groups as a way to solicit feedback on CRF and other CAC community-based programming. This effort was intended to strengthen CRF for FY05 and ensure that the festival and other events and services provided by CAC continue to be responsive to the needs and desires of the Cambridge community.</p> <p>FY04 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:</p> <ul style="list-style-type: none"> 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 responsive public artworks through the City's Percent-for-Art program. Major projects developed included: 344 Broadway/City Hall Annex, Franklin Street Park, Green Street Garage and the Squirrel Nut Brand building on Broadway. Significant progress in planning and design was also made on the Main Library Renovation Project, Taylor Square Fire Station and the Porter Square and Harvard Square Re-design projects. 			

PUBLIC CELEBRATIONS

PURPOSE & OVERVIEW: The Cambridge Arts Council (CAC) exists to ensure that the arts remain vital for people living, working and visiting Cambridge. CAC accomplishes its mission by stimulating public awareness and support for the arts, celebrating the City's diverse cultural heritage, displaying art in

- Presented two exhibitions in the City's new 750-square foot gallery space in City Hall Annex. The first included an exhibition of paintings by Michael Glier, presented in conjunction with his mural cycle, "*Town Green*" commissioned for the interior of 344 Broadway. The second exhibition, "*Walls of Heritage/Walls of Pride*," showcased historic and contemporary murals created by African American artists across the country and featured a collaboration with the Cambridge Center for Adult Education to provide a symposium and educational component.
- Developed an educational curriculum called "Art at Your Feet" to provide first-hand opportunities for Cambridge youth and seniors to experience art in public spaces and learn the process for how such artwork is created. Supported by a grant from the Massachusetts Cultural Council, "*Art at Your Feet*" offered a flexible curriculum for multi-generational and diverse audiences comprised of participants from Community Schools, youth centers, senior centers and libraries. In addition to these opportunities, the curriculum is adaptable for use with activities ranging from two-hour tours to an eight-week course.
- Worked with graphic designer Nancy Skolos to develop a printed *Public Art Guide* as a tool for the exploration of Cambridge Public Art and a means for users to familiarize themselves with the City's neighborhoods through art. The *Public Art Guide* was created in a flexible format "pocket guide" and included neighborhood maps for use with self-guided public art tours, indexes to the individual artworks in the City's public art collection and fact sheets for 40 public artworks sited throughout the City.
- Produced the 12th season of *Summer in the City* in July and August 2003. This citywide series is designed specifically for youth between the ages of 4-11 years of age and featured artistic and interactive events that engaged a combined audience of more than 2000 attendees. Building on the success of the previous year, CAC continued to develop collaborations and build audience by working with other Cambridge-based arts presenters to enhance programming and promotional efforts. Collaborations in FY04 included various City departments, Club Passim's 'Culture for Kids' program, the Cambridge Multicultural Arts Center, the Cambridge Public Library, Community Schools Programs and the Friends of Raymond Park.
- Collaborated with rePublicArt.org to present *We the People*, a series of interactive workshops focused on design and creation of banners to be installed on light poles or across major thoroughfares in Cambridge. Based on the theme "Participation = Democracy," local artists were trained to lead community volunteers in designing individual flags exhibiting personal views of political involvement. The banners were installed in prominent locations throughout the City and artistic performances enhanced both the training workshops and the installation of the flags themselves to further inspire participants and stimulate civic dialogue. As an interactive event, *We the People* was designed to energize potential voters, involve the diverse Cambridge population in a communal artistic effort, and give voice to issues and concerns that may not be expressed on the floor of the Democratic National Convention. All training, design and creation will take place in the week preceding the convention (July 17-24, 2004), with installation of banners occurring during the convention week (July 25-30, 2004).

- Served as a collaborator and sponsor for citywide arts events and initiatives including: the 11th anniversary of Cambridgeport Artists’ Open Studios (CAOS); the seventh anniversary of the North Cambridge Artists’ Open Studios (NoCA); and the “*Small Works*” exhibition at the Sacramento St. Gallery in support of the Maud Morgan Visual Art Center and *Joyful Noise – A Celebration of the Life & Work of Dr. Martin Luther King, Jr.* produced by the Cambridge Multicultural Arts Center.

FY05 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 City and the Massachusetts Cultural Council.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of applications	85	100	84	100
2. Number of grant awards	29	30	26	30
3. Number of people who benefit	45 000	45 000	45 000	45 000
4. Number of grant-writing workshops and community meetings	69	50	94	50

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

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Estimated audience at events	91 500	110 000	10 000*	100 000
2. Number of artists presented	463	400	100*	300
3. Number of arts organizations participating	145	45	45	45
4. Number of <i>Summer in the City</i> concerts produced for children and families	12	20	12	12
5. Foster educational opportunities and collaborations in the arts	n/a	n/a	n/a	10
6. Number of community meetings to promote partnerships and advocacy	65	50	50	25
* As a result of not producing River Festival in 2004				

- *GOAL 3: Advocate for Street Performers by implementing the City's Street Performer Ordinance and serve as a liaison amongst artists, businesses and residents.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of Street Performer Permits issued	434	400	400	400
2. Number of monitor hours	668	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	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of permanent projects completed	1	7	7	7

- *GOAL 4: (continued)*

PERFORMANCE MEASURES	ACTUAL	BUDGET	PROJECTED	PROPOSED
2. Total number of artworks in the City collection	137	144	144	151
3. Number of ongoing permanent projects	15	5	11	7
4. Number of meetings with community representatives	36	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	100	103	103

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

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of temporary art installations	1	2	3	6
2. Number of public art dedications				
3. Number of education workshops and programs	0 30	6 30	4 30	6 30
4. Number of educational resources and materials created	21	20	42	20
5. Number of Web pages prepared	0	20	20	60
6. Number of Web pages maintained	0	150	150	150

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

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of artists exhibited	n/a	n/a	12	20
2. Number of exhibitions	n/a	n/a	2	6
3. Number of educational activities and events	n/a	n/a	6	15

4. Number of participants attending gallery-related exhibitions and events	n/a	n/a	450	2 000
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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.

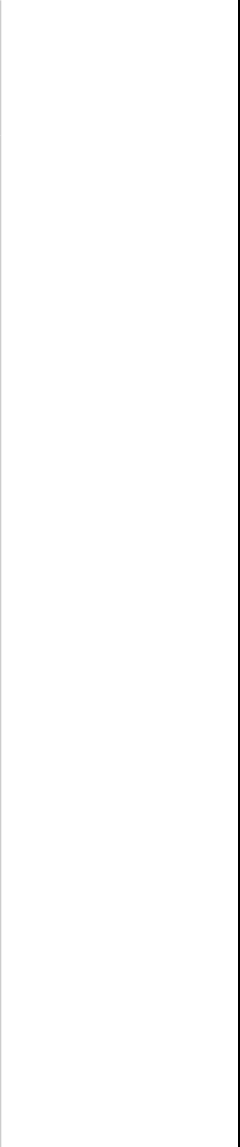
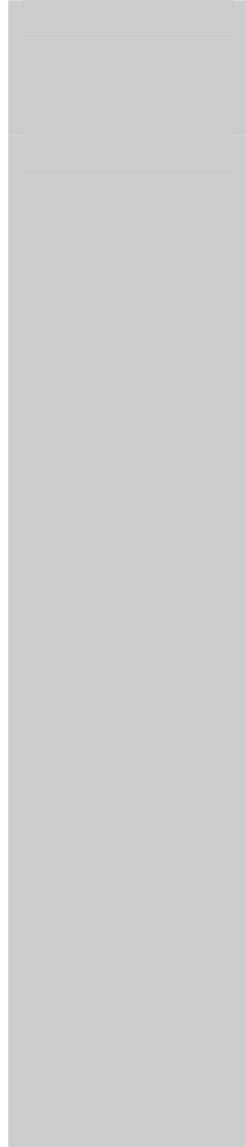
CITY COUNCIL INAUGURAL. Funds are provided in this cost center for activities related to the biennial inauguration of the City Council. Funds for this purpose are not required in FY05.

FINANCING PLAN. This budget is supported by \$628 925 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, \$390 580; Other Ordinary Maintenance, \$279 800; and Travel and Training, \$1 125.

ACTUAL FY03	PROJECTE D FY04		BUDGET FY05
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RESERVE



	<p style="text-align: center;">RESERVE 37 500</p> <p>PURPOSE & OVERVIEW: State law allows each city to establish a fund “to provide for extraordinary or unforeseen expenditures.” For FY05, 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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THIS SPACE RESERVED FOR COUNCILLORS' NOTES

SUMMARY: PUBLIC SAFETY

FY03 ACTUAL	FY04 PROJECTED	PROGRAM EXPENDITURES	FY05 BUDGET
208 870	216 630	Animal Commission	228 870
27 901 005	27 739 625	Fire	28 891 840
29 010 770	29 718 835	Police	31 515 220
7 477 845	7 899 275	Traffic, Parking & Transportation	8 175 095
77 030	23 925	Police Review & Advisory Board	77 210
2 015 650	2 201 800	Inspectional Services	2 261 215
666 150	672 845	License	726 735
94 720	94 415	Weights & Measures	98 910
2 423 565	2 281 875	Electrical	2 239 640
146 910	135 180	Emergency Management	137 820
<u>3 006 875</u>	<u>3 044 315</u>	Emergency Communications	<u>3 097 485</u>
73 029 390	74 028 720		77 450 040

FINANCING PLAN	FY05 BUDGET
Taxes	54 281 065
Licenses & Permits	5 439 380
Fines & Forfeits	7 275 980
Charges for Service	6 196 815
Intergovernmental Revenue	2 592 855
Miscellaneous Revenue	<u>1 663 945</u>
	77 450 040

ACTUAL FY03	PROJECTE D FY04		BUDGET FY05
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ANIMAL COMMISSION

<p>85 930 <u>122 940</u> 208 870</p>	<p>86 595 <u>130 035</u> 216 630</p>	<p>ADMINISTRATION ANIMAL CONTROL</p>	<p>91 115 <u>137 755</u> 228 870</p>
<p>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>FY04 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 Department of Public Works in the distribution of informational fliers concerning the proper disposal of pet wastes. As a result of enforcement and the Animal Commission’s outreach to improve responsible pet ownership, the amount of dogs picked up as strays continued to decrease in FY04. 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 2100 dogs within the 2003 licensing period. In partnership with the MIS department the Animal Commission is developing an online lost and found pet service. Completed the development of a new license program with the MIS department that will improve the tracking of dog ownership in the City of Cambridge. 			

PURPOSE & OVERVIEW: The Cambridge Animal Commission, established by ordinance in 1979, continues to work towards making Cambridge a safe environment for

FY05 GOALS

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

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of dog licenses issued	2 055	2 100	2 175	2 200
2. Citations issued for failure to restrain, dispose, license, display license	207	200	225	225
3. Number of dogs picked up				
4. Number of dogs impounded	73	85	85	85
5. Number of dogs returned to owner	49	65	65	65
6. Number of dogs adopted	60	70	70	70
	12	15	15	15
UNIT COST MEASURE				
1. Cost per day to kennel an unclaimed dog	\$15.00	\$14.50	\$15.00	\$15.00

- *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	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of calls/inquiries	2 990	4 000	3 800	3 800
2. Number of quarantine in-house inspections	174	200	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	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of animals vaccinated	96	100	100	125
2. Number of clinics	1	2	1	2
3. Number of certificates issued	19	15	20	20

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

- *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	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of animals (dogs, cats, raccoons, skunks, bats, squirrels, other wildlife and exotic pets) transported.	102	175	145	145

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 \$216 270 in property taxes.

STATUTORY ANALYSIS. Salaries and Wages, \$216 155; Other Ordinary Maintenance, \$12 565; and Travel and Training, \$150.

ACTUAL FY03	PROJECTE D FY04		BUDGET FY05
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FIRE DEPARTMENT

11 748 345	11 634 025	HEADQUARTERS	12 529 030
3 133 070	3 199 150	LAFAYETTE SQUARE	3 250 500
3 287 050	3 323 440	EAST CAMBRIDGE	3 202 980
1 582 580	1 593 165	PORTER SQUARE	1 647 305
1 601 005	1 571 930	INMAN SQUARE	1 706 795
1 601 150	1 587 475	RIVER STREET	1 671 165
3 276 265	3 291 320	SHERMAN STREET	3 176 585
<u>1 671 540</u>	<u>1 539 120</u>	LEXINGTON AVENUE	<u>1 707 480</u>
27 901 005	27 739 625		28 891 840

PURPOSE & OVERVIEW: While the primary 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

area of operation includes four miles of underground subway track, and deep bore tunnels 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. Although the Fire Department has been a leader in preparing for specialized emergencies, the world issues we now face have resulted in even greater responsibilities. Participation in grant committees and regional collaborations has resulted in successful grant awards to further bolster the Department's and City's needs. The Cambridge Fire Department is involved with statewide interoperability communications, regional mutual aid districts, and supplies testimony on various fire related issues to our legislative representatives. The Fire Department's motto is: "Our Family Helping Your Family."

FY04 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Completed renovations to the Taylor Square station. The rehabilitation included replacement of the apparatus and basement floors, windows, doors, façade and historical details of this prominent firehouse. The structure is approaching its centennial and now has received upgrades to the major systems of the building, as well as new alarm and sprinkler systems. Emphasis has been placed on making the building energy efficient and providing a safe environment for the firefighters. The project was successful in providing a modern upgrade with a thoughtful approach to maintaining

the historical profile of the neighborhood.

- Replaced Engine Company 9 with a 2004 Pierce 1250 GPM fire pump at the Lexington Ave. station. The new Engine 9 has a computer-controlled engine that is more fuel efficient, quieter, and environmentally friendly, and replaces a 1989 vehicle. The present 1989 Engine 9 was taken in trade by the dealership.
- Refurbished Ladder Company 1 located at Fire Headquarters, Harvard Square. Pierce Manufacturing of Appleton Wisconsin refurbished this 1992 105-foot aerial ladder. The work included update of the aerial device, structural bodywork and electrical safety upgrades. The overhaul should extend the life of this aerial for approximately 10 years.
- A new Emergency Medical Services (EMS) paramedic plan was approved. The Region 4 medical panel has approved a model plan for improving Advanced Life Support services in the City of Cambridge. The approved system will utilize firefighters/paramedics from the Fire Department, and Professional Ambulance to dramatically improve response capabilities throughout the City. The system is being implemented this summer.
- A new Rescue 1 vehicle has been placed into service at the Harvard Square station. The new Rescue 1 is a Spartan fire chassis manufactured by Road Rescue. This first of a kind EMS-Rescue vehicle carries additional specialized extrication equipment necessary to deal with various entrapment situations. Rescue 1 is a key component to the new EMS plan.
- Received and trained members of the department on two mobile decontamination trailers that will be available for deployment throughout the City and both Emergency rooms at the Cambridge and Mount Auburn Hospitals. The decon units provide large-scale capacity to decontaminate persons who may have been exposed to chemical or biological agents. Extensive training was required to establish a protocol, set up locations, and organize practical sessions at both hospitals, as well as develop simulated training exercises.
- Received a Homeland Defense Grant for \$721 725 for equipment. This grant provided for protective equipment for public safety personnel, an explosives bomb containment vessel, and a bomb robot for the Police Department. Other items funded by the grant were extrication equipment, communications interoperability equipment, hazardous material equipment, and cardiac defibrillators. An additional grant to fund training with the new equipment in the amount of 190 000 has also been allocated for use in calendar year 2004.
- Established a Terrorism liaison position to further expand our interagency cooperation and information sharing with both state and federal agencies. This liaison officer coordinates and schedules training for

members of the department with the Office of Domestic Preparedness training programs. Over 50 members have attended these out-of-state weeklong advanced Hazmat programs.

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.

FY05 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	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. First response to fire emergency within four minutes	98%	98%	98%	98%
2. Number of fires	565	-	224*	-
3. Number of structural fires	119	-	168*	-
* As of 2/28/04; projections not made in this category				

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

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 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	5 007	-	2 446*	-
* As of 2/28/04; 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	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 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	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Respond to hazardous materials emergencies	100%	100%	100%	100%
2. Number of hazardous materials emergencies	379	-	158*	-
3. Number of hazardous materials follow-up investigations to determine cause and responsible parties	215	-	141*	-
* As of 2/28/04; projections not made in this category				

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

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
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PERFORMANCE MEASURES	ACTUAL	BUDGET	PROJECTED	PROPOSED
1. Number of hydrants tested	1 671	1 655	1 600	1 655
2. Number of annual service tests on pumping engines	12	11	12	12
3. Test 100% of fire hoses (in feet)	42 350	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	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of state mandated inspections of facilities including hospitals, schools, nursing homes, and theaters	423	375	380	380
2. License Commission compliance inspections	156	475	375	375
3. License Commission Task Force inspections	277	300	300	300
4. Complaint investigations				
5. Residential smoke detector compliance inspections (MGL Ch. 148, Sec. 26F)	23 580	30 1 000	60 1 000	50 800

- *GOAL 2: Issue assorted permits.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Annual storage of flammable liquids and gases, # of permits	501	400	428	440
2. Installation of fire protection systems	306	400	525	500

(fire alarm systems, sprinkler systems, special suppression systems)				
3. Cutting/welding operations				
4. Miscellaneous permits, i.e. sale of Christmas trees, use of portable heat devices, tar kettles, etc.	202	300	330	300
	19	25	25	25
5. Storage tank compliance permits including installation, removal and safe operation	25	40	40	40

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

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Major projects and development	32	25	28	25
2. Renovations and improvements	141	300	250	250

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	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Cumulative number of training hours	85 960	82 000	86 912	83 906
2. Number of training hours for uniform personnel	307	300	304	300
3. Number of training bulletins issued	21	30	25	25

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

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of personnel trained	120	100	275	250
2. Number of Hazmat Exercises held	5	10	5	10

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

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of fire safety programs held	404	450	450	450
a. Elderly housing residents	252	250	250	250
b. School students	4 516	4 500	5 757	5 000
c. Industry personnel	96	100	275	150
2. Total number of individuals attending all classes	5 800	6 500	6 600	6 500

TECHNICAL SERVICES

The Technical Services Division (TSD) 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 \$28 340 340 in property taxes; \$30 000 in fire permits; \$85 000 in fire detail surcharge; \$1 500 in reproduction fees; \$400 000 in rescue unit service; \$25 000 in smoke detector inspection fees; and false alarm ordinance, \$10 000.

STATUTORY ANALYSIS. Salaries and Wages, \$27 732 600; Other Ordinary Maintenance, \$732 490; Travel and Training, \$331 750; and Extraordinary Expenditures, \$95 000.

ACTUAL FY03	PROJECTED FY04		BUDGET FY05
<p>2 171 120 20 630 605 <u>6 209 045</u> 29 010 770</p>	<p>1 926 685 21 719 305 <u>6 072 845</u> 29 718 835</p>	<p>LEADERSHIP DIVISION OPERATIONS DIVISION SUPPORT SERVICES</p>	<p>1 308 650 22 973 585 <u>7 232 985</u> 31 515 220</p>
<p>PURPOSE & OVERVIEW: The Cambridge Police Department is committed to providing the citizens of Cambridge with the highest level of professional law enforcement services through community policing, proactive strategies and efficient emergency responses. The Department will provide this high level of service while respecting the constitutional rights of every person living or visiting the City. Our goal is to develop and sustain viable partnerships with community members and other City agencies that will lead to improved relations and effective problem solving.</p> <p>FY04 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:</p> <ul style="list-style-type: none"> • The Department, in collaboration with the Police Executive Research Forum (PERF), worked on a collaborative leadership project focusing on bias issues in Cambridge. PERF is one of the most prestigious law enforcement research organizations and "Think Tank" groups in the country. The working group consisted of a diverse group of 30 community members and 10 police officers. The group focused on bias related issues within the various communities and the City as a whole, either conducted by law enforcement, City Government or community members. National facilitators and two local facilitators helped the group through some formal problem solving sessions in an effort to identify issues/problems, analyze the conditions contributing to these issues/problems, develop responses to the issues identified and establish a mechanism for assessing the results of the work done. A formal report is due in the spring of 2004. • The Department was awarded funds for FY04 in the amount of \$403 750 from the Executive Office of Public Safety Community Policing. These funds are being used to promote community policing initiatives and neighborhood programs. In addition, the Bureau of Justice Assistance awarded the Department Block Grant funds in the amount of \$125 000. Some of these funds are awarded to community sub groups that provide services to the community. Organizations awarded were Cambridge Camping, Community Dispute Settlement Center, Girls LEAP and Life Skills. The Homeland Security Department awarded the Department \$108 000 to purchase equipment for anti-terrorism responses. 			

- In March, the Detectives initiated a Problem Oriented Policing (POP) project to clear the unregistered sex offender's list. Cambridge became the first police department to request a local list that included approximately 135 names to ensure compliance with the Registry requirement. After a month of work all names were successfully cleared from the SORI list and no unregistered sex offenders are residing in Cambridge.
- Three murders committed during 2003 were successfully investigated resulting in quick identification and arrests of the individuals responsible. These trials are in the process of being scheduled.
- In September, indictments were obtained against a Cambridge male that was linked to three separate Civil Rights violation assaults. Of the three separate attacks, this assailant also stabbed one victim. As a result, the Cambridge male was convicted and sentenced to a prison term.

2003 CAMBRIDGE CRIME OVERVIEW: The Crime Index is composed of selected offenses used to gauge fluctuations in the overall volume and rate of crime reported to police. The offenses included are the violent crimes of murder, rape, robbery, and aggravated assault, as well as the property crimes of burglary, larceny, and auto theft. The Crime Index was developed by the Federal Bureau of Investigation's Uniform Crime Reporting program to standardize the way in which law enforcement agencies report crime statistics.

Table 1. The table below identifies selected offenses comparing 2002 to 2003 Crime Index.

Murder	6	3	-50%
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Rape	10	7	-30%
Stranger	1	1	0%
Non-Stranger	9	6	-33%
Robbery	195	229	+17%
Commercial	40	41	+3%
Street	155	188	+21%
Aggravated Assault	284	271	-5%
Burglary	720	651	-10%
Commercial	198	134	-33%
Residential	522	517	-1%
Larceny	2 764	2 389	-14%
From Building	521	518	-1%
Motor Vehicle	748	657	-12%
From Person	394	331	-16%
From Bicycle	264	212	-20%
Shoplifting	452	358	-21%
From Residence	203	183	-10%
Of MV Plate	94	75	-20%
Of Services	26	24	-8%
Misc.	62	31	-50%
Auto Theft	425	419	-1%
Total Violent	495	510	+3%
Total Prop.	3 909	3 459	-12%
Index Total	4 404	3 969	-10%

(Data Source: Uniform Crime Report from Federal Bureau of Investigations)

Serious Crime Declines 10% in Cambridge in 2003

Crime Index: The 3 969 serious crimes recorded in Cambridge in 2003 represents the lowest Uniform Crime Reporting Index number reported to the FBI in over 40 years. Eisenhower was President the last time fewer than 4 000 serious crimes were registered in the City. The serious crime index had not varied from a total of between 4 350 and 4 450 incidents for the past six years. The 2003 decline of 10%, 435 fewer incidents than in 2002, is the third largest yearly decline since 1980. Further analysis indicates that despite declines in Murder, Rape and Aggravated Assault, Violent crime increased by 3% in 2003, as these drops were offset by a 17% increase in Robbery. The 10% decline in Burglary and the 14% drop in Larceny propelled the 12% slide in Property crime when compared with the 2002 figures.

NATIONAL/REGIONAL CRIME COMPARISON: A comparison of Cambridge’s 2002 Index Crimes per 100 000 residents to crime totals nationwide shows that Cambridge ranked below the nationwide *average* for all but one of the index crimes. When ranked in order of total crimes, Cambridge ranked slightly above the *average* compared to other cities of similar size.

Table 2. 2002 Crimes Per 100 000 Residents in Cities of 94 000-106 000 People, Nationwide The table reflects cities with population between 94 000 – 106 000 nationwide and total crimes reported. (Data source: Crime in the United States 2002, U.S. Department of Justice (F.B.I))

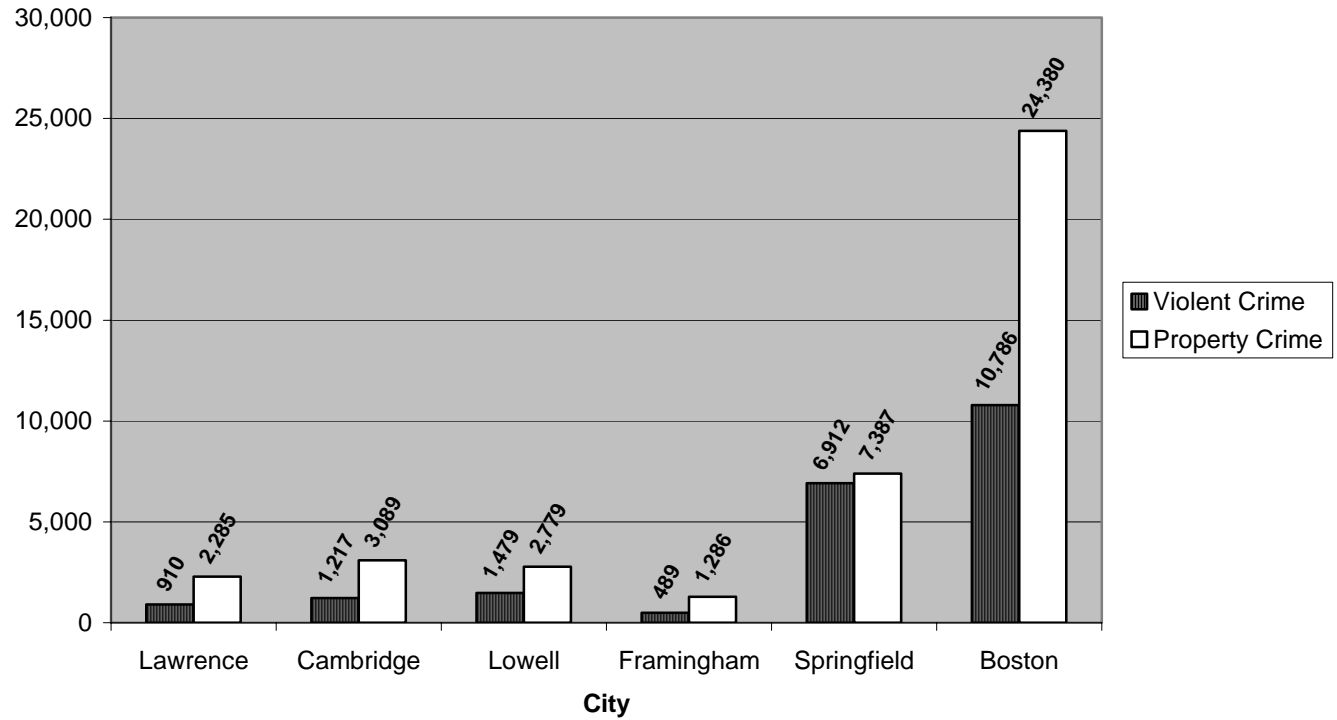
<i>City</i>	<i>Murder</i>	<i>Rape</i>	<i>Robbery</i>	<i>Assault</i>	<i>Burglary</i>	<i>Larceny</i>	<i>Auto Theft</i>	<i>Total</i>
Macon, GA	16	63	240	319	2 288	6 296	1 211	10 433
Berkeley, CA	7	28	407	287	1 514	6 687	1 341	10 271
Davenport, IA	7	63	244	1 223	1 697	5 908	416	9 558
Richmond, CA	29	38	471	660	1 051	3 534	2 055	7 838
Portsmouth, VA	11	38	425	524	1 316	4 058	643	7 015
Athens-Clarke County, GA	7	53	158	223	1 042	4 779	431	6 693
Pueblo, CO	6	27	164	528	1 144	3 893	383	6 145
Gainesville, FL	7	65	185	508	1 248	3 530	473	6 016
Gary, IN	6	44	82	462	768	4 330	270	5 962
Dearborn, MI	60	58	420	219	1 543	2 271	1 241	5 812
Fairfield, CA	6	28	213	331	678	3 426	671	5 353
Brockton, MA	9	44	251	767	681	2 252	1 163	5 167
El Cajon, CA	3	56	125	359	785	2 556	892	4 776
Average	7	35	159	350	786	2 801	567	4 704

Cambridge, MA	6	11	195	285	720	2 664	425	4 306
Lowell, MA	7	47	158	637	630	1 957	822	4 258
Arvada, CO	2	17	48	107	519	3 098	357	4 148
Midland, TX	2	69	74	416	839	2 545	198	4 143
Cape Coral, FL	3	17	42	327	1 081	2 394	222	4 086
Green Bay, WI	1	63	73	252	635	2 468	270	3 762
Boulder, CO	5	48	45	133	536	2 787	189	3 743
Ventura, CA	2	30	90	164	621	2 478	263	3 648
Norwalk, CA	10	22	194	520	639	1 340	851	3 576
Erie, PA	4	71	196	179	702	2 241	167	3 560
Woodbridge Township, NJ	3	8	72	212	537	2 130	519	3 481
South Gate, CA	3	12	334	168	641	1 083	1 182	3 423
Santa Clara, CA	4	19	62	226	417	2 188	312	3 228
Burbank, CA	1	10	100	162	501	1 851	591	3 216
Santa Barbara, CA	3	41	86	388	621	1 786	147	3 072
San Mateo, CA	0	17	98	227	348	1 937	219	2 846
Livonia, MI	7	33	61	112	400	1 938	228	2 779
Clinton Township, NJ	2	28	46	264	424	1 613	278	2 655
Edison Township, NJ	0	15	70	138	358	1 600	397	2 578
Cary, NC	0	7	44	61	384	1 655	102	2 253
Daly City, CA	2	27	113	160	221	1 232	444	2 199
Mission Viejo, CA	1	7	19	89	216	1 241	97	1 670

For additional crime reporting statistics please visit our Web site at www.CambridgePolice.org to view the 2003 Annual Crime Report available on line.

Figure 1. Regional Crime Comparison

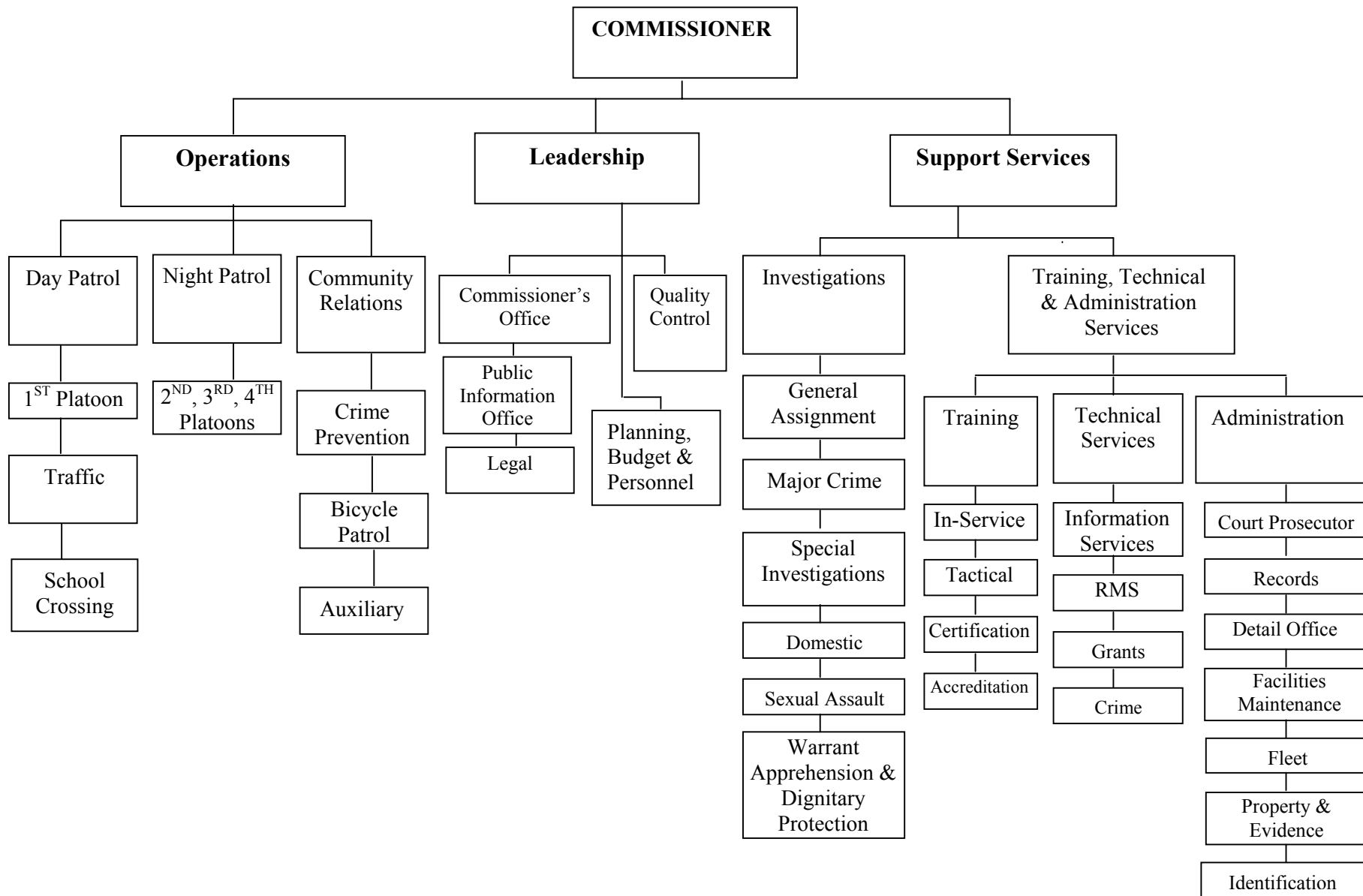
The chart below reflects a crime comparison among regional communities by violent and property crime.



FINANCING PLAN	DETAIL	SUMMARY
TAXES	23 044 610	23 044 610
LICENSES & PERMITS		
firearm ID Cards	1 000	
revolver permits	3 000	
street meters	90 000	
Sunday Permits	500	94 500
FINES & FORFEITS		
parking fines	2 066 690	
moving violations	425 000	
false alarms	70 000	
bicycle fines	4 000	2 565 690
CHARGES FOR SERVICE		
parking fund	1 486 355	
police services	6 000	
agency fees	16 000	
detail surcharge	450 000	
towing surcharge	75 000	2 033 355
INTERGOVERNMENTAL REVENUE		
cherry sheet	1 268 025	
career incentive	1 007 040	2 275 065
MISCELLANEOUS		
restitution	2 000	
free cash	1 500 000	<u>1 502 000</u>
		31 515 220

STATUTORY ANALYSIS. Salaries and Wages, \$ 30 222 665; Other Ordinary Maintenance, \$803 955; Travel and Training, \$176 500; and Extraordinary Expenditures, \$312 100.

Cambridge Police Department
Organizational Chart
 March 1, 2003



ACTUAL FY03	PROJECTED FY04		BUDGET FY05
<p>1 069 610 750 210 <u>351 300</u> 2 171 120</p>	<p>1 018 935 736 700 <u>171 050</u> 1 926 685</p>	<p style="text-align: center;">COMMISSIONER'S OFFICE PLANNING, BUDGET & PERSONNEL QUALITY CONTROL</p> <p>plaints about the conduct of police officers and staff investigations remain the primary responsibilities of the Quality Control Section. However, as the Department strives to improve, this unit conducts various audits of our procedures to test the quality of service that we provide. The Legal Advisor assists the Commissioner with policy and analysis of citation data in order to provide information to the community regarding traffic stops. In addition, the legal advisor provides training and compliance monitoring that is conducted in order to ensure accountability. The Planning, Budget & Personnel Office's primary responsibility is to support the Commissioner in maintaining sound hiring practices, budget preparation, setting strategy, planning and reinforcing our system of accountability. Our major goals over the next few years will consist of a vision plan for the future that will ultimately improve the quality of service to the citizens and position the Department to obtain long-term goals identified by various stakeholders and improve quality of life for the citizenry of Cambridge.</p> <p>Over the past several months, we have begun an important step toward our vision and long range planning effort for the Cambridge Police Department (CPD). The idea for this effort came in talks we had with community leaders, residents, City officials and employees of the Department. At that time, we decided that CPD needed a 3-5 year vision plan for a first class department and a strategic plan for reaching that vision. Engaging employees and outside stakeholders is key to getting the understanding and commitment to the plan needed for successful implementation. Major themes identified in the vision plan include continuing to improve community policing, a more transparent department, improved relationships at all levels of the organization and improved quality of life for the citizens of the City of Cambridge.</p> <p>To ensure improvement of quality of life, the Department will continue to assess the service provided by members of the Department to the community. The Department's Use of Force Policy requires officers to submit a separate use of force report whenever they use any "applied physical force against another." Very few departments capture all of this data. In fact, the majority of police departments in the United States simply capture firearms, O.C. Spray (Mace) and Use of Baton in their use of force</p>	<p style="text-align: center;">689 285 339 650 <u>279 715</u> 1 308 650</p>

**POLICE
- Leadership**

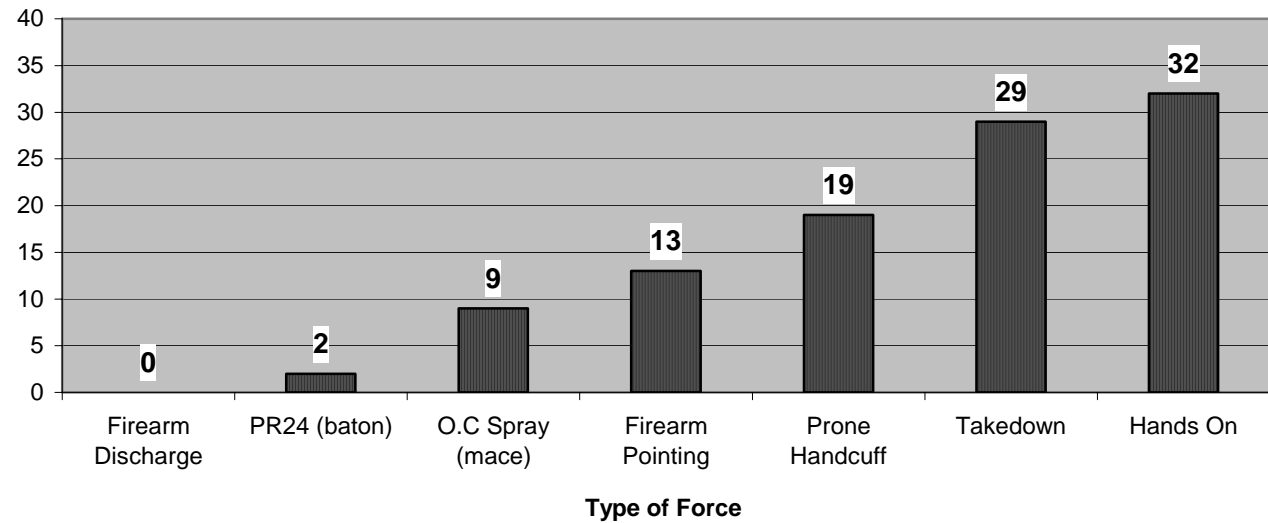
The duties and responsibilities of the Office of the Commissioner consist of a number of tasks relative to the effective operation of the Police Department and planning for the future. Investigation of citizen com-

reporting systems. However, the Police Commissioner felt that it was necessary to expand and clarify all instances of use of force, as this was a better practice in order to account to the community and reduce risks to the City of Cambridge. Uses of force reports allow the Commissioner to monitor the number of incidents by individual officers, geographic areas, or organizational units. They provide a basis for periodic administrative review to determine whether proper procedure is being followed when force is used. Analysis of use of force by police has been discussed in criminal justice agencies and academia. It is very difficult to obtain a consistent sample because different agencies capture and define use of force incidents differently. However, it is clear, no matter what measures are used, that the Cambridge Police Department does not use force frequently.

In the calendar year of 2003, the Cambridge Police Department responded to 96 135 calls for service. There were 104 reported incidents of use of force. This is a very low number and when force is used, it typically occurs on the lower end of the force spectrum, involving grabbing or tugging at a suspect in order to apply handcuffs. There was no excessive use of force complaints filed by citizens in 2003. The table below indicates the Department's reporting for all use of force incidents by type of force utilized.

Figure 2. Use of Force Reported in 2003

The chart below indicates the departments reporting for all use of force incidents by type of force.



FY05 GOALS

- *GOAL 1: The Cambridge Police Department is seeking to attain Certification through the*

Massachusetts Police Accreditation Commission, Inc. In order to achieve certification, a police department must comply with 151 standards. Upon completion, the department will be recognized as attaining the standards for promoting police profession in the Commonwealth. The Department will continue to work toward attaining national accreditation. These national standards are based on the Commission on Accreditation for Law Enforcement Agencies (CALEA) 4th edition Standards Manual.

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Percentage of policies published for State Certification	60%	80%	80%	90%
2. Percentage of policies published for National CALEA Accreditation	50%	60%	60%	75%

- *GOAL 2: Improve relationships with the community by continuously assessing the level of service provided by the members of the Department to the citizens of the community. These assessments will be undertaken using proactive, reactive and collaborative efforts. With the results, the Department will identify deficiencies in policies and procedures, identify training needs, and work to improve the trust and confidence relationship between the police and the community.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of administrative audits conducted by staff	8	6	8	8
2. Complete “quality of service” assessment forms - incident reports	250	250	250	250
3. Complete “quality of service” assessment forms - m/v stops	250	350	250	250
4. Conduct field inspection audits	60	40	60	60

**POLICE
- Operations Division**

ACTUAL FY03	PROJECTED FY04		BUDGET FY05
4 503 390	4 505 105	DAY PATROL	4 978 200
12 509 420	13 025 885	NIGHT PATROL	13 950 930
359 285	359 400	SCHOOL CROSSING	482 100
1 581 095	1 840 430	COMMUNITY RELATIONS	1 695 290
125 905	123 500	COMMUNICATIONS	145 100
<u>1 551 510</u>	<u>1 864 985</u>	TRAFFIC	<u>1 721 965</u>
20 630 605	21 719 305		22 973 585

As the Department's primary and most visible staff resource, this 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 Operations Division

is divided into Day Patrol, Night Patrol, Selective Enforcement and Community Relations. The Selective Enforcement/Traffic Unit performs specific assignments relating to truck restrictions, traffic, pedestrians and bicyclist safety and parking enforcement. Traffic Supervisors are responsible for the safety of school children at various intersections and locations throughout the City. The function of the Community Relations Section is to elicit the community's participation in identifying problems and solutions. The Department establishes partnerships by developing liaisons with formal community organizations, business groups and other community groups. These partnerships assist the Department in improving practices that relate to community policing, by conveying information to the community as well as transmitting concerns from citizen's to the Department. The Bicycle Patrol Unit patrols various areas of the City and assists in community outreach through crime prevention programs, bicycle safety awareness and self-defense classes. The School Resource Officers (SRO) are assigned to each public school to provide daily contact for students, staff and parents. In addition, the SRO provides crime prevention programs to students and acts as a liaison with the Department on safety issues. The Cambridge Police Department is committed to the concept of reducing crime through proactive crime prevention and open communication.

FY05 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 including Homeland Security, emergency-planning initiatives with Fire, Emergency Communications and Emergency Management.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of community members in attendance at sergeants meetings scheduled citywide	300	300	300	300
2. Number of community meetings attended by Department personnel	n/a	50	50	50
3. Number of community policing problem solving projects*	18	20	20	20
4. Number of community policing neighborhood grants awarded	38	40	40	40
5. Number of youth participated in Department sponsored leagues	350	350	350	350
* Neighborhood problem solving projects are designed to impact problems identified in the community by utilizing crime techniques and strategy to impact the crime.				

- *GOAL 2: Increase neighborhood presence by attending community meetings, making neighborhood contacts, participating in community group activities and providing park & walks citywide. (Park & walks are assignments directed to a particular location and time to address an identified problem)*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of directed patrols	n/a	n/a	10 000	10 000
2. Number of park patrols	n/a	n/a	200	200

- *GOAL 3: Provide opportunities to improve relationships and communications between the youth, the community and police officers.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of students impacted by High	n/a	350	350	350

School Advisory classes				
2. Number of students receiving Safety Training (bike safety, bullying, etc.)	1 286	1 300	1 300	1300
3. Number of citizens participated in RAD Training	253	100	100	100
4. Number of citizens participated in Citizen Police Academy	135	100	100	100

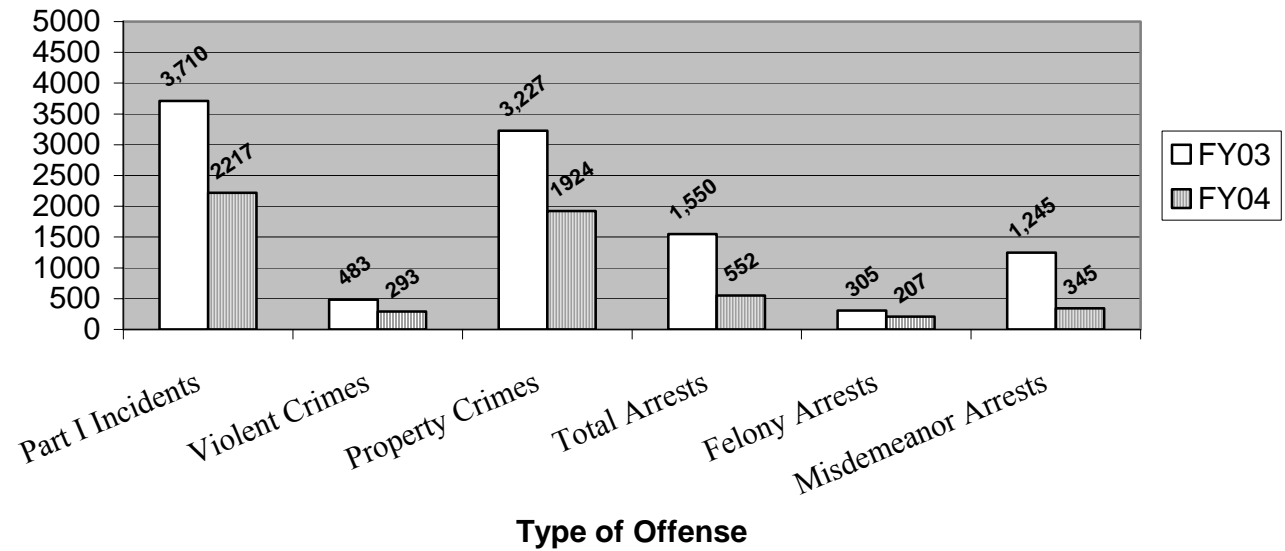
- *GOAL 4: Provide education in crime prevention techniques to citizens and business owners throughout the City. The Police Department will continue to conduct security surveys to the residential and business communities as well as participation in monthly private security meetings throughout the year.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 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 attended per year	12	12	12	12

- **GOAL 5:** Provide law enforcement and public safety services to the citizens of Cambridge.

Figure 3. 2003 Year In A Glance Crime Comparison

The chart below reflects the incidents that occurred in FY03 by types of crime and number of misdemeanor and felony arrests made. Part I Crimes are defined as Murder, Rape, Robbery, Assault, Burglary, Larceny and Auto Theft. For additional statistics please visit our Web site at www.CambridgePolice.org to view the complete 2003 Annual Crime Report online. (FY04 revised figures are actual numbers as of December 31, 2003)

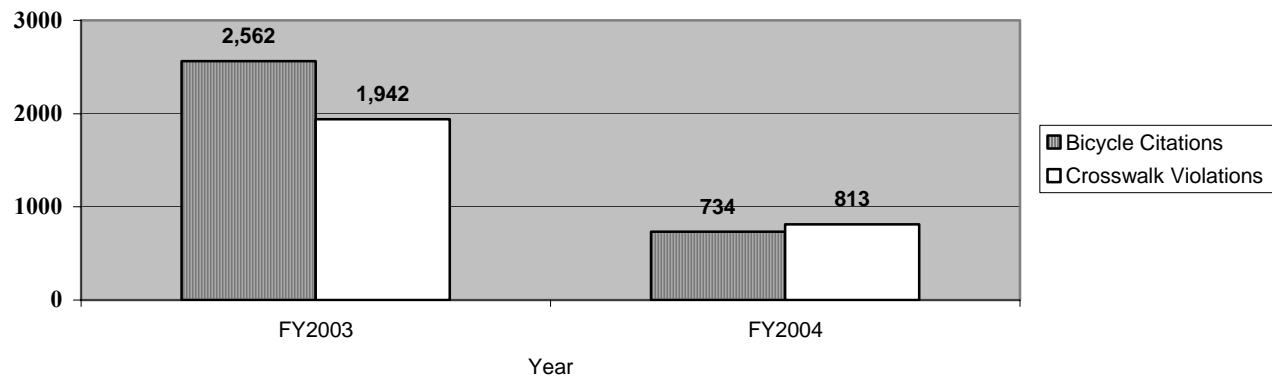


- **GOAL 6:** Provide the highest level of law enforcement and public safety services to the citizens of Cambridge by increasing safety for pedestrians, bicyclists and motor vehicle operators through education. Increase driver safety awareness by emphasizing the “Points 4 Safety” to reduce motor vehicle accidents by enforcing vehicle code violations and identification of high accident areas.

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of assignments for deployment of units for the enforcement of truck restrictions	6 876	8 000	8 000	8 000
2. Number of selective traffic enforcement assignments citywide	11 607	8 000	8 000	8 000
3. Number of trucks inspected for compliance with commercial regulations	385	600	600	600
4. Number of assignments for deployment of units for the enforcement of crosswalk violations	1 942	1 500	1 500	1 500
5. Number of selective bicycle enforcement assignments	1 670	1 500	1 500	1 500

Figure 4. FY2003 Bicycle Citations and Crosswalk Violations

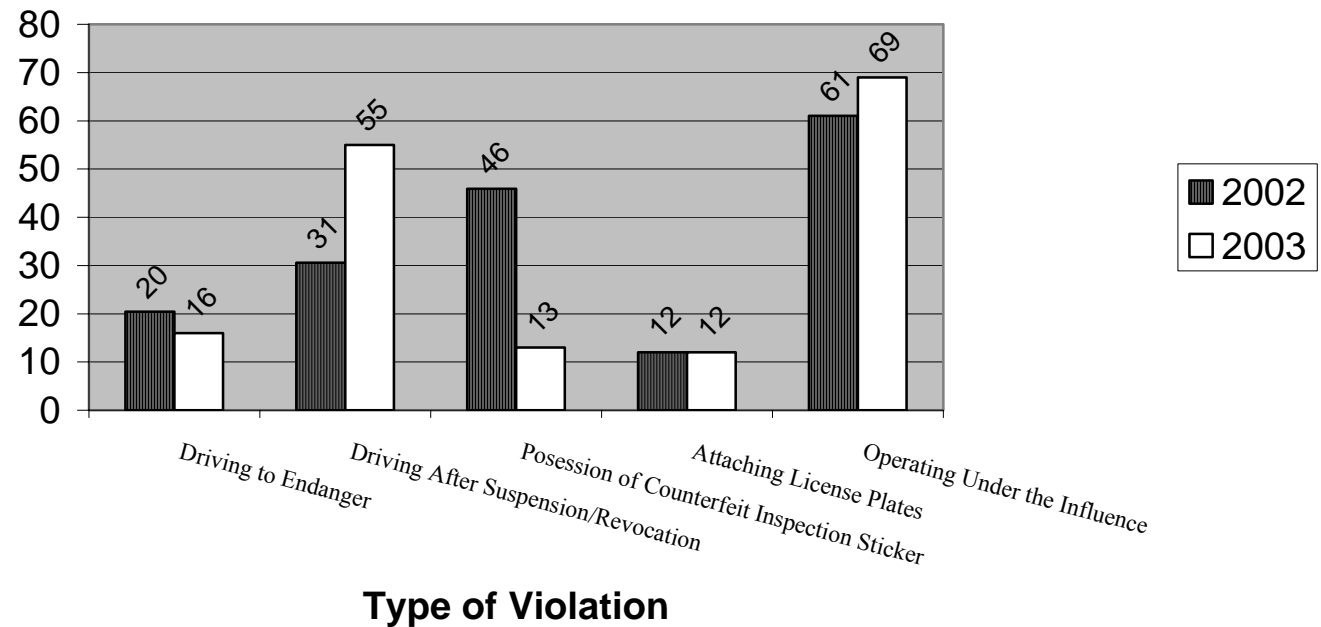
In a continued effort to provide the highest level of public safety services, the Department has continually increased enforcement of crosswalk violations and bicycle violations. The chart below reflects the number of bicycle citations issued in FY2003 and crosswalk violations issued in FY2003 compared to FY2004. For additional statistics please visit our Web site at www.CambridgePolice.org to view the 2003 Annual Crime Report online. (FY04 revised figures are actual numbers as of December 31, 2003)



The average traffic stop for speeding, running a red light, and related offenses, results in a warning or citation. A number of traffic offenses, however, are cause for arrest including: driving to endanger, driving after suspension or revocation, possession of a counterfeit inspection sticker, and attaching false or counterfeit license plates. Such arrests are often made during routine traffic stops, after the police officer learns of the driver's suspension, revocation, or other circumstances. After recording a 32% increase in traffic arrests in 2002 in Cambridge, these crimes registered a 55 % decrease in 2003.

Figure 5. Traffic Arrests for Calendar Year 2002 vs. 2003

The chart below reflects the number of traffic arrests by type of incident comparing 2002 vs. 2003.



**POLICE
- Support Services**

ACTUAL FY03	PROJECTED FY04		BUDGET FY05
613 770	520 805	ADMINISTRATION	273 285
162 695	143 890	TRAINING	261 525
2 771 320	2 811 640	MAJOR CRIME UNIT	3 997 805
1 227 445	1 216 850	SPECIAL INVESTIGATION UNIT	1 094 090
304 720	330 560	DETAIL OFFICE	192 445
		TECHNICAL SERVICES	547 105
<u>1 129 095</u>	<u>1 049 100</u>	OPERATION & MAINTENANCE	<u>866 730</u>
6 209 045	6 072 845		7 232 985

The Support Services Division consists of the Administration Unit, Training Unit, Major Crime Unit, Narcotics Unit, Detail Office and Technical Services Unit. This division is responsible for supporting the daily operations of the Department. The Administration Section processes and coordinates departmental support services such

as records, details (off-duty employment), fleet maintenance, property and identification. The Training Unit coordinates all training for sworn and non-sworn personnel throughout the year to ensure all certifications are current. In service training is conducted twice a year along with other specialized training that continues throughout the year. The Major Crime Unit includes all investigative functions of the Department. The Major Crime Unit detectives investigate all serious crimes committed within the City including murder, rape, robbery, aggravated assault, burglary and felony larceny. The Special Investigation Unit is responsible for conducting investigations into violations of Controlled Substance laws as well as prostitution and gambling offenses. The Technical Services/Crime Analysis Unit carefully reviews all information--including crime reports, calls for service, arrest reports, and notices from other agencies--received by the Police Department, looking for crime phenomena such as series, sprees, hot spots, and trends. Once such a problem is identified, the Unit disseminates this information to the rest of the Department. Patrol and Investigative Commanding Officers use this information to develop strategies to address any emerging or ongoing crime problems. The Unit is also responsible for maintaining the Department's computer systems infrastructure and radio system.

FY05 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 (Mace) and control devices.

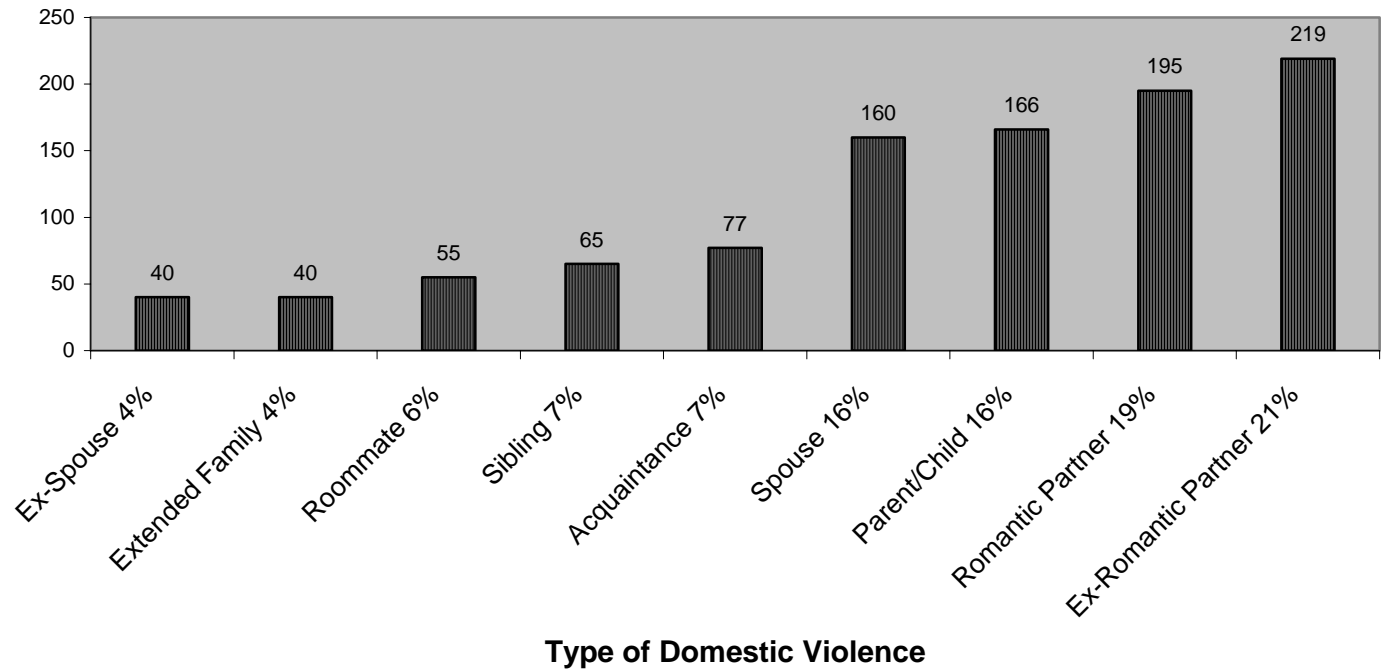
PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of officers attending live firearms training	0	250	250	250
2. Number of officers attending simulation training	200	n/a	0	250
3. Number of officers attending simulated firearms training	268	250	0	250

- **GOAL 2:** *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.*

- **GOAL 3:** *Continue the integrated response system to domestic violence and department-wide training. Continue input of domestic violence incidents into a database that allows for the analysis of such occurrences. Work with a coalition of other City departments and area 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.*

Figure 6. Domestic Violence by Relationship Category for the Calendar Year 2003

The chart below reflects the number of domestic violence incidents reported in 2003 by relationship category.



The Cambridge Police Department's Special Investigations Unit continually commences investigations involving drugs and vice activity within the City of Cambridge. They have adopted strategic planning methods to help alleviate the pressures bestowed upon society by the culture of drug abuse and addiction. The goal of the unit is to target street level dealers to get to the suppliers, and to fight the problem at its root level: in the street, where the public is most exposed and affected.

Table 3. Geographic Breakdown of Drug Arrests

The table below shows that drug arrests were concentrated in the mid-section of the City. The Area 4 neighborhood reported the most incidents, followed by the Inman/Harrington and East Cambridge neighborhoods. In 2003, a total of 131 incidents were reported and 121 arrests were made.

AREA	2001	2002	2003	% OF TOTAL
East Cambridge	15	12	20	16.5%
M.I.T. Area	2	4	1	0.8%
Inman/Harrington	17	5	21	17.4%
Area 4	27	23	24	19.8%
Cambridgeport	12	16	16	13.2%
Mid-Cambridge	15	16	5	4.1%
Riverside	20	15	15	12.4%
Agassiz	0	2	1	0.8%
Peabody	10	3	6	5.0%
West Cambridge	10	9	3	2.5%
North Cambridge	11	10	6	5.0%
Cambridge Highlands	6	1	1	0.8%
Strawberry Hill	0	3	2	1.7%
TOTAL	145	119	121	

**TRAFFIC, PARKING
& TRANSPORTATION
- Summary**

ACTUAL FY03	PROJECTE D FY04		BUDGET FY05
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<p>1 494 000 5 268 740 <u>715 105</u> 7 477 845</p>	<p>1 468 515 5 657 925 <u>772 835</u> 7 899 275</p>	<p>TRAFFIC CONTROL PARKING CONTROL SUPPORTING SERVICES</p>	<p>1 544 640 5 869 590 <u>760 865</u> 8 175 095</p>
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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.

SIGNIFICANT BUDGET MODIFICATIONS: The FY05 Traffic, Parking and Transportation Budget reflects an increase of \$194 000 for ongoing costs associated with the new garage management contract awarded in FY04 for the First Street and Green Street Garages. This includes additional personnel costs incurred by the vendor, which is paying its employees working at the garages the Cambridge Living wage rate (\$82 000). In addition, there are increased costs for cleaning that will include power washing, graffiti removal and painting of booths and equipment, repair and maintenance to existing revenue collection and other garage equipment, printing and ticket costs for new parking tickets, garage supplies and attendant uniform costs (\$112 000).

In addition, \$40 000 has been included for sign materials and snow sign replacement and removal.

FY04 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Service Improvements: Continued to increase the options for residents to do business with the City without having to come into the office. Parking ticket payments via the Web continue to grow.

The \$3 processing fee for customers who pay by phone was eliminated. Many people chose to renew their resident parking permit by mail. Upgraded parking ticket dispute form letters in look, tone, and substance.

- Street Permit Improvements: Permits can be paid by credit card or in person. All permit applications are available online. Initiated a procedure for permitting moving containers. Initiated new Street Occupancy permits for the food trucks that receive permits from the Licensing Commission. The permit provides a designated space for a fee.
- Resident Information: Received many excellent digital pictures in response to the design competition for the picture on the 2004 Resident Parking Permit. Cambridge resident, Chris Welbon, won the competition. The picture was also used on the Department's newly redesigned 2004 Resident Information Brochure. The brochure is given to every household that receives a Resident Parking Permit or Visitor Parking Permit. We are also providing residents with DPW's Rodent Control Brochure when they receive their 2004 Resident Parking Permit.
- New Visitor Parking Permits: Re-designed the 2004 Visitor Parking Permit to discourage abuse. The new permit includes foil numbers that are very difficult to duplicate.
- Signals: Created a multi-faceted traffic signal database that is tied to GIS. A related database was created in the SYNCHRO software package that includes timing, phasing, traffic count, and analysis information. A complete field inventory of all signal equipment was completed. A list of needed repairs was updated and upgrades prioritized. Improvements are ongoing. Pro-active signal improvements were made at Mass. Ave. and Route 16, Huron Ave. and Aberdeen Ave., Aberdeen Ave. and Mount Auburn St., First St. & Binney St., Cambridge Park Drive & Cambridge Park Place, and the length of Prospect Street.
- Vehicle Crash Data: Created a GIS database from all available crash data for the years 1999-2000. The database will allow for extensive analysis and help identify intersections that require attention due to traffic accidents.
- Pavement Markings: Refurbished the majority of all centerlines and the 1 785 crosswalks throughout the City. Reduced noise complaints from residents due to improved scheduling of nighttime work.
- Parking Meters: Created a new parking meter database that includes the inventory and repair records for all parking meters. Tied inventory to GIS to allow parking meter locations to be mapped. All problems and repair work are logged in the database at First Street. The repair records are available to Parking Services staff to handle parking disputes for parking meter malfunctions. Revised collection routes for parking meters and reduced parking meter jams due to delayed collections.

- **Garage Management:** Changed the vendor providing management of the two municipal garages without any degradation of service. Improved garage operation and cleanliness.
- **Parking Ticket Processing:** Awarded a new contract for parking ticket processing and collections that includes many new improvements. These improvements include a new browser for staff to more quickly access computer data when serving customers; an upgraded interface between the City and our vendor, which will result in lower equipment costs while maintaining the speed of data transmission; handheld computer ticket writer machines for parking control officers; a "paperless" correspondence imaging system which will result in all parking ticket correspondence being reviewed on staff computers; and an upgraded voice response system resulting in improved parking ticket pay by phone service.
- **Green Street Garage Renovations:** The renovation and repair work to the Green Street Garage will be completed by the end of this fiscal year. This work includes the artwork in the Pearl/Green stairway.

FINANCING PLAN: This budget is supported by \$127 500 in street meters; \$4 697 990 in fines; \$3 197 660 in parking usage; \$10 745 in interest earnings; \$91 200 in rent of City property; and \$50 000 in private donations.

STATUTORY ANALYSIS. Salaries and Wages, \$4 973 055; Other Ordinary Maintenance, \$3 107 640; Travel and Training, \$19 400; and Extraordinary Expenditures, \$75 000.

**TRAFFIC, PARKING
& TRANSPORTATION
- Traffic Control**

ACTUAL FY03	PROJECTE D FY04		BUDGET FY05
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409 185	426 850	<p align="center">TRAFFIC SIGNAL MAINTENANCE</p> <p align="center">TRAFFIC ENGINEERING</p> <p align="center">PAVEMENT MARKINGS/ SIGN POSTING</p>	432 455
418 040	428 790		440 690
<u>666 775</u>	<u>612 875</u>		<u>671 495</u>
1 494 000	1 468 515		1 544 640

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

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

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, 40 warning flashers and 34 school zone flashers.

FY05 GOALS

- *GOAL 1: To improve the ease of crossing for pedestrians, to utilize closed loop technology to coordinate intersection operations, and to increase energy efficiency.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of lenses converted to LED	200	550	50	50
2. Number of intersections adjusted to enhance pedestrian crossing	13	15	15	15

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

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of street obstruction and street closing permits issued	5 275	4 800	5 000	5 500

- *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	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Total number of crosswalks city-wide	1 748	1 755	1 790	1 800
2. Total number of new crosswalks installed	41	10	35	10

- *GOAL 4: Increase safety on our streets by defining space allocated for vehicles and bicycles in the travel lane.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Total number of linear feet of edge line	48 000	50 000	57 900	58 900
2. Total number of linear feet of bike lane	78 250	83 250	79 850	80 350

- *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	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Total number of completed site investigations conducted by the Traffic Division	208	275	200	200
2. Total number of completed minor traffic studies	16	14	10	12
3. Total number of traffic regulatory signs replaced or installed	2 435	1 700	1 700	1 800
4. Total number of street name signs replaced.	250	125	150	150

- *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 measures.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of large project traffic studies reviewed for projects seeking Planning Board permits	3	10	10	10

**TRAFFIC, PARKING
& TRANSPORTATION
- Parking Control**

ACTUAL FY03	PROJECTE D FY04		BUDGET FY05
1 827 930	1 986 335	PARKING SERVICES	1 962 675
550 520	572 240	PARKING METER MAINTENANCE	686 500
787 075	981 350	OFF STREET PARKING	981 350
<u>2 103 215</u>	<u>2 118 000</u>	PARKING ENFORCEMENT	<u>2 239 065</u>
5 268 740	5 657 925		5 869 590

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. Customer service has improved by making it more convenient for the public to obtain resident parking permits by mail and to pay parking tickets by mail, phone or online.

The Parking Meter Program is responsible for the installation, maintenance, collection and repair of the City's 2804 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.

FY05 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	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Total number of permits	46 000	46 000	40 000	40 000
2. Number of permits issued during the renewal season (Nov. 1 - Jan. 31)	27 362	29 700	29 700	29 700
a. Number of permits obtained by mail	11 869	16 200	16 200	16 200
b. Percentage of permits obtained by mail	43%	60%	60%	60%
c. Number of permits obtained at main office	15 493	13 500	13 500	13 500
d. Percentage of permits obtained at main office	57%	40%	40%	40%
3. Number of resident permit violations	75 722	78 000	78 000	78 000
4. Number of public safety violations	36 229	44 000	37 000	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	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of parking meters	2 804	2 800	2 800	2 950
2. Number of meter violations	199 490	215 000	215 000	226 400
3. Number of overtime meter violations (meter feeding)	28 344	35 000	35 000	37 000

■ *GOAL 2: (continued)*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
4. Number of parking meter malfunctions repaired through maintenance	1 035	600	1 200	1 200
5. Number of meters removed from the street for reconditioning and reinstalled	729	600	1 200	1 200
6. Number of parking meters replaced with upgraded digital meters	13	50	50	300

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

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Percentage of tickets paid within 21 days from issuance without a notice	55%	55%	55%	55%
2. Percentage of paid tickets issued this fiscal year.	84%	85%	85%	85%
3. Percentage of tickets paid at main office	19%	15%	15%	15%
4. Percentage of tickets paid via mail, telephone and Web	17%	85%	85%	85%
5. Percentage of tickets issued in this fiscal year that have been adjusted or dismissed.	4%	3%	3%	3%

**TRAFFIC, PARKING
& TRANSPORTATION
- Support Services**

ACTUAL FY03	PROJECTE D FY04		BUDGET FY05
715 105	772 835	ADMINISTRATION	760 865

PURPOSE & OVERVIEW: The Support Services Division is responsible for the administration and operation of the entire Department, including: coordination within and between the Traffic Control and Parking Control divisions; management of the Department's budget and personnel functions; ongoing 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 FY03	PROJECTE D FY04		BUDGET FY05
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**POLICE REVIEW AND
ADVISORY BOARD**

77 030	23 925	<p>POLICE REVIEW AND ADVISORY BOARD</p>	
		<p>PURPOSE & OVERVIEW: The Cambridge Police Review and Advisory Board (CPRAB) was established in 1984 by City Ordinance.</p> <p>The primary function of the Board is to review Police Department policies, practices and procedures and to investigate and adjudicate complaints brought by individuals or police officers against the Police Department or other police officers.</p> <p>The Police Review and Advisory Board consists of five civilian residents of 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>SIGNIFICANT BUDGET MODIFICATIONS: The FY05 Police Review and Advisory Board Budget reflects the management structure instituted in early FY04 which has the Executive Director of Human Rights providing day-to-day leadership of this Department. In addition, the vacant position of Executive Director of the Police Review and Advisory Board has been converted to a full-time investigator position. It is believed that this model will strengthen the service delivery of the Department by adding a full-time investigator while having the Executive Director of Human Rights continue to provide day-to-day leadership. This leadership model has not compromised the services provided to the Human Rights Commission by the Executive Director in FY04. This conversion has generated a small budget savings (\$9 950) while providing a better service and leadership model.</p> <p>FY04 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:</p> <ul style="list-style-type: none"> ● Responded to 40 informal complaints, calls and requests for information and provided referral services. At present, seven complaints have been resolved and six are pending. 	<p>PURPOSE & OVERVIEW: The Cambridge Police Review and Advisory Board (CPRAB) was established in 1984 by City Ordinance.</p>

- PRAB continues to monitor legislative issues similar to its mission. The Executive Director of the Human Rights Commission attended various training seminars, community meetings and lecture forums on behalf of PRAB.
- PRAB continues to be a resource for communities exploring civilian oversight options.

FY05 GOALS

- *GOAL 1: Collaborate with the Police Department through education and outreach efforts to increase public awareness of the Board’s mission and services, and to foster better understanding of police procedures, civil rights laws, and suggested behavior when interacting with law enforcement officers.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Total number of public inquiries	102	105	100	150
2. Number of community training sessions	n/a	n/a	5	20
3. Number of events related to the mission of the Board	n/a	n/a	10	25

- *GOAL 2: Improve efficiency and effectiveness of case intake, referral process, investigation, and investigative related findings and actions.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of complaints open from previous year	n/a	n/a	0	0
2. Number of complaint intakes from public inquiries	n/a	n/a	7	10
3. Number of complaints referred to other agencies due to lack of jurisdiction	22	25	0	20

- *GOAL 2: (continued)*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
4. Number of complaints under investigation	n/a	n/a	7	0
5. Number of subpoenas issued	3	15	0	0
6. Number of hearings held	0	6	0	10
7. Number of recommendations made to the Police Commissioner and the City Manager after hearings	n/a	n/a	n/a	5
8. Number of complaints closed after investigation	n/a	n/a	7	10

■ *GOAL 3: Perform mediation as a means to resolve complaints in lieu of investigation.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of mediation sessions performed	n/a	n/a	5	20
2. Number of complaints mediated	n/a	n/a	5	15

■ *GOAL 4: Collaborate with Police Department and other City agencies to train Board members and police officers to enhance the effectiveness of the Board's work.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Numbers of training sessions	4	8	4	5

- *GOAL 5: Collaborate with the Police Department in reviewing and making public interest recommendations relating to policies and procedures of the Police Department.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of policy reviews and recommendations	n/a	n/a	5	5

FINANCING PLAN. This budget is fully supported by property taxes.

STATUTORY ANALYSIS. Salaries and Wages, \$70 690; Other Ordinary Maintenance, \$3 520; and Travel and Training, \$3 000.

ACTUAL FY03	PROJECTE D FY04		BUDGET FY05
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INSPECTIONAL SERVICES

<p>1 989 700 101 955 <u>13 995</u> 2 105 650</p>	<p>2 016 130 165 670 <u>20 000</u> 2 201 800</p>	<p>INSPECTION/ENFORCEMENT ZONING APPEAL BOARD BOARD & RAZING</p>	<p>2 073 330 167 885 <u>20 000</u> 2 261 215</p>
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PURPOSE & OVERVIEW: The Inspectional Services Department (ISD) is responsible for all laws and related City Ordinances that 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, 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.

FY04 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Collaborated with the Public Health and Public Works Departments to develop and implement a plan to address rodent complaints.
- Continued the focus on employee training with emphasis on employee development, pest control management and supervisory training.
- In coordination with the MIS Department, made improvements to the Inspectional Services Department Web site and developed a data base for the restaurant inspection function.
- During the past fiscal year, approximately 2000 building permits were issued generating approximately \$4 million in revenue through permit fees.
- In coordination with the Assessors and MIS Departments, identified permits by map and lot numbers in support of the decision to use this information as the basis for mapping and referen-

cing properties in the City.

- Through regularly scheduled meetings with License Commission, Traffic and Parking and Community Development Department representatives, improved coordination prior to the issuance of significant building permits.
- During the past fiscal year, a total of only four actions by the Department were appealed to the BZA and all were upheld.

FY05 GOALS

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

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Issue major building permits within 30 days	76%	85%	75%	85%
2. Number of major permits issued	90	80	60	80
3. Issue “short form” building permits within 2 days	99%	98%	99%	98%
4. Number of “short form” permits issued	2 413	2 200	2 200	2 200
5. Number of compliance inspections	5 998	6 900	4 000	6 000
6. Number of multi-family inspections	91	400	120	400
7. Provide essential information on major building permits (applica-tions, issue and close out dates, etc.) via the internet	n/a	n/a	50%	100%

- *GOAL 2: Process and respond to citizen housing and related complaints in a timely and professional manner.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Respond to citizen complaints within 2 days of receipt	100%	98%	100%	98%
2. Number of formal complaints	1 197	1 300	1 100	1 100
3. Number of inspections	3 657	3 500	3 500	3 500
4. Number of court hearings	653	600	550	600
5. Develop procedure that will ensure that citizens are kept advised of status and resolution of complaints	n/a	n/a	50%	100%

- *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 and by improving community access to inspection reports. The State requires a minimum of two compliance inspections per year.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number compliance inspections	1 852	1 700	1 900	2 000
2. Number of inspections and responses to complaints	4 487	3 700	3 700	3 700
3. Number of food handling establishments	538	538	538	538
4. Develop restaurant inspection database and make it available to the public	n/a	n/a	50%	100%
UNIT COST MEASURE				
1. Average cost per inspection*	\$103	\$103	\$103	\$105
* 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	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Ensure BZA requests for relief are issued within statutory requirements	100%	100%	100%	100%
2. Number of BZA applications	171	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, (\$1 256 785).

STATUTORY ANALYSIS. Salaries and Wages, \$2 102 290; Other Ordinary Maintenance, \$107 100; and Travel and Training, \$51 825.

ACTUAL FY03	PROJECTED FY04		BUDGET FY05
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**LICENSE COMMISSION/
CONSUMERS' COUNCIL**

551 375
114 775
666 150

557 930
114 915
672 845

LICENSE
CONSUMER

606 585
120 150
726 735

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 our licensees and the general public in an effort to reduce societal problems caused by binge drinking and other alcohol misuse.

FY04 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Continued work as a member of the sober*Ride* coalition to promote this safety program, which provides free taxicab rides home to those who may have over-celebrated on major holidays. The program began in Cambridge and operated over the Fourth of July, Halloween, New Years Eve and St. Patrick's Day holidays. To date, over 1 000 individuals have received free taxicab rides after celebrating at Cambridge licensed pouring alcohol establishments.
- Raised \$100 000 in funds necessary to fund the Accessible Cambridge Transportation (ACT) Program. The ACT program will provide services to manage all Cambridge Accessible Taxicab Medallions to ensure that they are available to Cambridge seniors and persons with disabilities.
- Worked with local universities to establish Campus Alcohol Advisory Boards (CAAB) to reduce underage drinking. These boards are also working with the Commission on risk management and social marketing of non-alcoholic events as well as with university fraternities and other living groups, to promote safe and healthy environments.

- Participated in state legislative and state agency hearings considering changes to laws or regulations involved in the following consumer issues: use of consumer credit scores; automobile lemon laws; identity theft legislation; anti spam legislation; item pricing law.
- Participated in a series of “Consumers Leaders Dialogues” sponsored by the Consumer Federation of America, American Express Corporation and Microsoft Corporation that explored these companies’ consumer policies and the impact of their business plans on consumers.
- Assisted in an MIT driven research project on the feasibility of the City’s potential role in providing expanded Cable TV services and other communication links with the citizens.

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 pouring alcohol establishments 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 compliance with City rules and regulations as well as building and fire codes.

FY05 GOALS

- *GOAL 1: In a proactive effort to reduce underage drinking in Cambridge and diminish any violation of local rules and regulations, inspect 100% of the on-premises alcohol licensees.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of on-premises licenses	240	n/a	245	245
2. Percentage of on-premises licensees inspected	60%	n/a	60%	100%

- *GOAL 2: Investigate all complaints of out of town taxicab pick-ups and short fare evasion.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of illegal out of town taxicabs caught within the City of Cambridge.	12	10	24	24
2. Number of short fare evasions investigated by the Hackney Division	12	n/a	15	25

- *GOAL 3: Promote social and cultural diversity and foster community by working with Special Events Committee.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Work with Special Events Committee to assure continuation of cultural events in the City	20	n/a	25	25
2. Continuing work with Cambridge Taxicab School, Inc., to assure that all hackney driver candidates are eligible to become licensed	125	n/a	125	150

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.

FY05 GOALS

- *GOAL 1: Mediate consumer/business disputes.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of opened complaints filed	237	320	270	270
2. Number of complaints closed	252	345	250	250
3. Number resolved in mediation	148	215	150	150
4. Number resolved in court	11	15	12	12
5. Number resolved through other resolutions*	93	105	70	70
* 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 for the elderly.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Educational workshops or public forums held at the Senior Center	1	3	3	3
2. Written articles, brochure/news-letter publication or significant Web page additions	10	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	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Joint efforts with other City agencies	8	10	8	8
2. State-level activities on behalf of consumers	9	6	7	7
3. National consumer partnership efforts	7	6	5	6

FINANCING PLAN	DETAIL	SUMMARY
TAXES	(1 048 210)	(1 048 210)
LICENSES & PERMITS		
alcoholic beverage	731 000	
common victualer	36 400	
lodging houses	188 000	
storage of inflammables	255 000	
shops & sales	5 795	
hackney/drivers	70 000	
motor vehicle related	85 350	
hackney applications	5 600	
entertainment & sports related	185 000	
pole & conduit	136 000	
disposal companies	1 500	
miscellaneous	21 000	1 720 645
CHARGES FOR SERVICES		
photocopy/reproduction	300	
license hearing/advertising	27 000	27 300
INTERGOVERNMENTAL REVENUE		
Consumers' Council (Atty. Gen.)	27 000	<u>27 000</u> 726 735

STATUTORY ANALYSIS. Salaries and Wages, \$656 845; Other Ordinary Maintenance, \$61 090; and Travel and Training, \$8 800.

ACTUAL FY03	PROJECTE D FY04		BUDGET FY05	WEIGHTS & MEASURES
94 720	94 415	<p style="text-align: center;">WEIGHTS & 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>FY04 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:</p> <ul style="list-style-type: none"> • Increased outreach to business owners on local and state regulations and compliance. • Responded in a timely fashion to consumer complaints as well as provided education about compliance guidelines. 	98 910	<p>PURPOSE & OVERVIEW: The Department of Weights and Measures is charged with the re-</p>

FY05 GOALS

- *GOAL 1: Ensure accuracy of weighing and measuring devices through inspection of 100% of devices in the City.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Scales tested over 10 000 lbs.	8	6	6	6
2. Scales tested 5 000 to 10 000 lbs.	8	6	6	6
3. Scales tested 1 000 to 5 000 lbs.	7	7	7	7
4. Scales tested 100 to 1 000 lbs.	93	90	90	90
5. Scales tested 0 to 100 lbs.	580	500	500	500
6. Avoirdupois weights	200	200	120	120
7. Metric weights	220	220	200	200
8. Apothecary and Troy weights	200	200	200	200
9. Gasoline pumps	390	390	390	390
10. Vehicle oil tanks	31	27	24	24
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	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of prepackaged food inspections	2 100	2 200	2 200	2 200
2. Number of scanner system inspections	150	170	170	170

- *GOAL 3: Continue inspection of taxi meters; one inspection per meter per year is required.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of required inspections performed	255	255	255	255
2. Number of additional inspections	118	140	140	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	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of spot inspections performed	125	125	125	125

- *GOAL 5: Monitor and update new Web site for citizens' questions and complaints.*

FINANCING PLAN. This budget will be financed by \$54 485 in property taxes; \$17 925 in cherry sheet revenue; and \$26 500 in sealing fees.

STATUTORY ANALYSIS. Salaries and Wages, \$89 385; Other Ordinary Maintenance, \$7 780; and Travel and Training, \$1 745.

ACTUAL FY03	PROJECTED FY04		BUDGET FY05
309 210	206 475	ADMINISTRATION	260 300
250 500	201 620	SIGNAL MAINTENANCE	286 570
501 100	499 535	ELECTRICAL SERVICES	603 725
1 348 760	1 362 245	EXTERIOR LIGHTING	1 075 045
4 000	4 000	RADIO OPERATIONS	4 000
9 995	8 000	COMMUNICATIONS	10 000
<u>2 423 565</u>	<u>2 281 875</u>		<u>2 239 640</u>

ELECTRICAL

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, public emergency call boxes, pagers, fiber cable networks for computer data transmission between buildings, and cabling for local area data networks within City buildings. The Department also oversees the installation of cables, conduits and equipment by utilities and other contractors over and within all public ways.

SIGNIFICANT BUDGET MODIFICATIONS: In 1998, the State legislature deregulated electric utilities that included the provision to allow cities and towns to purchase utility-owned street lighting. The City has entered into negotiations with NSTAR to purchase its streetlights. It is expected that the sale will be completed within the first half of FY05.

The FY05 Electrical Budget includes a decrease in other ordinary maintenance accounts of \$295 540 that reflects a half-year net savings due to a reduction in maintenance costs paid to NSTAR. This savings is offset by the addition of three electrician positions that will be responsible for repairing and maintaining city-owned streetlights. Also, with the addition of these positions, the City will now be able to provide a portion of traffic signal maintenance, as well as first response services that are currently contracted out. Because the exact date of the transfer of the streetlights to the City is not known, these positions have been funded for half a year at a cost of \$135 670. The first year savings from this conversion is \$159 870 based on a January 1, 2005 conversion date.

FY04 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Installed new lighting in Costa Lopez Street Park and Maple Ave. Park, in conjunction with park renovations, and upgraded electrical wiring for water play equipment at Hoyt Field, Warren Pals Park, Sennott Park and Paine Park. The Department is also involved in overseeing the installation of new lighting at Donnelly Field. Along with the renovations to the parks, Emergency Call Boxes have been installed which allow an individual to contact 911 in the event of an emergency.
- Completed electric and communications wiring related to renovations of the Assessors Offices, wired a HVAC system for the MIS computer center, completed installation and wiring for communication and security systems for the renovated City Hall Annex office building and new Taylor Square fire station, and upgraded power to the computer center at the Police Department. We also responded to daily calls for service for all departments with electric and communication needs.
- Installed local area data networks, and telephone wiring for various departments.
- Connected additional buildings to the municipal fire alarm system and upgraded cables within the system.
- Proceeded with the process to purchase the street lighting from NSTAR Electric, with an expectation of acquiring ownership and maintain the lighting starting in January 2005.
- Construction has started on North Point and Cambridge Street roadways projects and installation of electric systems and new lighting is in process. It is expected that most of the lighting will be installed and operating by the end of FY04.
- Improvements to outdoor lighting for City buildings include Central Square Library, Longfellow School building, and City Hall Annex. Improvements were also made to street lighting at various locations in the City.
- 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.

FY05 GOALS

- *GOAL 1: Maintain the municipal fire alarm system.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of fire alarm street boxes	601	610	606	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	12 816	12 000	12 000	12 000
UNIT COST MEASURE*				
1. Cost per test - street boxes	\$17.69	\$17.69	\$17.69	\$18.52
2. Cost per disconnect/reconnect - street boxes	\$17.69	\$17.69	\$17.69	\$18.52
* Excludes administrative overhead				

- *GOAL 2: Install local area networks in City buildings to facilitate data transmission.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of data connections installed by Electrical Department	178	100	100	100

- *GOAL 3: Maintain street lighting and provide for optimum lighting in various neighborhoods and parks (subject to City purchase of street lights for NSTAR).*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Total number of streetlights in City	6 878	7 200	7 200	7 206
2. Number of streetlights maintained by City	749	1 034	1 034	6 287
3. Number of streetlights maintained by NSTAR	5 248	5 260	5 260	2 500
4. Total number of park lights maintained	881	906	906	919
5. Number of bulbs and photo devices changed each year (group re-lamping program)	0	n/a	0	950
6. Percent of defective streetlights repaired within 72 hours	n/a	n/a	0%	90%

- *GOAL 4: Develop a master plan for future lighting which will address lighting levels, energy efficiency and dark sky issues.*

FINANCING PLAN. This budget is supported by \$1 682 840 in property taxes; \$207 865 in cherry sheet revenue; \$9 000 in telephone commissions; \$80 000 in master fire alarm box fees; \$225 000 in signal maintenance fees; \$22 935 in parking fees; and \$12 000 in cut-out/plug-out fees.

STATUTORY ANALYSIS. Salaries and Wages, \$1 092 930; Other Ordinary Maintenance, \$1 145 040; and Travel and Training, \$1 670.

ACTUAL FY03	PROJECTED FY04		BUDGET FY05	EMERGENCY MANAGEMENT
146 910	135 180	<p data-bbox="753 199 1178 228">EMERGENCY MANAGEMENT</p>	137 820	<p data-bbox="1457 199 1940 298">PURPOSE & OVERVIEW: The primary duty of this Department is contingency planning for natural and man-made disasters and the coordination of preparedness, mitigation, response to and recovery from such emergencies. The Department works closely with the Massachusetts Emergency Management Agency (MEMA), it's state counterpart, and also works in conjunction with the regional office of the Emergency Management Directorate (FEMA) of the Department of Homeland Security.</p> <p data-bbox="623 469 1940 599">Preparation for disaster involves preparing contingency plans for natural and technological disasters that could affect Cambridge and its people. The most important components of these plans are having the means to contact people who would respond to our 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 them.</p> <p data-bbox="623 638 1940 732">When a disaster occurs, the City of Cambridge must respond to the needs of the public. A major disaster could easily present needs that exceed the capability of City departments and would require that we obtain help from outside resources.</p> <p data-bbox="623 771 1940 1000">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 takes the lead in gathering the information required for a presidential disaster declaration, and 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="623 1039 1940 1169">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> <p data-bbox="623 1208 1940 1300">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</p>

are reported by the Fire Department as fires displacing families. At the fire scene they assist victims in obtaining assistance and advise them of other available resources. We work with both City departments and private agencies to ensure that all victims obtain any assistance they may need. The Department developed a 14-page brochure of advice about recovering from a house fire. This "After the Fire" brochure can be found on the Department's Web page. It has proved 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 flash lights, 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 Management 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 by local industries and institutions which are 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 day-care 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

FY04 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 re-written during FY02. Ordinarily a complete revision is performed on a four-year cycle. Due to many recent changes at the national level, the Massachusetts Emergency Management Agency (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 on 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 semi-annual basis.
- The Department has continued to work closely with the staff at the Massachusetts Institute of Technology nuclear reactor laboratory on the issues of safety and security.

- 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.
- Over the past year, the Emergency Management Department continued to develop and enhance its Web site (first created in 1996). We have also continued efforts 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 Web site home page if needed during an emergency. During FY04, the Department added a special Web page with information on the earthquake in Bam, Iran to assist Cambridge residents who might be from that area or have family or friends there.
- 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, which would be key links to MEMA during an emergency that disrupted ordinary communications channels. The high frequency (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.

FY05 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	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of Tier II inventories filed	59	65	55	60

- *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	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of site visits	87	100	80	95

- *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	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of members	18	20	20	20
2. Number of fire responses	8	-	7*	-

- *GOAL 4: (continued)*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
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3. Number of police incidents	1	-	2*	-
4. Number of training sessions	94	100	80	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 department. Due to the merger of FEMA into the Emergency Preparedness and Response Directorate of the Department of Homeland Security the former State and Local Assistance (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 Emergency Preparedness and Response (EP & R) grants programs are very much in a state flux, it is estimated that grants could total approximately \$65 000, resulting in a property tax requirement of \$72 820.

STATUTORY ANALYSIS. Salaries and Wages, \$124 085; Other Ordinary Maintenance, \$13 635; and Travel and Training, \$100.

ACTUAL FY03	PROJECTED FY04		BUDGET FY05
3 006 875	3 044 315	<p data-bbox="690 201 1180 228">EMERGENCY COMMUNICATIONS</p> <p data-bbox="632 302 1944 464">The Emergency Communications Department operates the City's Combined Emergency Communications and 911 Center (ECC). The ECC receives all calls for emergency service in the City and manages the coordinated dispatch of police, fire, 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="632 505 1944 1011">In the first six months of FY04, ECC dispatchers generated 48 755 police, fire and EMS dispatches, processed 19 081 enhanced 911 call pickups, answered approximately 125 000 non-emergency calls for the police and fire departments, received 887 fire box and City security alarm activations, recorded 2 711 fire box cutouts, and generated over 550 000 radio transmissions. In addition to this work load, dispatchers in the ECC performed many thousands of computer transactions on the state Criminal Justice Information System 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 1 643 special notifications of supporting City, state, federal, and private (e.g., utility) organizations; kept up-to-date a contact database listing the emergency telephone numbers for over 3 000 businesses; handled over 3 000 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 4 600 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="632 1045 1465 1073">FY04 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:</p> <ul data-bbox="632 1127 1944 1336" style="list-style-type: none"> • Projected to answer over 40 000 emergency calls and dispatch to over 97 000 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 in many ways including through joint planning, grant funds preparation, training, and ECC/EOC equipment procurement. 	3 097 485

EMERGENCY COMMUNICATIONS

PURPOSE & OVERVIEW: The Emergency Communications Department operates the City's Com-

bined Emergency Communications and 911 Center (ECC). The ECC receives all calls for emergency service in the City and manages the coordinated dispatch of police, fire, 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.

In the first six months of FY04, ECC dispatchers generated 48 755 police, fire and EMS dispatches, processed 19 081 enhanced 911 call pickups, answered approximately 125 000 non-emergency calls for the police and fire departments, received 887 fire box and City security alarm activations, recorded 2 711 fire box cutouts, and generated over 550 000 radio transmissions. In addition to this work load, dispatchers in the ECC performed many thousands of computer transactions on the state Criminal Justice Information System 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 1 643 special notifications of supporting City, state, federal, and private (e.g., utility) organizations; kept up-to-date a contact database listing the emergency telephone numbers for over 3 000 businesses; handled over 3 000 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 4 600 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.

FY04 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Projected to answer over 40 000 emergency calls and dispatch to over 97 000 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 in many ways including through joint planning, grant funds preparation, training, and ECC/EOC equipment procurement.

- Managed the Cambridge-side field dispatch operations for the Fourth of July and the Head-of-the-Charles events.
- Hired and trained three new dispatchers from the 2003 Dispatch Assessment process sending them all for the five-week pre-service statewide Dispatch Academy and then through the four-month intensive Cambridge Dispatch certification process based on the APCO national dispatch CTO training model.
- Assisted the state Executive Office of Public Safety in developing a police, fire and EMS radio interoperability plan for the Commonwealth. This included developing statewide radio band and frequency allocation maps, review of grant requests, data gathering at regional workshops, and technical coordination among various radio system managers at the state, regional and local levels.
- Prepared a plan for upgrading the City's EOC equipment and operational procedures.
- Completed the upgrade of all ECC Radio consoles to operate with the new radio system backbone.
- Obtained and installed telephone equipment and capabilities from the federal National Telecommunications System to allow uninterrupted telephone usage during major emergencies or WMD events.
- Supported over 25 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 representatives, initiated an effort to reduce false burglar alarms from those locations with unacceptably high false alarms activation rates.
- Converted City cell phones to a common carrier so as to improve communications among City officials and better manage costs.

- Continued to assist in 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 various foreign countries, 10 cities and towns, and various Cambridge school and community groups.

FY05 GOALS

- *GOAL 1: Efficiently process emergency calls and manage the dispatch of emergency units.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of 911 call pickups	40 768	45 000	38 000	40,000
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	97 710	102 000	98 000	100 000
4. Number of fire box and City building alarms received	2 000	1 800	1 800	1 800

- *GOAL 2: Improve the skills of dispatchers in the Emergency Communications Center.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of training classes attended	50	50	60	50
2. Percent of dispatchers fully cross-certified	29%	26%	26%	30%

- *GOAL 2: (continued)*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
3. Percent of dispatchers with 40 WPM typing speed	59%	53%	53%	60%

- *GOAL 3: Improve the handling of non-emergency calls for assistance.*

FY03 FY04 FY04 FY05

PERFORMANCE MEASURES	ACTUAL	BUDGET	PROJECTED	PROPOSED
1. Number of non-emergency calls processed	250 000	250 000	250 000	250 000
2. Number of community meetings attended	10	10	16	10
3. Percent of dispatchers reviewed annually in quality control pro-gram	100%	100%	100%	100%

■ *GOAL 4: Improve the use of Computer Aided Dispatch (CAD) and E911 Telephone Technology.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of laptops receiving CAD digital dispatch information	45	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	25	20	15	20

- *GOAL 5: Install and begin operation of police and fire Records Management Systems (RMS) to improve investigative and administrative operations.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of users on police RMS	60	275	100	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	100%	10%	100%

- *GOAL 6: Improve handling of emergency medical calls.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Percent of EMS-related calls handled by protocol	100%	100%	100%	100%
2. Percent of EMS calls reviewed and rated	5%	12%	12%	12%
3. Number of advisory EMS council meetings	4	2	1	2

FINANCING PLAN. This budget is fully supported by property taxes.

STATUTORY ANALYSIS. Salaries and Wages, \$2 911 625; Other Ordinary Maintenance, \$166 010; Travel and Training, \$15 850; and Extraordinary Expenditures, \$4 000.

SUMMARY: COMMUNITY MAINTENANCE & DEVELOPMENT

FY03 ACTUAL	FY04 PROJECTED	PROGRAM EXPENDITURES	FY05 BUDGET
22 158 555	22 571 180	Public Works	23 648 125
16 469 605	16 603 600	Water	17 098 120
4 165 485	4 028 840	Community Development	4 472 620
387 270	441 670	Historical	457 580
56 590	74 100	Conservation	89 760
72 495	73 465	Peace Commission	76 215
871 530	972 600	Cable T.V.	999 500
<u>19 070 905</u>	<u>21 462 815</u>	Debt Service	<u>23 917 070</u>
63 252 435	66 228 270		70 758 990

FINANCING PLAN	FY05 BUDGET
Taxes	31 956 270
Licenses & Permits	162 000
Fines & Forfeits	167 190
Charges for Service	29 027 335
Intergovernmental Revenue	8 978 790
Miscellaneous Revenue	<u>467 405</u>
	70 758 990

ACTUAL FY03	PROJECTED FY04		BUDGET FY05
1 955 160	1 829 965	ADMINISTRATION	1 948 520
12 640 400	13 125 125	SERVICE PROGRAMS	13 855 390
5 925 975	5 903 640	SUPPORTING SERVICES	5 926 090
<u>1 637 020</u>	<u>1 712 450</u>	SEWER REHAB/MAINT.	<u>1 918 125</u>
<u>22 158 555</u>	<u>22 571 180</u>		<u>23 648 125</u>

**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 219 fully-funded positions and a budget of \$23 648 125 million for FY05, 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), and a 66-acre cemetery. Also included is collection of 25 000 tons of household and commercial rubbish, overseeing the collection of over 12 000 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, 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.

SIGNIFICANT BUDGET MODIFICATIONS: The FY05 Public Works Budget includes the following increases based on actual expenditure rates and contractual increases: regular and snow overtime (\$200 000), \$153 000 for street maintenance to cover the cost of patching due to water repair street cuts, \$79 600 for solid waste disposal to cover estimated rate increase, \$51 600 for recycling to cover the cost of computer monitor recycling, totes and collection contract increases, \$33 000 for maintenance and operating costs for the retail space located at the First Street Garage, \$215 000 for increased energy costs, \$12 335 to convert approximately 80 diesel fueled vehicles to biodiesel, reallocation of park maintenance (\$175 000) and environmental monitoring costs at Danehy Park (\$25 000) to the operating budget from the capital pay-as-you-go budget. Decreases in the FY05 Budget include a \$50 000 reduction in the equipment budget and a reduction of a vacant laborer position.

FY04 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Re-designed the DPW Web page with expanded and improved services-related information. Developed a DPW newsletter to keep all employees informed of newsworthy items within the Department.
- Hired 21 new employees and promoted 10 employees within the Department to positions of greater responsibility.
- Continued an aggressive program to upgrade the vehicles used by the Department. Acquired 4 new pickup trucks, 2 dump trucks with snow plows, 1 rubbish packer, 1 tractor, 1 bobcat and 2 stainless steel salter bodies for snow clearing operations.
- Provided an array of training opportunities for employees: trained 3 individuals to obtain Commercial Driver Licenses (CDL); trained 6 employees on operating heavy duty vehicles; trained 6 employees on landscape and soils management; conducted extensive supervisory management training for 13 Senior Management employees; and 3 employees received training on vehicle maintenance and accident review.
- Improved public information on DPW programs through the production of 2 new brochures: *Rodent Control* and *Keeping Cambridge Clean Requires a Team Effort*.
- Improved security at the DPW Yard on Hampshire Street through the implementation of a security gate-controlled access system to the DPW yard for after-hour access; this system works in conjunction with the current fuel management system.
- Participated in NSTAR'S new municipal energy efficiency program including: meetings with project managers for the Library renovation, Russell Field house, 344 Broadway and HVAC projects to ensure that they are aware of the efficiency programs and incentives for which their projects qualify; received a

rebate for the City's installation of high efficiency lighting, HVAC and pumping systems at 344 Broadway; and benchmarked City Hall to analyze energy usage of the building and recommend efficiency improvements.

- Began to assess 15 buildings using the Energy Star benchmarking software, after collecting a year's worth of utility data from DPW, School, Library and Emergency Communications Departments.
- Trained 10 employees from the departments of Public Works, School, Electrical and Purchasing on premium efficiency motors and how to make cost-effective purchasing decisions.
- Trained over 50 managers and supervisors who are in a position to participate in decision making around safety issues. The goal of the training is to prevent injury and promote safety awareness, and by presenting safety as a shared responsibility, break down some of the attitudinal barriers to consistent safety practices. The training was funded by the State Department of Industrial Accidents as a part of the Occupational Safety and Health Training and Education Program.
- Assumed property management responsibilities for the First Street garage, a City-owned facility.
- Enhanced program to inspect and provide minor sidewalk repair. The Sidewalk Inspection and Minor Repair Program is intended to prevent trip and fall accidents due to the deterioration of aging sidewalks, expansion of tree roots, and ground settlements.
- Launched a coordinated effort to address rodent control in the City with the Inspectional Services and Public Health Departments, and the City Manager's Office. Hired a rodent control expert to advise the City on its practices; baited sewers in areas with high reported activity; conducted a door-to-door rodent control survey in any areas with high reported activity to help the City gather information and to distribute information on the role residents and property owners play in reducing rodents; developed a brochure for property owners and residents on rodent control, which was distributed through the Traffic Department's resident sticker renewal program; developed a rodent control Web site which provides information on rodent control strategies; implemented a rodent hotline (349-4899) and rodent e-mail address specifically designed for rodent reporting; and developed a rodent complaint database to effectively track rodent activity and the City's response. Continue to research bulk purchasing of residential trash containers to offer to residents at discounted prices.
- Continued enhancement of public areas through plantings. Completed replanting plans for Carl Barron Plaza and Cronin Square in Central Square, Degugliamo Plaza and Dawes Island in Harvard Square, Elm and Windsor, and planted new street trees along Central Square and Western Avenue.

- Commenced development of a master plan for the Cambridge Cemetery to provide for the most efficient use of land to develop additional grave space. The plan is expected to increase the available sites for sale while respecting the aesthetic and historical attributes of the Cemetery.
- Provided construction oversight to park redevelopment projects including Franklin Street Park and Donnelly Field.
- Implemented an in-house graffiti removal and cleaning program. Most graffiti is now being removed from public buildings, parks and other public facilities by DPW crews; crews also remove graffiti from eligible private properties, and are power-washing portions of Harvard and Central Squares on a regular basis with the graffiti removal equipment.
- Improved drainage in the Bellis Circle/Sherman Street area to address flooding issues. Improvements included the installation of stormwater storage tanks in the parking lot of Danehy Park, as well as a new pump station and improvements to the CAM401A combined sewer overflow structure.
- Completed improvements on Cambridge Street including installation of approximately 6 000 linear feet of new concrete/brick sidewalks including street lighting, electrical and irrigation conduit and installation of four new bus shelters at Inman Square.
- Began construction and rehabilitation of the drainage system in the Cambridgeport area. This work includes elimination of 45 common manholes as well as the construction of 88 new catch basins and the construction of three new outfalls at Pearl, Amesbury and Audrey Streets.
- Resurfaced over 600 feet of roadways at the Cambridge Cemetery in conjunction with the Streets Division, and installed 30 new signs.
- Raised 300 Veteran Markers in the Veterans' Lot at the Cambridge Cemetery.
- Completed the archiving and imaging of over 95 000 Cambridge Cemetery records into a computerized database.
- Received the District Grounds Keeper of Calendar Year 2003 Award by the National High School Baseball Coaches Association. Award was presented to the Cambridge DPW Turf and Landscape Manager.

- Received the Tree City USA Award presented to the City of Cambridge from the National Arbor Day Foundation for the twelfth time; also earned a second consecutive special recognition Growth Award for new initiatives and improvements.
- Launched a waste composition study. Staff worked with an environmental private consultant to evaluate the effectiveness of existing recycling programs and to identify cost-effective ways to meet the City's recycling and waste reduction goals.
- 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. Celebration activities included hosting a Recycling volunteer orientation at DPW, a community composting workshop, an information table at City Hall, and a joint presentation of a film about consuming less with MIT.
- Issued revised Commercial Recycling Rules & Regulations.
- Analyzed opportunities for school food waste collection and alternatives to Styrofoam trays through the use of a Harvard graduate intern.
- Increased high school commitment to recycling and incorporated waste reduction into senior art class curriculum. Recycling staff is working closely with CRLS staff to further incorporate recycling duties into custodial roles and the CRLS Art Teacher, whose students have designed mural on waste reduction for Recycling Drop-Off Center.
- Commenced work with the GIS Department on the migration of sewer and stormwater GIS data into a new GIS spatial database that can update GIS data to better reflect changes made in the infrastructure system.
- Initiated a combined sewer overflow (CSO) notification program in the Alewife area.
- Participated in a tri-community group with representatives from Belmont and Arlington looking at issues on water quality and flooding in the Alewife watershed.
- Began construction of stormwater storage tanks in Beacon Street to address flooding in the Agassiz neighborhood in cooperation with the City of Somerville.
- Begin the construction of the drainage improvements in Harvard Square to address the flooding and back-ups to businesses in the area.

- Completed the design of the drainage and sewer separation work necessary at Porter Square which will be constructed with the surface enhancement project for the area.
- Completed the construction management of the building at 344 Broadway and moved occupants back into the building in February 2004; Completed the Moore Youth Center A/C project; Completed renovation to the Taylor Square Fire Station.
- Created 50 new dedication signs though in-house sign-making software and hardware.
- Cleaned the air handling ducts at Cambridge Senior Center, City Hall Law Department and 51 Inman Street.
- Implemented a biodiesel pilot project for 6 diesel vehicles in the DPW and Water Departments and evaluated its suitability for the entire diesel fleet. Biodiesel is clean burning alternative fuel, produced from domestic, renewable resources.
- Presented information on fats, oils and grease (FOG) at the License Commission's annual meetings with license holders. The presentations were an excellent opportunity to convey methods to reduce FOG discharge to the City's sewer system.
- Implemented odor control pilot program by installing hoods, manhole inserts and regularly deodorizing catch basins and manholes at 20 locations. The pilot program provided cost and operational data needed to implement odor control at catch basins on a larger scale.
- Sponsored our first two sales of rain barrels to promote water conservation and stormwater management at the homeowner level.
- Developed a five-year Stormwater Management Plan in compliance with the US Environmental Protection Agency's National Pollution Discharge Elimination System (NPDES) Phase II Rule.

FINANCING PLAN	DETAIL	SUMMARY
TAXES	17 824 100	17 824 100
LICENSES & PERMITS		
	street permits	95 000
	newsrack permits	12 000
		107 000
CHARGES FOR SERVICE		
	sewer service charges	1 903 915
	sewer connection fees	25 000
	document sales	3 200
	parking fund	671 460
	cemetery fees	275 000
	water system repairs	300 000
	rubbish tickets	25 000
	white goods	35 000
	sale of compost bins	2 665
		3 241 240
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	64 655
	recycling revenue	25 000
		<u>194 655</u>
		23 648 125

STATUTORY ANALYSIS. Salaries and Wages, \$14 666 065; Other Ordinary Maintenance, \$8 396 435; Travel and Training, \$100 625; and Extraordinary Expenditures, \$485 000.

ACTUAL FY03	PROJECTED FY04		BUDGET FY05
844 915	820 335		
554 010	473 090	ADMINISTRATION	857 015
<u>556 235</u>	<u>536 540</u>	BUSINESS SERVICE	510 825
1 955 160	1 829 965	ENGINEERING	<u>580 680</u>
			1 948 520

**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 fall 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, Cambridge Cemetery, 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.

FY05 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	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Total number of training programs fully implemented	36	47	49	52
2. Number of in-house safety training programs	12	12	16	16
3. Number of in-house computer literacy training classes	12	15	15	18
4. Number of employees receiving cross-training	1	4	6	6
5. Number of individuals trained in customer relations	5	6	6	6
6. Number of professional/technical licensing classes offered	6	6	6	6

- *GOAL 2: Continue the implementation of computerized customer service, work management and asset management systems tracking processes.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of divisions using work order management program	7	10	8	9
2. Number of divisions with completed equipment inventory	0	n/a	0	4
3. Number of pieces of equipment on scheduled preventative maintenance program	0	n/a	25	100

- *GOAL 3: Implement multi-level communications programs with the public and improve responses to customer requests and complaints.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Revise DPW Web page, percent complete	70%	100%	90%	100%
2. Number of service requests received and responded to via the DPW Web page	278	300	325	375

- *GOAL 4: Improve productivity of the workforce by reducing sick time and non-snow overtime.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Average paid sick days per employee	7.5	7.0	7.3	7.0
2. Number of employees with no sick days every 6 months	86	92	88	92
3. Number of employees who worked non-snow overtime	136	129	129	130
4. Average non-snow overtime earnings per employee	2 721	\$3 084	\$3 015	\$3 059

- *GOAL 5: Ensure a safe working environment for employees.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of DPW vehicle accidents	46	35	45	35
2. Average number of employees on worker's compensation	8	5	8	7
3. Develop defensive driving program	n/a	100%	25%	50%
4. Develop injury prevention program	n/a	100%	75%	100%

- *GOAL 6: Implement computerized permit applications via the DPW Web site.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of permit applications that can be submitted online	0	n/a	0	2

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.

FY05 GOALS

- *GOAL 1: Continue to improve fiscal management system.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Train DPW supervisors and administrative staff on procurement laws, contracts and fiscal procedures, percent complete	0%	85%	85%	90%
2. Develop financial tracking system for capital project expenditures and revenues, percent complete	0%	100%	50%	100%

- *GOAL 2: Improve systems for tracking gas and electric bills.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Percent of accounts tracked for energy usage	15%	100%	30%	50%

- *GOAL 3: Through the work of the Energy Management Work Group, develop and implement energy efficiency programs in City buildings and facilities.*

FY03 FY04 FY04 FY05

PERFORMANCE MEASURES	ACTUAL	BUDGET	PROJECTED	PROPOSED
1. Compile energy consumption data on individual buildings for electric-city, natural gas, and fuel oil for a three-year period	0%	100%	30%	50%
2. Number of buildings evaluated with the Energy Star Benchmarking Tool or other energy management software	0	15	15	35
3. Develop plan to systematically audit buildings and facilities for potential energy efficiency improvements	0%	50%	50%	100%
4. Number of City buildings at which pilot energy efficiency projects have been implemented based on audit program	0	1	1	5
5. Recommended policies to promote energy efficient City purchases and service contracts	0%	50%	50%	75%
6. Develop standard bid specifications and promote energy efficiency in City purchase and service contracts	0%	50%	50%	75%
7. Develop operation and maintenance guidelines for energy-efficient practices in City buildings	0%	24%	25%	50%

In 2003 the City Manager created an interdepartmental Energy Management Work Group to identify and initiate energy efficiency improvements within the City government. This group is one component of the City's program to implement the Climate Protection Plan. The charts below highlight the City's energy management activities and programs:

- The first chart presents 2003 energy consumption and costs of the municipal buildings managed by the Department of Public Works. This information serves as a baseline for analysis.
- The second chart compares energy used in key City buildings to national averages. These data help identify buildings that are good candidates for energy efficiency improvements. It should be noted that the data do not adjust for differences in operating hours and weather conditions.
- The third chart lists the status of energy efficiency improvements.

Chart 1 - Energy Consumption

Buildings	Electricity (kWh)	Cost*	Gas (therms)	Cost*
238 Broadway	230 352	\$ 24 586	8 304	\$ 10 134
Coffon Building	287 120	\$ 31 678	14 306	\$ 15 371
Cemetery (three buildings)	70 128	\$ 6 584	8 722	\$ 9 445
City Hall	664 128	\$ 60 556	34 750	\$ 34 734
DPW Complex	405 984	\$ 36 491	81 137	\$ 82 763
Lombardi Building	282 930	\$ 32 041	433	\$ 625
Senior Center	696 504	\$ 65 996	24 715	\$ 25 612
Area 4 Youth Center	233 680	\$ 24 318	18 411	\$ 19 192
Frisoli Youth Center	266 960	\$ 27 918	9 080	\$ 9 498
Gately Center	74 304	\$ 7 792	N/A	N/A
Moore Youth Center	41 926	\$ 4 419	11 518	\$ 12 466
Corporal Burns Shelter	51 180	\$ 5 178	0	\$ 0
Gold Star Swimming Pool	15 924	\$ 2 032	N/A	N/A
Danehy Park Comfort Station	66 261	\$ 6 650	0	\$ 0
North Cambridge VFW (vacant)	2 392	\$ 252	0	\$ 0
Total:	3 389 773	\$336 491	211 376	\$219 840

*Based on calendar year 2003 expenditures

Chart 2 - Energy Usage in City Buildings Compared to Nationwide Averages

City of Cambridge Buildings	2003 consumption per sq ft			2003 cost per sq ft		
	Electric (kWh)	Gas (cubic ft)	Total (kBtu)	Electricity	Gas	Total
344 Broadway ¹	8.5	0.0	29.1	\$0.94	\$0.00	\$0.94
Frisoli Youth Center	10.2	34.7	69.5	\$1.07	\$0.36	\$1.43
DPW Complex	5.5	123.1	141.9	\$0.50	\$1.27	\$1.77
Lombardi Bldg	13.4	2.0	87.9	\$1.51	\$0.03	\$1.78 ²
City Hall	13.5	70.6	116.7	\$1.23	\$0.71	\$1.94
National Average-All Commercial Bldgs ³	13.8	43.2	85.1	\$1.52	\$0.43	\$1.95
Coffon Building	12.0	59.6	100.4	\$1.32	\$0.64	\$1.96
Area 4 Youth Center	11.1	87.6	125.5	\$1.16	\$0.91	\$2.07
Moore Youth Center	5.3	146.3	164.5	\$0.56	\$1.58	\$2.14
Cemetery (three buildings)	13.7	170.0	216.6	\$1.28	\$1.84	\$3.12
Senior Center	25.1	89.0	174.6	\$2.38	\$0.92	\$3.30

¹Projected cost and consumption (opened March 2004)

²Includes cost of heating oil prior to conversion to natural gas

³Consumption - U.S. Department of Energy, Energy Information Administration (EIA) 1999 Commercial Building Energy Consumption Survey. Cost per square foot – based on 2003 Boston rates.

Chart 3 - Status of Energy Efficiency Upgrades as of March 2004

<u>Building</u>	<u>Description</u>
City Hall Annex renovation	“Green” building renovation completed February 2004.
Main Library reconstruction	“Green” building under design.
Russell Fieldhouse reconstruction	“Green” building under design.
City Hall	NSTAR Energy Efficiency Benchmarking study underway.
Coffon Building	Energy study planned.
DPW Complex	Lighting and heating efficiency improvements being examined.
Moore Youth Center	Energy efficient lighting upgrades planned through NSTAR’s Small Commercial & Industrial program.
Senior Center	Energy study planned.

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.

FY05 GOALS

- *GOAL 1: Improve sidewalk conditions and roadway surfaces to improve pedestrian safety, vehicular safety and accessibility for persons with disabilities.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Miles of sidewalk replaced	6.7	6.5	6.5	6.5
2. Lane miles of roadway re-paved	22.2	14	14	14
3. Number of traffic calming projects completed	15	12	12	12
4. Number of access ramps upgraded	152	150	167	150

- *GOAL 2: Improve compliance by private property developers with sanitary and stormwater guidelines, standards, regulations and ordinances.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of building permits reviewed	51	50	50	50

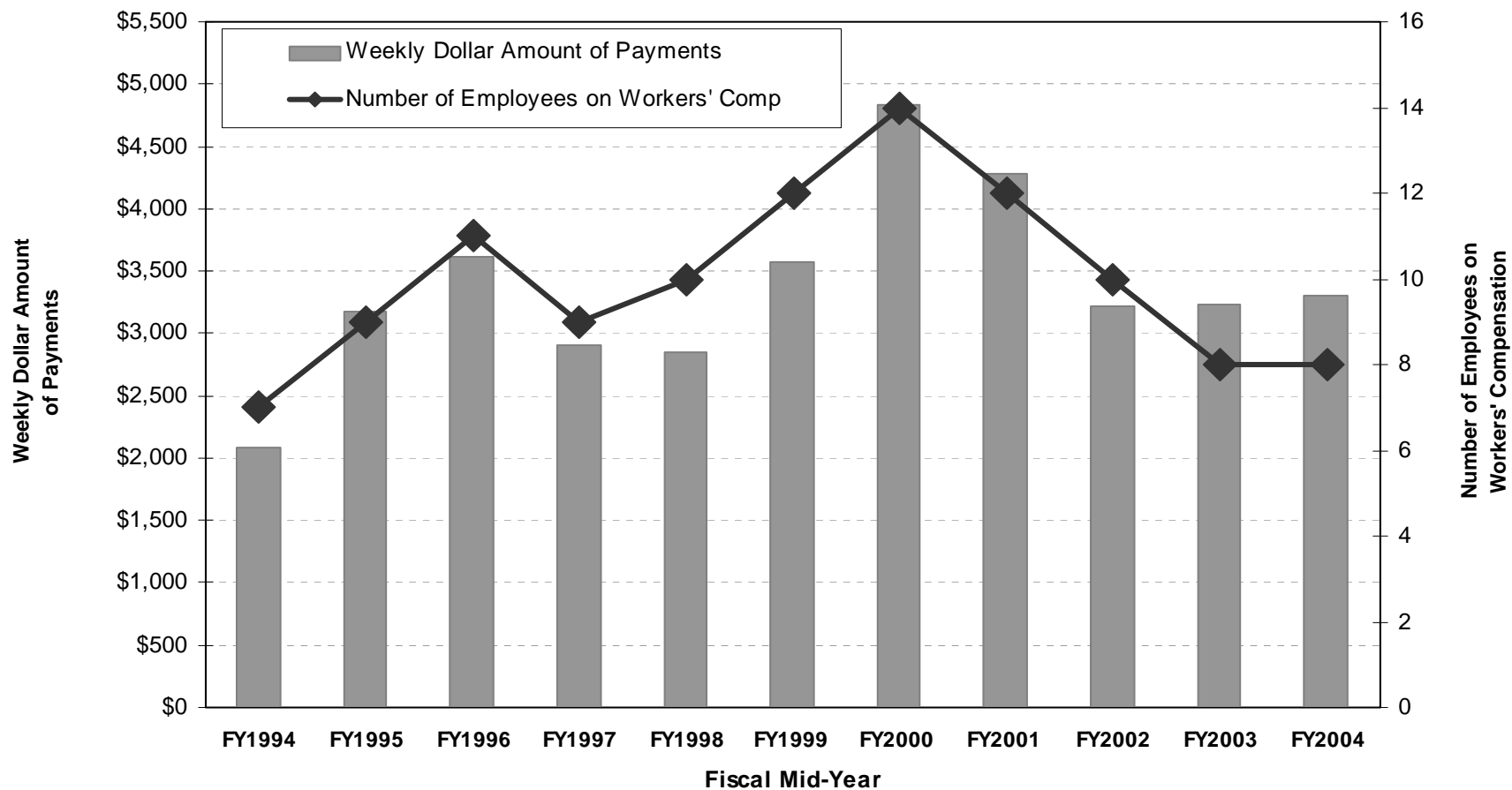
- *GOAL 3: Improve service, education, support, and outreach to residents and businesses on the public construction projects under way in the City.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of project fliers distributed to residents in construction areas	16 000	15 000	15 000	15 000
2. Number of updates for DPW Web page of all ongoing and planned construction activities	50	52	52	50
3. Number of public meetings held	49	24	40	40

- *GOAL 4: Develop public education and outreach recommendations for residents and the business community regarding the City's stormwater management efforts.*

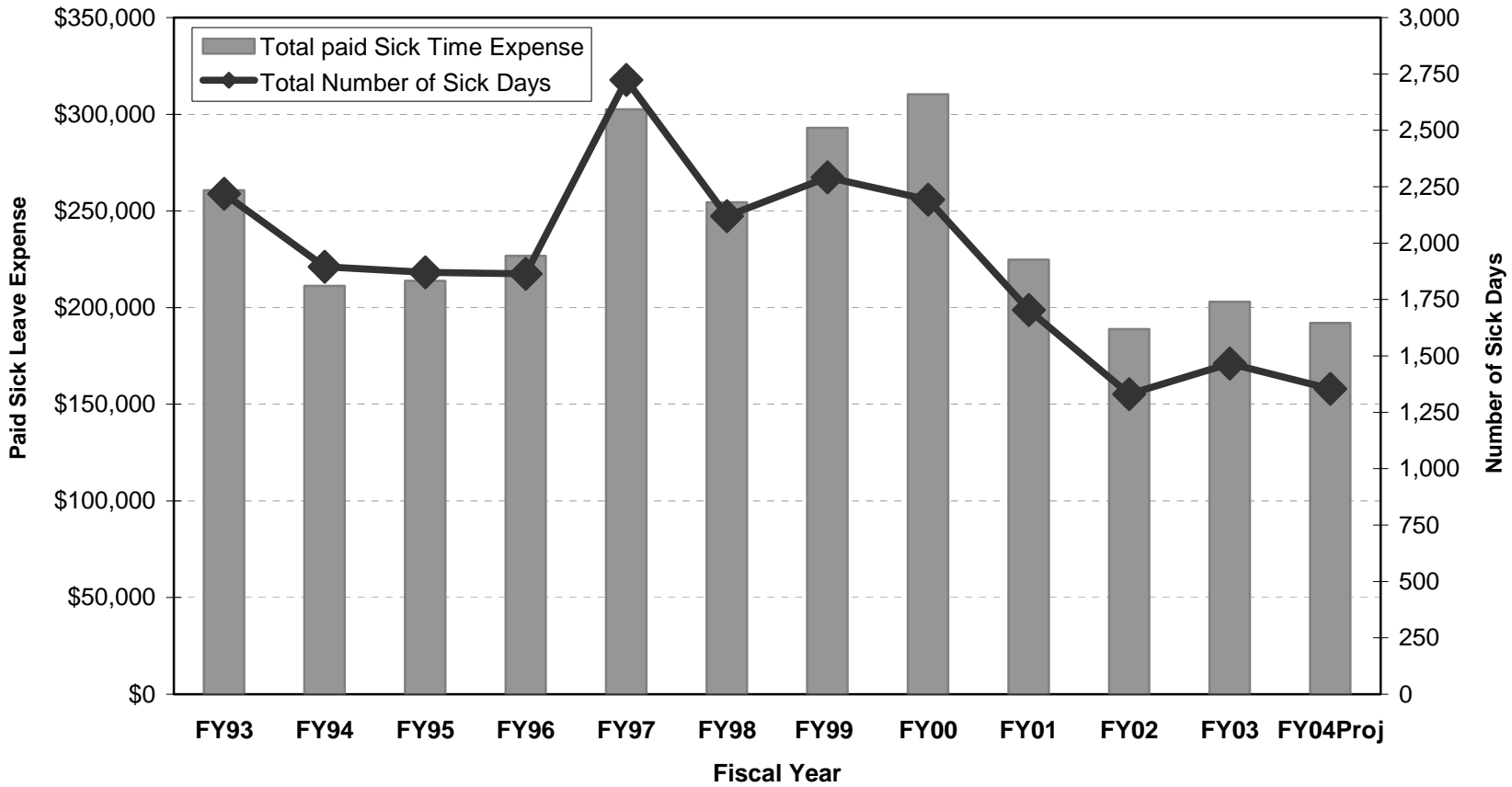
PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Survey knowledge and practices of residents and targeted businesses, percent complete	10%	50%	10%	75%
2. Number of brochures developed	2	2	2	3

DPW Workers' Compensation Analysis FY94 - FY04 Mid-Fiscal Year Analysis



	FY1994	FY1995	FY1996	FY1997	FY1998	FY1999	FY2000	FY2001	FY2002	FY2003	FY2004
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	\$3,309
Number of Employees on Workers' Comp	7	9	11	9	10	12	14	12	10	8	8

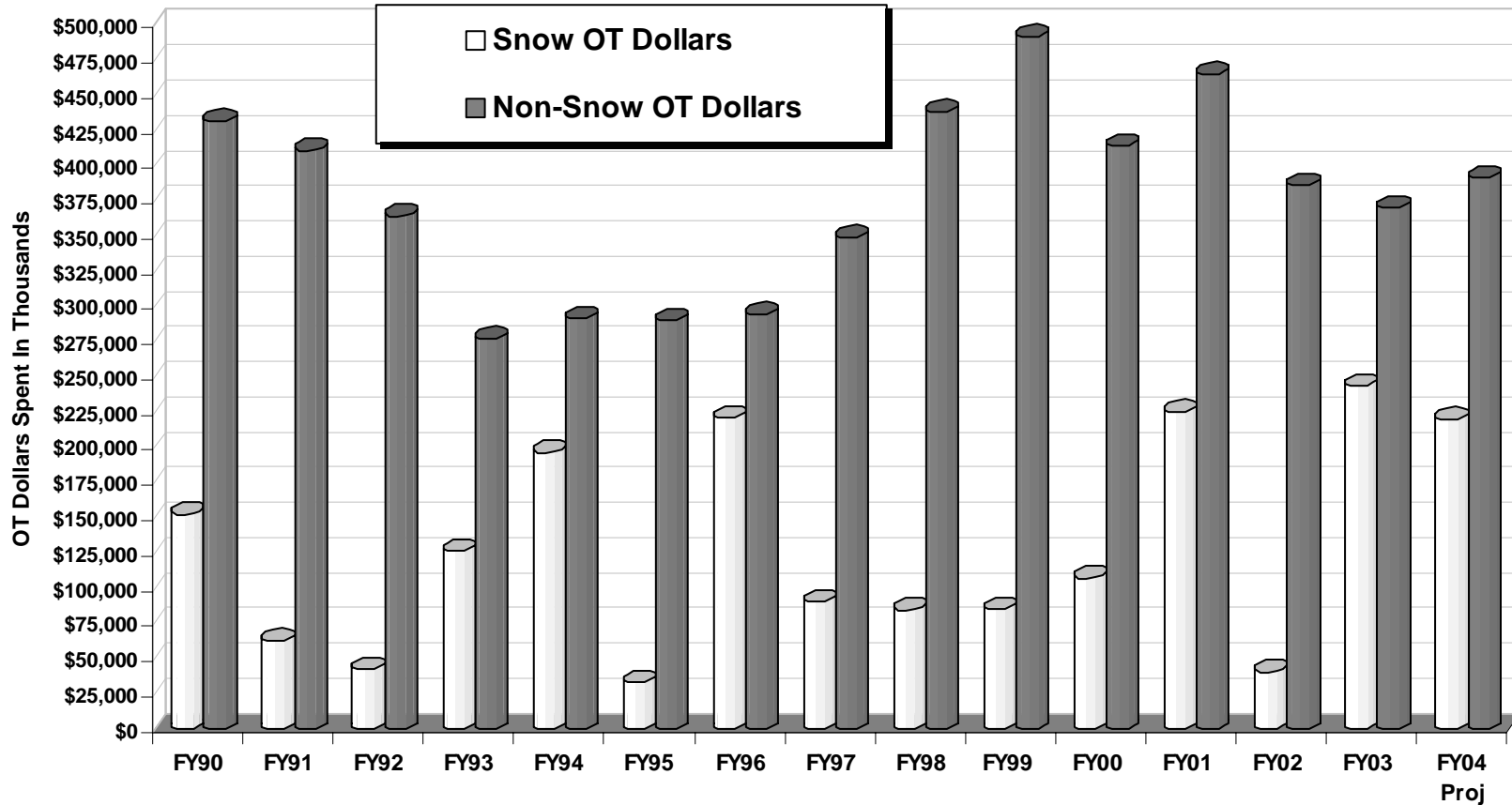
Cambridge DPW Paid Sick Leave Analysis
Shown: DPW Paid Sick Leave Trend in Days and Expense
FY1993 Through FY2004 Projected



	FY93	FY94	FY95	FY96	FY97	FY98	FY99	FY00	FY01	FY02	FY03	FY04Proj
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	\$202,966	\$192,078
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	1,466	1,354
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	7.5	7.3

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 FY2004 (Projected)
 Shown: Snow OT Dollars and Non-Snow OT Dollars**



	FY90	FY91	FY92	FY93	FY94	FY95	FY96	FY97	FY98	FY99	FY00	FY01	FY02	FY03	FY04 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	\$243,393	\$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	\$370,011	\$391,300
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	\$613,404	\$611,300

ACTUAL FY03	PROJECTED FY04	BUDGET FY05
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PUBLIC WORKS
- Service Programs/Public Ways

1 446 455	1 302 990
1 077 775	1 110 405
<u>526 965</u>	<u>746 960</u>
3 051 195	3 160 355

STREET MAINTENANCE	1 735 205
STREET CLEANING	1 234 005
SNOW AND ICE	<u>272 000</u>
	3 241 210

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 ADA requirements. All contribute to improving the environment for pedestrians. In FY04, the Department also enhanced its sidewalk inspection and minor repair program.

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.

FY05 GOALS

- *GOAL 1: Improve response time for service requests, including sidewalk repairs and street repairs.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of service requests	805	400	800	800
2. Average number of days to close request	9.0	8.5	8.0	7.5

- *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	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Identify and track all costs associated with work to be done, percent complete	30%	75%	50%	100%

- *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	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of Division safety meetings	12	12	12	12

- *GOAL 4: Maintain permit compliance program.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of excavation permits issued to public utility companies	882	750	800	800
2. Number of excavations inspected by utility construction inspectors	543	525	520	560
3. Number of sidewalk obstruction permits issued	620	550	700	750
4. Number of sidewalk obstruction permits inspected for compliance	402	310	455	525
5. Total number of newsracks in City	753	775	748	748
6. Number of newsrack vendors with compliance certificates	26	29	24	24
7. Number of non-compliance violations issued for newsracks	450	400	489	400

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. 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 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.

FY05 GOALS

- *GOAL 1: Provide high quality cleaning of streets, sidewalks, and squares.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. From April through December sweep each City street at least once per month	93%	98%	91%	95%

- *GOAL 1: (continued)*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
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2. Number of scheduled street cleaning days between April and December	228	228	228	228
3. Number of days street cleaning occurred	213	225	208	216
4. Number of street miles cleaned between April and December	11 190	12 268	11 570	12 002
5. Number of weekly litter pickups in Cambridge squares	16	16	16	16
6. Number of “Green Machines” for sidewalk sweeping in operation daily	2	2	2	3

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.

FY05 GOALS

- *GOAL 1: Continue to maintain rapid response to all snow-related events while concurrently tracking all expenses associated with snow removal.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED*	FY05 PROPOSED
1. Overtime expense / snow bonuses	243 393	-	198 634	-
2. Materials & supplies (salt, calcium pellets, liquid calcium) expense	207 513	-	132 212	-
3. Outside plowing services	332 590	-	310 444	-

4. Total expense	786 496	-	641 290	-
5. Recorded snowfall	70.6"	-	41.5"	-
* As of 03/19/04				

ACTUAL FY03	PROJECTED FY04		BUDGET FY05
4 085 560 <u>1 365 330</u> 5 450 890	4 357 815 <u>1 388 315</u> 5 746 130	RUBBISH REMOVAL RECYCLING	4 486 700 <u>1 477 950</u> 5 964 650

PUBLIC WORKS
- Service Programs/Sanitation

RUBBISH REMOVAL

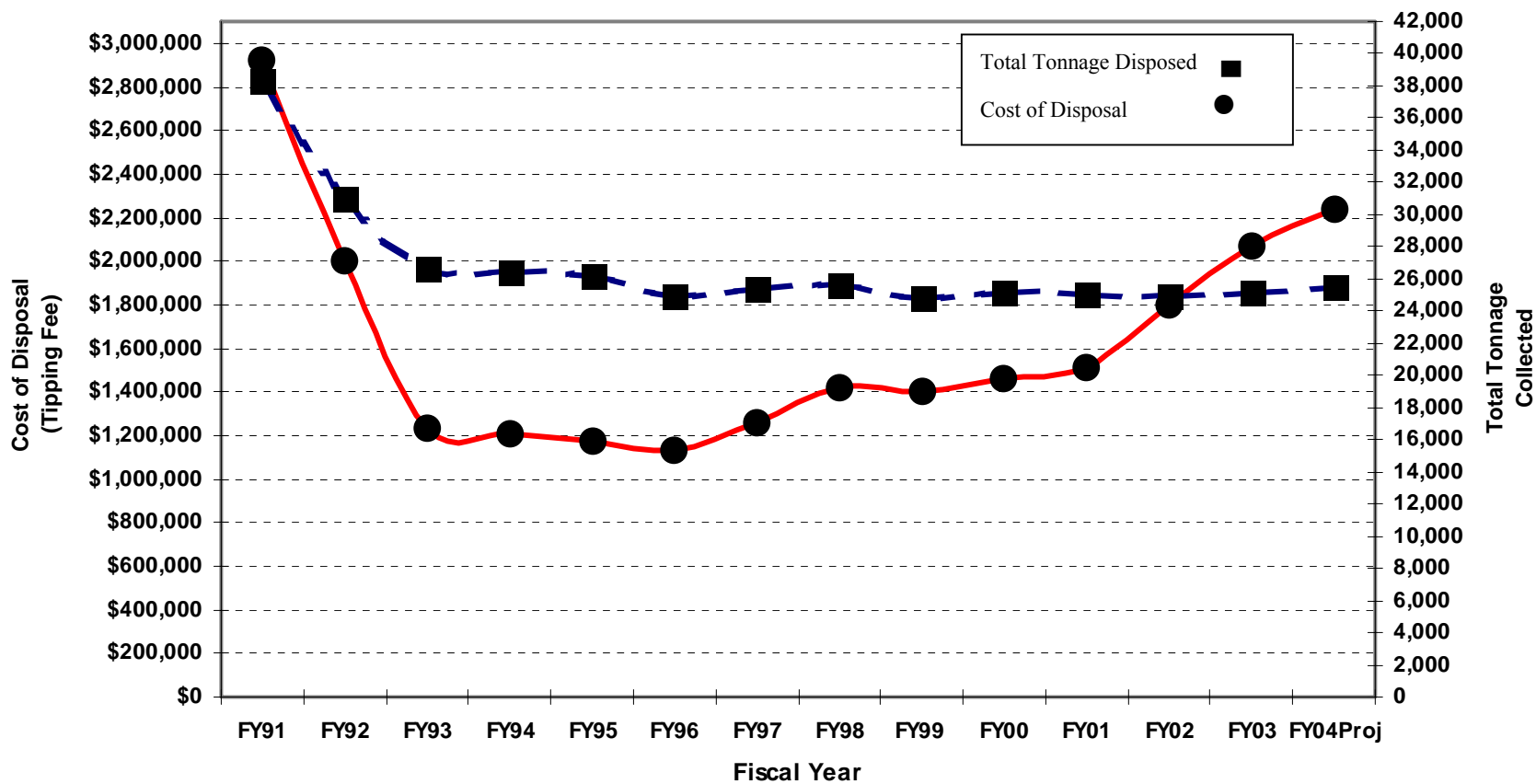
PURPOSE & OVERVIEW: The Department of Public Works' solid waste disposal program is responsible for the weekly curbside pickup of solid waste from residential areas, public buildings, schools and commercial accounts. For public health and aesthetic reasons, prompt rubbish collection is essential. The DPW picks up for 72 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 \$20.00 per pickup per appliance (\$15.00 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.

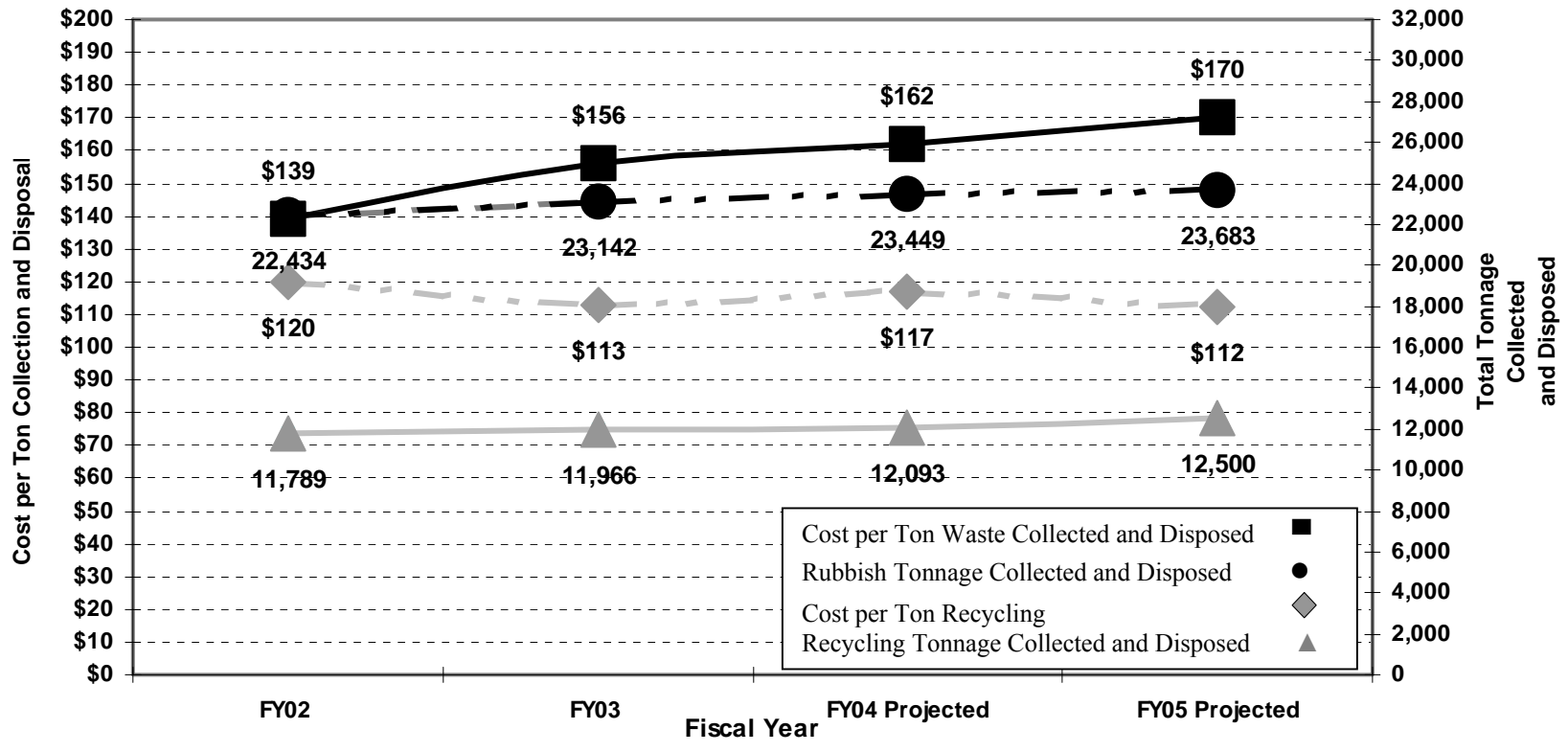
Regular weekday rubbish collection is managed by eight rubbish packers, each staffed by a driver and two laborers. Additional solid waste is collected from other operations such as street cleaning, construction debris, litter pickup, and tree work.

**City of Cambridge DPW
 Rubbish Tonnage and Disposal Fee Cost Analysis
 Shown: All Tonnage Collected and Disposed and Tipping Fee Trend Line
 FY1991 Through FY2004 (Projected)**



	FY91	FY92	FY93	FY94	FY95	FY96	FY97	FY98	FY99	FY00	FY01	FY02	FY03	FY04 Proj
Disposal Cost (Total Tipping Expense)	\$2,919,893	\$2,001,104	\$1,234,040	\$1,208,857	\$1,178,123	\$1,128,460	\$1,256,807	\$1,415,351	\$1,400,411	\$1,459,846	\$1,515,290	\$1,799,247	\$2,065,599	\$2,238,741
Total Tonnage Collected and Disposed	38,281	31,062	26,635	26,430	26,151	24,929	25,403	25,624	24,798	25,127	25,119	24,893	25,223	25,572

**Shown: Tonnage and Cost Per Ton Trend Line for
Cambridge Curbside Waste Collection as Compared with Recycling Collection and
Disposal
FY2002, FY2003 Actuals and FY2004, FY2005 (Projected)**



	FY02	FY03	FY04 Projected	FY05 Projected
Rubbish Tonnage Collected and Disposed	22,434	23,142	23,449	23,683
Cost per Ton Waste Collection and Disposal	\$139	\$156	\$162	\$170
Cost per Ton Recycling Collection and Disposal	\$120	\$113	\$117	\$112
Recycling Tonnage Collected and Disposed	11,789	11,966	12,093	12,500
Total Solid Waste Tonnage Collected and Disposed	34,223	35,108	35,542	36,183

FY05 GOALS

- *GOAL 1: Implement service request measurement and response tracking.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of service requests received and responded to	124	200	200	225

- *GOAL 2: Implement specific environmental measures to keep Cambridge a clean and environmentally responsive city.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of household hazardous waste drop-off days	4	4	4	3
2. Number of warnings/citations issued for sanitation violations	836	800	800	780
3. Average number of white goods (appliances) picked up per week for disposal and recycling	40	42	48	50

- *GOAL 3: Manage and track cost per ton of rubbish collection.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 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)	23 142	22 883	23 449	23 683
4. Cost per ton (all costs of collection)	\$155.86	\$162.18	\$161.01	\$169.71

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.

FY05 GOALS

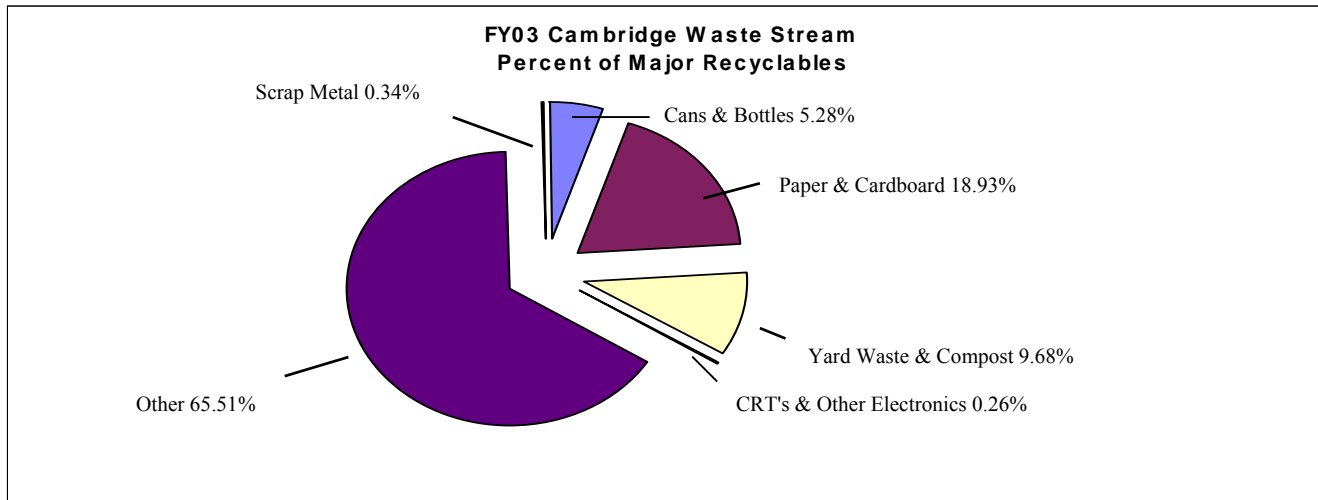
- *GOAL 1: Increase the City’s overall recycling rate, which includes all recyclable materials collected at the curbside and the drop-off center.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. City recycling rate	35%	40%	36%	40%

- *GOAL 2: Reduce the average number of monthly resident complaints about recycling pickup.*

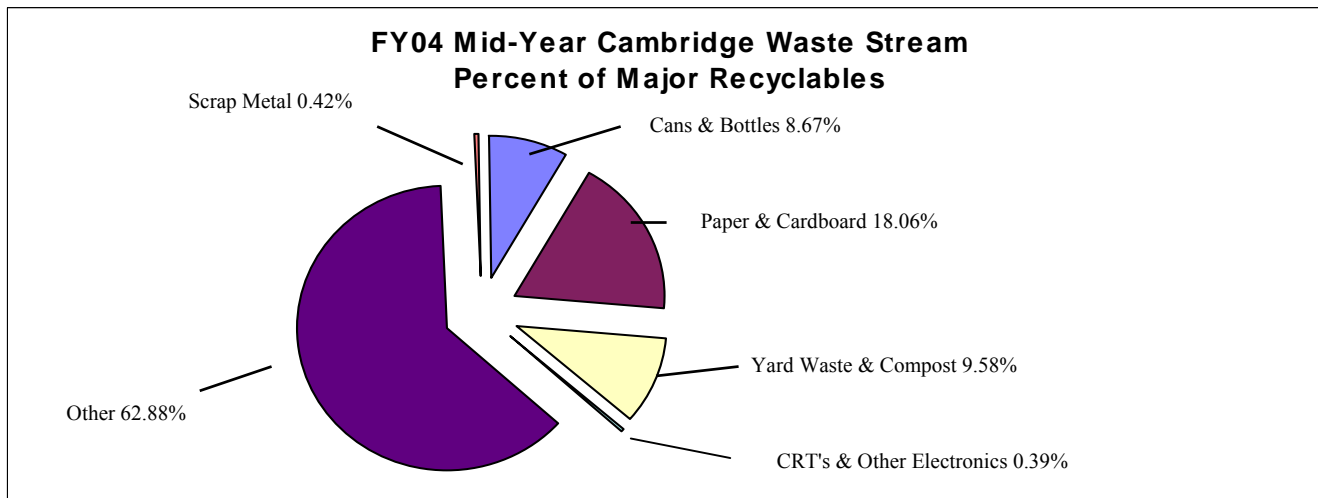
PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of complaints per month	2.8	5	5	5

Graph Depicting the Total Waste Stream with Percentages of Major Recyclables for FY03



"Other" includes all rubbish as well as clothing, batteries, Xmas trees also diverted for recycling

Graph Depicting the Total Waste Stream with Percentages of Major Recyclables for first 6 Months of FY04



"Other" includes all rubbish as well as clothing, batteries, mixed media, mixed plastics and Xmas trees also diverted for recycling.

■ *GOAL 3: Expand the Citywide recycling participation program.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of large buildings in Cambridge that are recycling to full capacity	264	306	302	317
2. Number of meetings attended to motivate parents, teachers, and faculty to increase recycling and reduce waste at schools	11	10	10	10
3. Number of presentations made to students at schools	4	4	4	4

■ *GOAL 4: Reduce the toxicity of Cambridge municipal trash that is land-filled or incinerated.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Pounds of Cathode Ray Tubes (computer monitors and televi-sions) collected	201 200	212 000	240 000	250 000
2. Pounds of CFC's extracted from appliances	362	250	400	250
3. Pounds of hazardous batteries collected	719	950	950	700
4. Number of fluorescent bulbs collected	4 430	4 200	4 500	4 500
5. Number of lbs of mercury containing devices collected	5 lbs	n/a	5 lbs	5 lbs
6. Gallons of motor oil collected				
7. Gallons of paint collected	1 700	2 100	2 100	2 100
8. Number of 55-gallon drums of household hazardous waste collected	2 064	1 925	1 925	1 925
	124	100	100	100

ACTUAL FY03	PROJECTED FY04	BUDGET FY05
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**PUBLIC WORKS
- Service Programs/Public Grounds**

3 325 375	3 424 145
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PARKS & URBAN FORESTRY **3 830 375**

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.

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 new trees and irrigation systems were installed at both Carl Barron Plaza and DeGuglielmo Plaza during FY04.

The cyclical pruning of public street trees continues, and has reduced the number of emergency calls and resultant property damage due to falling limbs. The pruning of parks and cemetery trees is now in its fourth 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.

FY05 GOALS

- *GOAL 1: Maintain a commitment to customer service.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of service requests - Parks and Urban Forestry	368	450	500	500
2. Number of primary response service requests (requiring prompt response)	152	200	150	150
3. Average number of days to close request	10.9	9.0	9.0	8.75

■ *GOAL 1: (continued)*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
4. Number of secondary response requests (scheduled work over 30 days)	216	250	350	350
5. Average number of days to close secondary request	72	66	60	58

■ *GOAL 2: Continue to provide a quality park maintenance program.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of parks on contract	36	36	34	37
2. Number of parks, tot lots, play-grounds maintained by DPW	99	99	99	99
3. Number of irrigation systems main-tained	42	47	54	54
4. Number of acres of turf replaced/restored	40	30	30	30

■ *GOAL 3: Implement a scheduled preventative maintenance program for pruning all trees city-wide.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 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	750	700	700	700

■ *GOAL 4: Continue to manage the Client Tree Program, Commemorative Tree Program, and the City's tree replacement/planting program.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
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1. Number of new City trees planted through DPW directive	328	333	336	300
2. Number of commemorative trees purchased	19	5	8	5
3. Number of client trees purchased	22	5	100	75
4. Number of tree removals	100	100	200	100

■ *GOAL 5: Promote public awareness of the urban forest and of proper tree care.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of Cambridge School and community presentations	7	10	10	10
2. Number of volunteer events (tree planting, tree well maintenance)	2	2	3	2
3. Number of neighborhood tree walks	0	5	2	2

■ *GOAL 6: Develop tree inventory database for all City parks and Cambridge Cemetery trees.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 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	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of new sites adopted	3	3	3	2

ACTUAL FY03	PROJECTED FY04		BUDGET FY05
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**PUBLIC WORKS
- Service Programs/Cemetery**

812 940	794 495
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CEMETERY

819 155

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.

FY05 GOALS

- *GOAL 1: Provide high quality grave site preparation and continue to improve cemetery maintenance and service.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of interments	415	450	380	400
2. Number of maintenance requests received	57	55	55	50
3. Average number of days to complete maintenance requests	4.2	4.0	4.0	4.0

■ *GOAL 1: (continued)*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
4. Number of acres slice seeded at the Cambridge Cemetery	3.0	4	4	5

■ *GOAL 2: Improve public information and access to information for Cambridge Cemetery visitors.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of new cemetery signs installed	20	30	30	30
2. Update Cemetery grave lot map, percent complete	10%	30%	30%	50%

■ *GOAL 3: Continue implementation of beautification program throughout Cambridge Cemetery and maintain landscape.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Total number of unique specimen trees planted at Cemetery	22	25	25	28
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	200	100	100	100

■ GOAL 4:

Implement a Cambridge Cemetery infrastructure improvement plan, including creating new grave space where feasible.

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of linear feet resurfaced	0	615	615	615
2. Number of new graves created	0	73	73	74
3. Number of veterans' markers raised	300	300	300	300

ACTUAL FY03	PROJECTED FY04	BUDGET FY05
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PUBLIC WORKS
- Supporting Serv./Public Bldgs.

1 128 840	1 237 065
1 139 630	1 322 075
<u>560 055</u>	<u>317 430</u>
2 828 525	2 876 570

OPERATION	1 362 260
MAINTENANCE	1 307 440
ADMINISTRATION	<u>324 285</u>
	2 993 985

BUILDING OPERATIONS

PURPOSE & OVERVIEW: The Building Operations Division is responsible for supplying custodial services to 11 municipal buildings

throughout the City, including City Hall, the McCusker Center at 344 Broadway, 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, the Cambridge Senior Center at 806 Massachusetts Avenue is under a cleaning contract; however, it is 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.

FY05 GOALS

- *GOAL 1: Deliver high quality building cleaning services.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 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

- *GOAL 2: Maintain prompt response time for service requests, including moving, special events and cleaning services.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of service requests	205	235	200	200

■ *GOAL 2: (continued)*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
2. Average number of days to close requests	5.2	4.0	5.2	5.0

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.

FY05 GOALS

- *GOAL 1: Improve response time for service requests, such as plumbing, heating, carpentry, lock repair, moving and staging requests.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of work requests (Operations & Maintenance)	969	800	1 000	1 000
2. Average number of days to close request	5.6	8.5	6.2	6.0

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 ongoing construction contracts as well as the daily construction activities.

FY05 GOALS

- *GOAL 1: Develop and implement a Green Office program to provide information and strategies to public building occupants on environmentally sustainable practices. A Green Office program will include information on purchasing practices, waste minimization and recycling, energy efficient practices, and commuting options.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Form work group and develop program	n/a	n/a	25%	90%
2. Implement program	n/a	n/a	0%	50%

- *GOAL 2: Develop and implement the MotorUp Program, a comprehensive program designed to work with staff and vendors to encourage the purchase of premium efficiency motors.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Perform motor inventory, percent complete	n/a	n/a	0%	50%

- *GOAL 2: (continued)*

FY03 FY04 FY04 FY05

PERFORMANCE MEASURES	ACTUAL	BUDGET	PROJECTED	PROPOSED
2. Number of premium efficiency motors installed	n/a	n/a	2	3

- *GOAL 3: Create and implement a comprehensive building user survey to determine operational service needs.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Develop and implement survey, percent complete	n/a	n/a	65%	100%

ACTUAL FY03	PROJECTED FY04	BUDGET FY05
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**PUBLIC WORKS
- Supporting Serv./Vehicle Maint.**

1 448 995	1 334 935
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<p>VEHICLE & EQUIPMENT MAINTENANCE</p> <p>1 218 945</p>	<p>PURPOSE & OVERVIEW: The Vehicle Maintenance Division is responsible for the scheduled maintenance, repair, and emergency service 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 snow blowers. 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 taxi 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 FY05 will include in-house training on vehicle diagnosis systems, and a PC-based fleet preventative maintenance and work management system. In FY05, the Division will focus on developing a fully automated inventory and preventative maintenance system.</p> <p>FY05 GOALS</p> <ul style="list-style-type: none"> ■ <i>GOAL 1: Maximize vehicle availability.</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;">FY03 ACTUAL</th> <th style="text-align: center;">FY04 BUDGET</th> <th style="text-align: center;">FY04 PROJECTED</th> <th style="text-align: center;">FY05 PROPOSED</th> </tr> </thead> <tbody> <tr> <td>1. Percentage of working hours that vehicles are available (not out of service)</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td> A. Fleet as a whole</td> <td style="text-align: center;">n/a</td> <td style="text-align: center;">90%</td> <td style="text-align: center;">95%</td> <td style="text-align: center;">95%</td> </tr> <tr> <td> B. Medium/heavy trucks</td> <td style="text-align: center;">n/a</td> <td style="text-align: center;">85%</td> <td style="text-align: center;">93%</td> <td style="text-align: center;">93%</td> </tr> <tr> <td> C. Light-duty units</td> <td style="text-align: center;">n/a</td> <td style="text-align: center;">90%</td> <td style="text-align: center;">96%</td> <td style="text-align: center;">96%</td> </tr> </tbody> </table>	PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED	1. Percentage of working hours that vehicles are available (not out of service)					A. Fleet as a whole	n/a	90%	95%	95%	B. Medium/heavy trucks	n/a	85%	93%	93%	C. Light-duty units	n/a	90%	96%	96%
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■ *GOAL 1: (continued)*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
2. Number of preventative maintenance service orders	222	350	250	350
3. Number of emergency breakdowns	189	225	120	115

■ *GOAL 2: Provide complete and accurate work history and cost accounting for each DPW vehicle.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Total number of City vehicles with completed computerized inventory	210	250	230	240
2. Total number of vehicles with computerized work history complete with repair and maintenance costs	193	200	205	215
3. Computerize fleet maintenance inventory control program, percent complete	70%	100%	80%	95%

■ *GOAL 3: Integrate use of alternative fuel for City fleet and equipment.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of diesel vehicles and pieces of equipment using biodiesel	n/a	n/a	6	82

ACTUAL FY03	PROJECTED FY04		BUDGET FY05
696 640	702 070	<p style="text-align: center;">OFF-HOUR SERVICES</p> <p>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.</p>	693 465

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.

ACTUAL FY03	PROJECTED FY04		BUDGET FY05
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**PUBLIC WORKS
- Supporting Services/Energy**

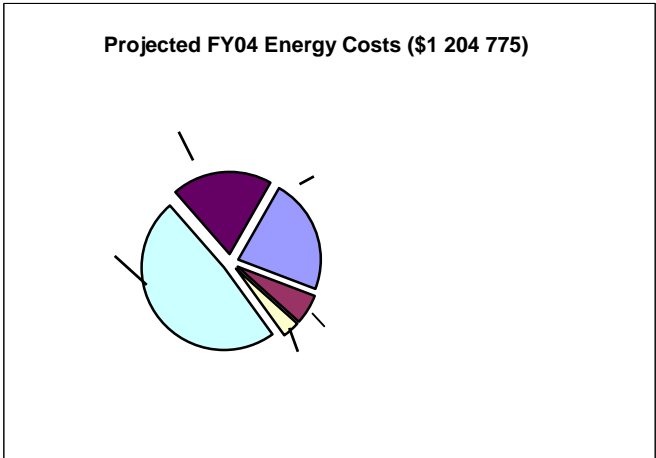
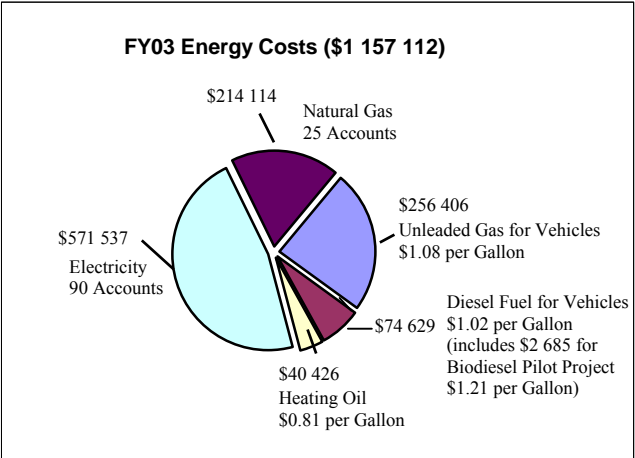
951 815

990 065

ENERGY **1 019 695**

ENERGY CONSUMPTION. The following charts provide a budget analysis of energy expenses incurred by DPW for electric, natural gas, and heating oil. These costs are supported by this budgetary allotment plus reimbursements from other City departments and building occupants. This energy budget also includes unleaded and diesel gasoline for 300 plus City vehicles that receive gasoline from the DPW fuel management system.

ENERGY CONSUMPTION. The following charts provide a budget analysis of energy expenses incurred by DPW for electric, natural gas, and heating oil. These costs are supported by this budgetary allotment plus reimbursements from other City departments and building occupants. This energy budget also includes unleaded and diesel gasoline for 300 plus City vehicles that receive gasoline from the DPW fuel management system.



ACTUAL FY03	PROJECTED FY04		BUDGET FY05	PUBLIC WORKS - Sewers
1 637 020	1 712 450	SEWER MAINTENANCE	1 918 125	<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 that 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 ongoing sewer construction projects throughout the City.</p> <p>FY05 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	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of service requests	223	300	300	300
2. Average number of days to close requests	2.0	2.0	2.0	2.0
3. Number of emergency service requests	46	45	50	50
4. Number of days to close emergency requests	0.3	0.3	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	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Develop a sediment and control ordinance, percent complete	25%	50%	50%	75%
2. Develop site plan reviews and regulations, percent complete	30%	60%	60%	85%
3. Revise pollution prevention plan for municipal facilities, percent complete	40%	80%	45%	45%

- *GOAL 3: Identify capacity or structural deficiencies in the sanitary and stormwater systems throughout the City to reduce flooding and backup.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of meters installed to collect data	35	30	30	20
2. Number of reports for MWRA, DEP, EPA based on data from meters	15	15	15	15
3. Study infiltration and inflow city-wide, percent complete	55%	70%	70%	80%

- *GOAL 4: Monitor construction and manage design of sewer separation and stormwater management projects.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
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1. Cherry Street design, percent complete	20%	40%	40%	60%
2. Bellis Circle construction, percent complete	40%	90%	90%	100%
3. Harvard Square construction, percent complete	40%	75%	75%	95%
4. Number of common manholes removed	4	50	50	50
5. Willard Street outfall project design, percent complete	75%	90%	90%	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	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Linear feet of new stormwater drains installed	1 500	3 000	3 000	1 500
2. Linear feet of new sanitary sewer installed	700	1 000	1 000	1 000
3. Number of new catchbasins installed with deep sumps and hoods	75	50	50	40
4. Number of hoods replaced				
5. Number of grit chambers constructed	15	20	20	20
6. Number of illicit connections removed	0	5	5	5
	1	5	5	5

- *GOAL 6: Improve function and capacity of sewers and stormwater drains through improved maintenance.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of catch basins cleaned	1 198	2 500	1 500	2 000
2. Number of linear feet of pipe cleaned	40 000	65 000	65 000	40 000
3. Linear feet of pipe televised				
4. Linear feet of pipe repaired	40 000	65 000	65 000	40 000
5. Number of structures connected to SCADA system telemetry	2 000 0	2 000 6	2 000 6	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	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of business seminars	0	2	6	6
2. Number of pamphlets developed/distributed	2	4	4	4
3. Number of inspections performed	100	100	100	50

- *GOAL 8: Improve stormwater and sanitary system conveyance by developing discharge standards and parameters for private development.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of site plans reviewed	40	75	75	75
2. Number of best management practices incorporated by new developers	30	40	40	40

ACTUAL FY03	PROJECTED FY04		BUDGET FY05
10 252 355	10 095 560	ADMINISTRATION	10 623 675

**WATER
- Summary**

PURPOSE & OVERVIEW: The

3 877 660
2 339 590
16 469 605

4 241 370
2 266 670
16 603 600

**SOURCE OF SUPPLY
DISTRIBUTION**

4 400 045
2 074 400
17 098 120

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 well into the 21st century. The systems that comprise the Water Department 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; the distribution system; and three Massachusetts Water Resource Authority (MWRA) emergency interconnects. These interconnects serve as an emergency back-up supply. The Fresh Pond Master Plan provides the mechanism for enhanced source water protection, which is a vital first step in water treatment; the plan also provides for the overall stewardship of the reservation. Over the next several years, there will be continued emphasis on 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 the 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.

SIGNIFICANT BUDGET MODIFICATIONS: The Automatic Meter Reading (AMR) Program was funded with a \$4.2M bond issue. The first payment will be due in FY05 and is estimated to be \$567 000.

FY04 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Successfully produced over 5.2 billion gallons of high quality potable water to serve all of the City of Cambridge's needs.
- Completed the Water System Emergency Operating Plan (EOP) and Vulnerability Assessment (VA) and received reimbursement from the US Environmental Protection Agency.
- Provided over 70 school programs, tours, open houses and Friends of Fresh Pond Reservation events to educate the public about the Cambridge Water System and the Walter J. Sullivan Water Purification Facility.
- 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 2003 annual "Consumers Confidence Report" on drinking water quality via direct mail and through the Department Web page.
- Completed rehabilitation of over 4 000 feet of water mains; replaced over 350 lead water services; eliminated 1 500 feet of parallel old 6" cast iron pipe; and maintained a 99.5 percent in-service rating for fire hydrants.
- Performed required regulatory water quality analytical testing and watershed monitoring which resulted in over 50 000 tests.
- Maintained and expanded the Department's Web page.
- Completed the procurement of and initiated the implementation of the Automatic Meter Reading (AMR) Project.
- Completed the design of the Water Department GIS for updating distribution maps and transitioned more than 100 as-built data sets into this new system.
- Maintained a Class 1 fire rating for the City of Cambridge in cooperation with the Fire Department.

- Obtained re-certification of the Laboratory for a variety of drinking water chemistry parameters.
- Completed the Kingsley Park “bowl” storm water management project, landscape plantings around the Purification Facility and drainage improvements in the Weir Meadow area.
- Reviewed and monitored over 70 development and site remediation projects throughout the 24- square mile watershed.
- Responded to and repaired over 194 water mains or service leaks.
- Completed all of the required backflow prevention device testing, re-testing and surveying.

FINANCING PLAN. This budget is supported by \$14 277 210 in water charges, \$1 650 000 in retained earnings and \$1 170 910 in state subsidy loan.

STATUTORY ANALYSIS: Salaries and Wages, \$4 931 725; Other Ordinary Maintenance, \$2 950 305; Travel and Training, \$23 855; and Extraordinary Expenditures, \$9 192 235.

ACTUAL FY03	PROJECTED FY04		BUDGET FY05
531 715	566 865	ADMINISTRATIVE	981 610
483 155	495 835	ENGINEERING &	494 830
<u>9 237 485</u>	<u>9 032 860</u>	CROSS CONNECTION	<u>9 147 235</u>
10 252 355	10 095 560	DEBT SERVICE	10 623 675

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 15 060 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.

FY05 GOALS

- *GOAL 1: Improve customer relations through the development of programs that educate the public and disseminate information.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. General Tours/Open Houses	18	18	18	18
2. School and Community Activities	50	70	70	70
3. Professional Development Activities	4	4	4	4

- *GOAL 2: Improve metering and meter reading efficiency.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Percentage of accounts receiving two annual actual meter readings	90%	90%	90%	90%
2. Meters replaced	245	275	275	375

- *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	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Maintain the employee training program	100%	100%	100%	100%
2. Percentage of staff receiving required DEP training	100%	100%	100%	100%
3. Department training contact hours obtained	710	n/a	540	540

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.

FY05 GOALS

- *GOAL 1: Develop, implement and maintain 5, 10 and 20-year capital plans.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Perform update of capital plans	75%	100%	100%	100%

- *GOAL 2: Effectively manage existing programs and develop new programs in order to conserve water and protect public health.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Test all backflow prevention devices semi-annually; number of tests	6 140	5 600	5 600	5 600

■ *GOAL 2: (continued)*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
2. Number of establishments where cross connection control surveys are performed	198	145	145	145
3. Research, develop, procure and manage the Automatic Meter Reading (AMR) Program	n/a	n/a	10%	60%
4. Install AMR system – number of existing accounts transitioned	n/a	n/a	n/a	8 000

■ *GOAL 3: Continue the issuance of water work permits in a timely manner, pursuant to City-wide permit guidelines.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Percent of permits issued within two weeks	95%	95%	95%	95%
2. Number of construction permits	124	125	125	125
3. Number of hydrant rental permits	29	30	30	30
4. Number of fire pump test permits	173	150	150	150
5. Number of cross connection device permits	n/a	n/a	100	100

■ *GOAL 4: Improve the management of records and mapping.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Using ArcGIS create electronic distribution system maps (e.g. pipes, valves) that reflect current conditions	n/a	n/a	50%	100%
2. Organize all water system as-built drawings	n/a	n/a	50%	100%

ACTUAL FY03	PROJECTED FY04		BUDGET FY05
832 985	905 060		

WATERSHED

893 925

PURPOSE & OVERVIEW: The

WATER
- Source of Supply

3 002 675
42 000
 3 877 660

3 291 400
44 910
 4 241 370

**WATER TREATMENT OPERATION
 DEP ASSESSMENT**

3 461 120
45 000
 4 400 045

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, implements the Fresh Pond Master Plan recommendations, performs and documents site activities and works with all the stakeholders in the watersheds to ensure long-term protection of the City's drinking water supply.

FY05 GOALS

- *GOAL 1: Develop, implement and maintain Watershed Protection Plans to protect the City's source water supply.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Review, monitor and document site development and remediation projects throughout the watershed	65	60	70	60
2. Update Watershed Protection Plan to comply with DEP and EPA plans, regulations and protocols	10%	40%	40%	60%

■ *GOAL 1: (continued)*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
3. Maintain the source area - Water Quality Monitoring Program	100%	100%	100%	100%
4. Develop early warning water quality monitoring system for reservoir management	50%	75%	75%	90%
5. Develop, implement and maintain a watershed land acquisition plan	n/a	n/a	10%	50%

■ *GOAL 2: Manage watershed and reservoir improvements to ensure safe and continuous delivery of water to the treatment facility.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Implement the Dog Management Plan	n/a	n/a	20%	50%
2. Implement Kingsley Park soils stabilization program	n/a	n/a	20%	80%
3. Implement Little Fresh Pond shoreline stabilization program	n/a	n/a	20%	80%
4. Implement Black's Nook landscape restoration program	n/a	n/a	10%	25%
5. Implement Fresh Pond signage and pilot path studies	n/a	n/a	10%	75%
6. Implement Fresh Pond vegetation inventory system	n/a	n/a	5%	30%
7. Develop a Fresh Pond landscape maintenance/management plan	50%	75%	55%	70%
8. Develop a watershed/reservoir facilities maintenance/management plan	30%	75%	40%	60%

WATER TREATMENT OPERATIONS

PURPOSE & OVERVIEW: The Water Treatment Operations Division is primarily responsible for the operation of the Walter J. Sullivan Water Purification Facility at Fresh Pond. In addition to managing the

treatment facility, this division maintains a certified water quality laboratory to support all divisions of the Department. This laboratory provides analytical services for the watershed monitoring program, plant process control, regulatory compliance, distribution system monitoring and a variety of customer support needs (e.g. homeowners, schools and businesses).

FY05 GOALS

- *GOAL 1: Optimize, operate and maintain the water treatment facility.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Update and maintain maintenance and preventive maintenance programs	100%	100%	100%	100%

- *GOAL 2: Provide analytical services through the operation of a certified water quality laboratory.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Perform required Department of Environmental Protection (DEP) analytical testing	100%	100%	100%	100%
2. Total water quality tests performed	66 170	50 000	50 000	50 000
- Water treatment plant	59 073	45 100	45 100	45 100
- Watershed	2 969	2 000	2 000	2 000
- Transmission and Distribution	4 128	4 100	4 100	4 100
3. Update and maintain quality and process controls	100%	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 FY05 is estimated at \$8.00 per million gallons of water usage. The assessment is based on prior year consumption. Our usage for FY04 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 FY03	PROJECTED FY04		BUDGET FY05
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**WATER
- Transmission & Distribution**

2 339 590	2 266 670
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TRANSMISSION & DISTRIBUTION 2 074 400

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, 15 060 services, 4 447 valves, 1 669 fire hydrants, and 18 306 valve and service boxes. This division regularly performs leak detection and preventative maintenance, provides effective emergency response for leaks and low pressure situations and provides assistance and support to customers and other City departments. A partnership is maintained with the Fire Department to ensure a high degree of reliability of fire hydrants throughout the City.

FY05 GOALS

- *GOAL 1: Rehabilitate the water distribution system.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Install, clean and line, and/or replace water mains; number of linear feet	4 790	4 000	4 000	2 500
2. Elimination of parallel old 6" cast iron pipe; number of linear feet	n/a	1 500	1 500	1 400
3. Number of lead services eliminated	299	350	350	350

- *GOAL 2: Ensure the highest degree of fire protection reliability and functionality through hydrant maintenance.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Percentage of in-service hydrants	99.8%	99.8%	99.5%	99.8%
2. Number of fire hydrants replaced	56	30	30	30

■ GOAL 2: (continued)

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
3. Fire hydrants tested	100%	100%	100%	100%

■ GOAL 3: *Expand and enhance the operation and maintenance of the water infrastructure to minimize the duration of water outages as a result of water main breaks and/or planned shutdowns to facilitate construction activities.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Valves replaced/repared	49	25	25	25
2. Water mark-outs performed	3 571	3 000	3 000	3 000
3. Inspections performed	160	150	150	150
4. Water leaks found and repaired	194	75	75	75
5. Number of new water services installed	18	n/a	15	15
6. Number of work orders completed	298	n/a	300	300

ACTUAL FY03	PROJECTE D FY04		BUDGET FY05
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**COMMUNITY DEVELOPMENT
- Summary**

1 032 220 3 133 265	1 029 835 2 999 005		
<hr/>	<hr/>	<p style="text-align: center;">ADMINISTRATION PLANNING CONTINGENCY</p>	<p style="text-align: center;">1 098 265 3 305 535 <u>68 820</u> 4 472 620</p>
4 165 485	4 028 840	<p>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, the business community and major institutions.</p> <p>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 and conducting project reviews of large projects; 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 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 encouragement of environmentally safe and renewable practices.</p> <p>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 Action Committee, and the interdepartmental open space and transportation committees. The Department works to advance a</p>	

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.

variety of community and neighborhood initiatives with the assistance of ad hoc advisory committees including the Harvard Square Design Committee, Concord/Alewife Study Committee, and Porter Square Advisory Committee. The Department also closely cooperates with many committees of the City Council including Housing, Economic Development, Training and Employment, Neighborhood and Long Term Planning, Health and Environment, and Transportation, Traffic and Parking.

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.

FY04 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Agreement was reached between Harvard University and the City which commits the University to significant contributions of affordable housing and open space in Riverside in exchange for zoning which allows graduate student and affiliate housing. Other efforts included work with the community, Planning Board, and City Council, culminating in Council adoption of new zoning governing rooftop mechanical equipment, based on the work of the Rooftop Mechanicals Task Force.
- Completed the Concord/Alewife Study, which includes recommendations regarding land use, zoning, urban design and transportation in the Alewife Quadrangle and Triangle areas and the Fresh Pond Shopping Center. Recommendations will be forwarded to the City Manager and Planning Board for submission to City Council in summer 2004.
- Completed park improvements at Franklin Street, Lopez Street, and Maple Avenue parks, and water play modernization at Hoyt Field and Gannett/Warren Pals Park. Commenced construction at Lowell School Park and Dana Park. Commenced the community design process for Baldwin School/Alden Park.
- Published neighborhood study update for the Wellington Harrington neighborhood. Commenced neighborhood study processes for Neighborhood 10 and Strawberry Hill. Worked with neighborhoods bordering the Porter Square area to address community development issues relating to current and planned development in the area.
- Conducted design review of development projects citywide, including early buildings at North Point, One First Street, 303 Third Street, continuing work at Cambridge Research Park, and the last buildings at University Park. The Planning Board approved design guidelines for redevelopment of North Point.
- Updated the demographic profile of the City and housing market information based on an analysis of the most recent census data; completed redesign of the Department Web site and prepared a new open space map set to expand online resources available to City residents.

- Completed the sale of 29 homeownership units to first-time homebuyers. Of these units, 20 were created through the City's Inclusionary Zoning program, 4 through the non-profit development program, and 5 were acquired through the City's middle-income homebuyer program.
- Facilitated the creation of 90 units for households renting or becoming first-time homebuyers in the City. These units are located in neighborhoods throughout the City, including Riverside, mid-Cambridge, East and North Cambridge. For example, Homeowner's Rehab dedicated 42 family-sized units at the CAST development this year after renovations were completed; CASCAP completed development of a former lodging house on Auburn Street into 6 units for single individuals; and Just A Start began plans to develop 8 new affordable homeownership units for first-time homebuyers on Rindge Avenue.
- Provided technical assistance to private developers to create over 50 affordable housing units through the City's Inclusionary Zoning program. The units are located in neighborhoods throughout the City and include both rental and first-time homebuyer units.
- Educated over 500 Cambridge residents about homeownership and provided direct counseling to over 150 individuals, increasing homeownership opportunities for Cambridge residents. In addition to the homebuyer education classes, special classes were offered including post-purchase homeowner education and multi-family homeownership. Classes are also offered in second languages such as Spanish, Portuguese, and Haitian Creole.
- Participated in housing outreach events throughout Cambridge to provide information about the City's housing programs and services, including: Family Night at Cambridge Rindge and Latin, Danehy Park Family Day, Hoops-N-Health, Cambridge River Festival, 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.
- Completed 10 façade improvements, which enhanced the character and appeal of the City's commercial districts. More than two dozen additional projects were in the pipeline for the program at the end of FY04.
- Presented two workshops and provided individual consultations to more than 40 Cambridge retailers interested in merchandising, design upgrades, marketing and operational improvements as part of the Best Retail Practices Program. Provided matching grants to assist with the implementation of suggested improvements.

- Provided assistance to over 200 small businesses on a wide range of business matters including site searches, developing business plans, capitalization strategies and market analyses. These activities enhanced small business development and enabled businesses to provide a broader range of products and services.
- Conducted or participated in five events focused on business and job development including the Buy Cambridge Initiative, SOMWBA certification workshop, and a breakfast to acquaint human resources professionals with the resources available through the Cambridge/Just A Start biomedical training program. Such events were aimed at creating partnerships between small and larger Cambridge companies, thus promoting job opportunities for residents.
- In collaboration with community-based nonprofits, assisted 30 Cambridge residents to upgrade their skills in preparation for jobs in the health care and bio-medical sectors. Updated the employment market survey of large employers in Cambridge to better understand the City's current and future labor needs.
- Worked with MassHighway to begin the Mass. Ave./Lafayette Square roadways and plaza project. Completed a feasibility study for building a multi-use path along the Grand Junction railroad connecting East Cambridge to the Charles River pathway system and the future Minuteman extension through Somerville. Completed the master plan for Harvard Square including roadway, sidewalks, lighting, and landscaping improvements.
- Designed traffic calming projects for Sparks Street (Huron to Brattle), Buckingham Street, Cardinal Medeiros Avenue, Raymond Street, Cameron Avenue and Richdale Avenue.
- Working with the Climate Protection Action Committee, conducted outreach to businesses and residents on climate change and opportunities to take action. Projects included promoting the purchase of compact fluorescent bulbs and other environmentally preferable products, encouraging construction of green buildings, and initiatives to make City operations more energy efficient. Provided assistance to other City departments on energy management and alternative fuels for vehicles.
- Continued to review and monitor results of transportation demand management plans for developments subject to the Parking and Transportation Demand Management (PTDM) ordinance. Administered biennial commuter survey to City employees. Worked with the MBTA to complete environmental impact report for Phase 2 of the Urban Ring project.
- Obtained outside funding for third year of the EZ Ride shuttle and carried out additional marketing efforts for the service. With more than nine private sector partners supporting its operation, shuttle ridership grew by more than 20% during the fiscal year.

- Deleaded and preserved the affordability of 54 residential units occupied by low or moderate income families, reaching a total of 574 units deleaded through the Lead-Safe Cambridge (LSC) program since it began in FY95. Made direct contact with over 8,000 individuals at citywide events and LSC-sponsored outreach activities to educate Cambridge residents about lead hazards and mitigation.

FINANCING PLAN. This budget is supported by Community Development Block Grant, \$1 013 000; property taxes, \$2 886 540; parking fund, \$221 895; plan review permit, \$55 000; water transfer, \$30 000; sewer transfer, \$30 000; cherry sheet revenue, \$16 185; HODAG Program Income, \$20 000; and interest earnings, \$200 000.

STATUTORY ANALYSIS. Salaries and Wages, \$3 763 560; Other Ordinary Maintenance, \$612 640; Travel and Training, \$27 600; and Extraordinary Expenditures, \$68 820.

**COMMUNITY DEVELOPMENT
- Administration**

ACTUAL FY03	PROJECTE D FY04	BUDGET FY05
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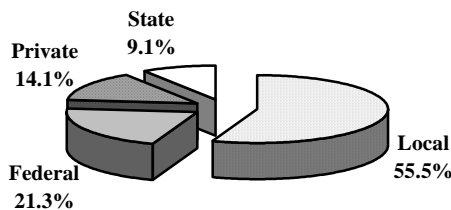
476 685	478 720	GENERAL MANAGEMENT	485 135
135 725	140 690	CDBG	150 740
264 515	258 740	FISCAL	297 735
<u>155 295</u>	<u>151 685</u>	CLERICAL	<u>164 655</u>
1 032 220	1 029 835		1 098 265

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.

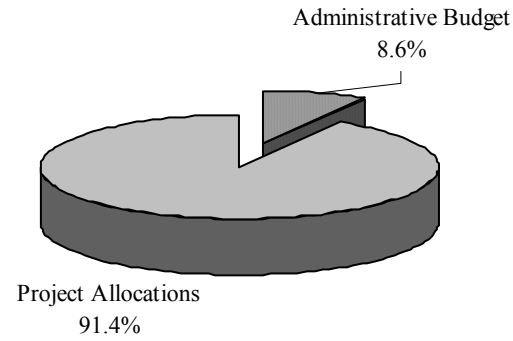
The Administration Division manages programs and activities which total \$49 918 000 (as of January 1, 2004) from various sources. In addition to direct program support, these funds may be used to leverage the acquisition of additional state, federal and private funds to supplement local funds. These funds are allocated to achieve the highest levels of service delivery and infrastructure improvement output.

SOURCES OF FUNDS (1/1/04):



Local	\$27 704 000
Federal	\$10 626 000
Private	\$ 7 055 000
State	\$ 4 533 000
TOTAL:	\$49 918 000

ALLOCATION OF AVAILABLE FUNDS (1/1/04):



Administrative Budget	\$ 4 276 000
Project Allocations	<u>\$45 642 000</u>
TOTAL:	\$49 918 000

FY05 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	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of staff receiving at least four hours of training in project management, consensus building, negotiation, or public communication	46	40	40	40

**COMMUNITY DEVELOPMENT
- Community Planning**

ACTUAL FY03	PROJECTE D FY04		BUDGET FY05
<p>1 074 585 553 190 179 665 152 540 262 095</p> <hr/> <p>911 190 3 133 265</p>	<p>1 067 240 591 690 108 870 87 380 310 310</p> <hr/> <p>833 515 2 999 005</p>	<p>PLANNING & DESIGN SERVICES HOUSING PLNG. & PROGRAM DEV. MULTI-FAMILY REHAB JUST-A-START ECONOMIC & EMPLOYMENT PLNG. ENVIRONMENTAL/ TRANSPORTATION</p>	<p>1 142 075 608 765 226 465 91 335 386 700</p> <hr/> <p>850 195 3 305 535</p>
<p>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, urban design review, and analysis of special permit applications and zoning ordinance amendments.</p> <p>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.</p>			
<p>FY05 GOALS</p> <ul style="list-style-type: none"> ■ <i>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.</i> 			

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Provide public with information on planning, zoning or Planning Board cases; number of responses	2 140	1 400	1 400	1 400
2. Act as City Liaison to neighborhood/citywide committees; number of meetings	118	110	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	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 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	35	24	24	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	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of applications for Special Permits and Major Amendments to Special Permits processed and reviewed	19	10	10	10

■ *GOAL 3: (continued)*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
2. Number of proposed amendments to the Zoning Ordinance processed and reviewed	9	8	8	8
3. Number of Planning Board meetings staffed. Review plans, provide research and materials, public notice and minutes	25	26	26	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	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Value of construction contracts under supervision	2.2M	\$1.5M	\$1.6M	\$1.2M
2. Number of park renovations in design or construction phase	10	5	6	6
3. Number of projects on which staff provided technical assistance to other City departments regarding open space	6	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	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Conduct neighborhood studies and regular updates; number of planning efforts under way	6	3	4	3
2. Work with Planning Board and City Council on implementation of the recommendations of the Concord/Alewife Planning Study, including zoning; percent of workplan complete	n/a	n/a	n/a	80%
3. Continue to work with Agassiz Working Group on the university plans for Mass. Ave./Everett Street area; percent complete	50%	90%	90%	100%
4. Work with neighborhoods bordering Porter Square and lower Mass. Ave. to address issues related to current and planned development in the area; percent complete	n/a	n/a	40%	100%

- *GOAL 6: Continue to increase the quality and availability of planning-related information to Department staff, other City departments, residents, property owners, developers, state and federal agencies. Conduct research and analysis for Department on economic development, housing and zoning. Provide graphic design services for the Community Development Department and other City departments.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Design and update GIS maps for Department analysis and public information; number of maps	272	200	250	250

2. Number of public information materials and reports designed in support of Department's public outreach	108	120	120	100
3. Provide research and analysis for major Department initiatives; number of projects	5	4	5	4
4. Enhance Department Web site to provide improved public information and outreach; number of major functional or content additions	4	3	3	3
5. Analyze and present Census 2000 information and other statistical data to City staff, elected officials and others; number of presentations	6	4	4	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.

FY05 GOALS

- **GOAL 1:** *Increase and preserve the supply of affordable housing through the CITYHOME program by financing the acquisition and rehabilitation of rental and homeownership units; preserve units with expiring use restrictions; 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	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
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1. Number of affordable multi-family rental units under development	45	60	50	60
2. Number of affordable home-ownership units under development	7	5	13	12
3. Number of units in 1-4 family owner occupied buildings re-habbed (HIP program)	39	55	55	55
4. Number of privately-owned units set aside under multifamily rehab program (CNAHS)	21	10	10	10
5. Number of affordable units created through inclusionary zoning ordinance	7	80	80	60
6. Number of Harvard loan fund-assisted units	21	30	30	15

- *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	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of four-session buyer classes offered	11	10	10	10
2. Number of course participants	482	500	500	475
3. Number of Cambridge residents receiving individual counseling	189	150	150	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.)	10	6	17	6
6. Number of units purchased by first-time homebuyers with incomes under 120% AMI	7	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	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of responses to requests for information and referral services	9 158	3 000	4 000	3 000
2. Number of households added to database/ mailing list	688	400	400	400
3. Number of community outreach and educational events participated in	8	4	4	4

■ *GOAL 3: (continued)*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
4. Number of projects provided with technical assistance for inclusionary zoning	10	10	13	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 Assistance Program (RAP); and Housing Services Program. Provide effective loan management and construction management services to development projects.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Value of construction contracts managed by City rehab staff	\$4.1M	\$4M	\$6.7M	\$6M
2. Number of youths trained via Rehab Assistance Program (RAP)	207	125	130	125
3. Number of clients assisted through landlord and tenant counseling and mediation services under Housing Services Program	399	400	400	400
4. Work with nonprofit developers to evaluate project feasibility; number of sites and/or development pro-posals evaluated	23	15	16	15

- *GOAL 5: 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 6: 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 nonprofit-owned rental developments.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Continue to manage asset management database and monitor affordable units (e.g. Inclusionary Zoning, nonprofit-owned housing units, etc.); number of units monitored	367	350	350	400
2. Number of units marketed by CDD (e.g., Inclusionary Zoning, resale units, etc.)	4	27	30	10
3. Number of applications processed for units marketed by CDD	51	350	387	200

ECONOMIC DEVELOPMENT

PURPOSE & OVERVIEW: The 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 businesses; monitoring changes in the job base and working to maintain a diversified employment base; helping growing companies get access to capital through counseling and referrals; monitoring changes in the real estate market; maintaining thriving commercial districts; and promoting a healthy business climate.

FY05 GOALS

- *GOAL 1: Cultivate a supportive environment for business, with particular emphasis on small, women and minority-owned businesses.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of business development events conducted	11	4	5	4
2. Showcase Cambridge businesses at local trade events and follow-up to evaluate impact on increasing business opportunities; number of businesses participating	n/a	n/a	n/a	40
3. Total number of small companies provided with business development services, including loan packaging, referrals to alternate capital sources, start-up feasibility analyses, and business plan assistance	253	200	200	200

■ *GOAL 1: (continued)*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
4. Number of small, minority and women-owned businesses provided with business development services, including marketing assistance and information on how to enhance their business	101	45	96	100
5. Total number of low-moderate income participants in pre-business and business planning workshops, and financial literacy programs supported by the City in collaboration with non-profit agencies	78	60	48	65

■ *GOAL 2: Market Cambridge as a location for business.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of brochures distributed to market economic development programs	425	500	400	400
2. Participate in collaborative effort to attract targeted businesses to Cambridge; number of contacts initiated	n/a	20	10	10

■ *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	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. 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	1	3	2	2
2. Support Just A Start and Cambridge Health Alliance bio-medical training and healthcare career advancement programs; number of participants enrolled in programs	n/a	20	30	30

- *GOAL 4: 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	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Monitor changes and trends in vacancies and provide information regarding the Cambridge real estate market; number provided with information	31	35	35	35
2. Maintain and publish a development log of projects to facilitate communication with other City departments; number of logs	6	6	5	6
3. Maintain a database to track available commercial space; number of updates	n/a	6	6	6

- *GOAL 4: (continued)*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
4. Assist with site searches and promote	23	30	15	25

vacant commercial properties to optimize commercial mix; number of contacts	
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■ *GOAL 5: Promote thriving commercial districts.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of façade or signage and lighting improvements completed	7	10	10	10
2. Number of small businesses served by Best Retail Practices program workshops, consultations and grants	36	26	46	35
3. Provide technical assistance to assist Cambridge business associations, organizations, and neighborhood groups concerning economic development; number of occurrences	3	5	5	6
4. Conduct regular updates of commercial district maps to identify vacancies and evaluate retail mix, and distribute to business and resident stakeholders; number of updates	n/a	n/a	n/a	4

- *GOAL 6: Maintain a supportive business climate.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of new local businesses contacted with information regarding economic development services available through the City	154	120	120	120
2. Number of contacts with CEOs of Cambridge companies to increase communication with the business community, promote economic development and encourage good corporate citizenship	0	10	5	5
3. Work with interdepartmental permitting and licensing committee to move forward with organizing initiatives to continue the streamlining process; number of initiatives under way	0	2	2	2

ENVIRONMENTAL AND TRANSPORTATION PLANNING

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.

FY05 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	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of publications distributed	16 900	16 000	16 000	16 000
2. Number of transportation educational/promotional initiatives organized or participated in	17	8	8	10

- *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	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of employers and large residential property owners consulted on implementing TDM program elements	n/a	36	36	36
2. Number of PTDM plans and special permits reviewed and/or monitored for compliance	37	30	30	30
3. Number of City employees utilizing MBTA pass subsidy program and other TDM incentives	330	400	410	400
4. Number of traffic impact studies, site plans, and park plans reviewed to ensure that they further the City's transportation goals	13	10	10	10

- *GOAL 3: Plan, advocate for, and implement improvements to enhance safety and encourage walking, bicycling, and public transportation use.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of traffic calming projects designed	6	6	6	4
2. Number of recent infrastructure and	2	4	4	4

transit service improvements evaluated, including traffic calming projects				
3. Number of projects undertaken or involved in to support and enhance conditions for bicycling (including installation of bike racks), walking, and/or use of public transportation	6	6	6	6
4. Number of regional transportation planning projects or processes participated in	15	10	10	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	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of major projects and sites requiring environmental review or management worked on	11	10	10	10
2. Number of initiatives undertaken to implement or monitor results of Climate Protection Plan	6	5	6	6

■ *GOAL 5: Work with representatives from the community, state agencies and other City departments to design and implement major transportation planning projects.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of infrastructure projects under design	n/a	n/a	5	2
2. Number of construction projects where design oversight provided, including Cambridgeport Roadways, Yerxa Rd. underpass, Lafayette Square/Massachusetts Ave., Cambridge Street, North Point Roadways, Harvard Square, Porter	n/a	6	6	8

Square	
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- *GOAL 6: Involve community in design and implementation of environmental and transportation policies and projects.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of public meetings hosted/staffed with standing committees	59	36	45	45
2. Number of project-specific community meetings hosted/staffed or presentations to community groups	42	20	30	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.*

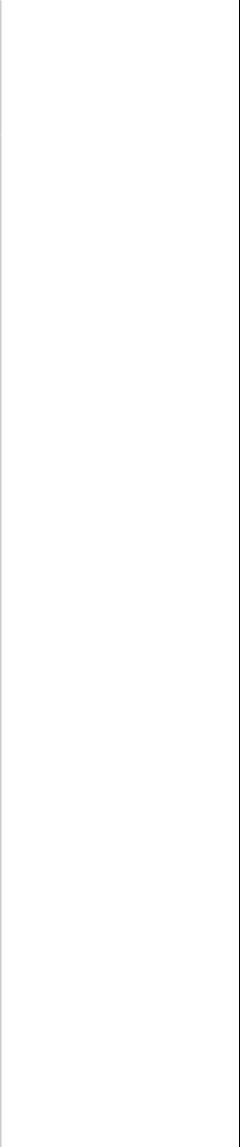
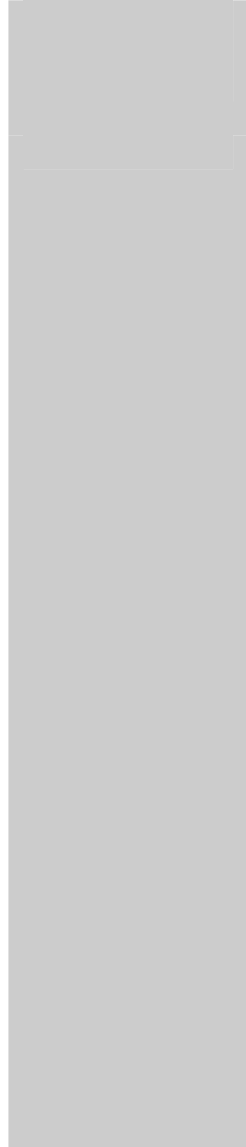
PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of private, residential affordable units deleaded	64	54	54	54

■ *GOAL 7: (continued)*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
2. Number of private, residential affordable units receiving landscaping services to treat leaded soil	35	41	30	30
3. Number of eligible LSC deleaded units monitored for compliance with affordable housing covenant	259	175	227	225
4. Number of community events sponsored or participated in	41	40	40	40
5. Number of individuals contacted at community events, trainings, and workshops	n/a	8 000	8 000	5 000

ACTUAL FY03	PROJECTE D FY04		BUDGET FY05
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**COMMUNITY DEVELOPMENT
- Development Activities**



CONTINGENCY

FY05 and is reserved principally for overruns in already funded projects. This \$68 820 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.

68 820

This allotment represents the Community Development Block Grant (CDBG) contingency for

This \$68 820 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.

ACTUAL FY03	PROJECTE D FY04		BUDGET FY05	HISTORICAL COMMISSION
387 270	441 670	<p data-bbox="785 240 1178 264" style="text-align: center;">HISTORICAL COMMISSION</p> <p data-bbox="625 375 1938 938">comprehensive historic preservation programs in the country, protecting more than 3 000 buildings in two historic and five neighborhood conservation districts, 22 individual landmarks, and 39 properties covered by preservation restrictions. In addition, the Commission is responsible for reviewing demolition applications for buildings over 50 years old and can delay demolition of significant buildings to try to find preservation alternatives. Restoration of historic public areas, such as Longfellow Park and the Revolutionary-era Fort Washington, is an ongoing Commission responsibility. The Commission also maintains City monuments and statues and installs historic markers at sites throughout the City. In direct outreach to the community, the staff meets with homeowners, developers, and local groups to encourage preservation options and offer technical advice on construction and historic paint colors. The Commission also offers preservation grants to low- and moderate-income families and affordable housing agencies. Community Preservation Act (CPA) funds continue to have a significant impact on this program by greatly increasing both the number and amount of grants in FY04. The Commission’s wide range of educational and informational programs benefit children and adults in local schools and community groups. The Commission 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 Cambridge neighborhoods and an ongoing oral history program.</p> <p data-bbox="625 971 1388 995">FY04 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:</p> <ul data-bbox="632 1040 1938 1214" style="list-style-type: none"> • Encouraged neighborhood preservation and enhancement through design review of several large projects, including 114 Oxford Street, 90 Mount Auburn Street, and 12 Holyoke Street (Hasty Pudding Theatre). Continued to monitor construction of Harvard’s Center for Government and International Studies. • Completed review of the Cambridge Public Library Main Library Expansion Project. 	457 580	<p data-bbox="1451 240 1938 264">PURPOSE & OVERVIEW:</p> <p data-bbox="1451 277 1938 367">Established in 1963, the Cambridge Historical Commission (CHC) administers one of the oldest and most</p>

- Supported neighborhood preservation by initiating a joint Cambridge-Somerville Orchard Street District nomination to the National Register of Historic Places.
- Submitted to the MIT Press for publication, *Old Cambridge*, in *The Survey Of Architectural History of Cambridge* series. Completed pre-press tasks for *All in the Same Boat*, the East Cambridge Oral History Project. East Cambridge was a major industrial center and prime destination for immigrants in the 19th century. Both books foster community interest in and appreciation of Cambridge's rich architectural and social history.
- Presented research and excerpts from the interviews conducted for the East Cambridge Oral History Project at the Oral History Association conference in Bethesda, Maryland.
- Featured on two national television programs, *Ask This Old House* and *Inside This Old House*, providing paint color consultations for historic houses.
- Installed historic markers in North Cambridge and at Fort Washington. Through text and images, the markers educate the public about important events in the City's past.
- Initiated Year One of a three-year project to restore and conserve the gravestones and monuments in the Old Burying Ground.
- Published an illustrated history of Harvard Square on the Commission's Web site.
- Helped organize and present *Cambridge Discovery Walks*, a series of free walking tours on July 5, 2003, on a variety of topics in neighborhoods throughout the City. Led by volunteer guides, the tours attracted over 250 participants. The walks were sponsored by the Historic Cambridge Collaborative, an informal group of non-profit institutions organized to develop public programs that promote an appreciation of Cambridge history.
- Honored exceptional historic preservation, restoration, and renovation projects in Cambridge at the 7th annual Historic Preservation Recognition Program. The goals of this program are to promote high quality preservation work in Cambridge and inspire property owners to conserve and protect the City's architecture.

- Supported by a grant from the Massachusetts Historical Records Advisory Board, staff assisted local repositories, including the Cambridge Historical Society, the YMCA, and Christ Church, in writing research aids for their collections and entering cataloging information on the National Union Catalogue of Manuscript Collections (NUCMC) Web site. Online records will improve public access to important Cambridge-related materials.

FY05 GOALS

- *GOAL 1: Value and support the cultural diversity of Cambridge’s built environment by administering historic districts, neighborhood conservation districts, landmarks, and protected buildings through public hearings and staff review. The volume of applications is subject to economic conditions and activity in the real estate market.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Total number of applications reviewed by staff	313	245	260	267
2. Number resolved administratively	210	196	208	179
3. Number requiring public hearing	103	49	52	88
4. Percent of applications processed within 1 day (5 day requirement)	98%	98%	98%	98%

- *GOAL 2: Protect and preserve 50+ year old buildings important to Cambridge’s social and architectural history through review of demolition permit applications. The volume of applications is subject to economic conditions and activity in the real estate market.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Total number of applications reviewed by staff	52	50	50	50
2. Number resolved administratively	31	30	30	30
3. Number requiring public hearing	21	20	20	20
4. Percent of applications processed within 1 day (5 day requirement)	98%	98%	98%	98%

- *GOAL 3: Preserve and protect significant buildings through landmark designations and ease-*

ment donations. Landmark designations protect buildings by order of the City Council; easement donations accomplish the same goals, with additional benefits to the property owner. Landmark designation studies often result in the donation of an easement.

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Total number of landmarks	23	26	25	27
2. Total number of easements	36	38	38	40
3. Total number of individually protected buildings	59	64	63	67

- *GOAL 4: Support and enhance neighborhood preservation through establishment of historic and neighborhood conservation districts.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of districts in effect (does not include districts under study)	7	8	7	7
2. Total number of buildings protected (does not include districts under study)	3 072	3 200	3 072	3 072
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	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of 21Es (site assessments assisted)	20	20	20	20

■ *GOAL 5: (continued)*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
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	88	100	100	100

■ *GOAL 6: Foster community by assisting members of the public using the Commission's archive of Cambridge architectural and social history. Increase public participation in local government by improving access to Web based communications.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of visitors	361	365	365	370
2. Number of inquiries (telephone, mail, e-mail)	2 005	1 980	1 980	2 010
3. Number of hits to C.H.C. Web site	22 396	237 000*	237 000	239 000
* Attributed to new tracking software				

■ *GOAL 7: Educate and inform the public about the City's architectural and social history through presentations in schools, to neighborhood groups and at public hearings. Continue to expand public awareness of Cambridge's past through the placement of historic site markers.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of programs	59	65	65	70
2. Estimated audience	2 230	1 500	1 750	2 000

■ *GOAL 7: (continued)*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
3. Total number of history stations	6 107	8 121	8 121	8 121

4. Total number of historic markers

- *GOAL 8: Provide technical assistance to homeowners, institutions, public agencies, and commercial property owners.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. On-site consultations with homeowners, institutions, public agencies and businesses	78	140	140	145
2. Number of paint consultations	23	35	35	35
3. Other technical consultations (in office; telephone)	485	475	475	480

- *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; grants are based on project costs.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of grants	8	6	8	8

- *GOAL 10: Foster community awareness of Cambridge history through an active publication program, including architectural and oral histories.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of books published since 1965	13	15	13	15

- *GOAL 10: (continued)*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
2. Publications in print	6	8	6	8
3. Publish <i>Old Cambridge</i> , new edition				
a. graphic design, preparation, and printing	0	100%	35%	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				
b. graphic design, preparation, and printing	0	100%	80%	100%
	0	n/a	0	100%

FINANCING PLAN. This plan is funded by \$445 135 in property taxes; \$4 945 in block grants; and \$7 500 in royalties and other income.

STATUTORY ANALYSIS. Salaries and Wages, \$422 000; Other Ordinary Maintenance, \$34 780; and Travel and Training, \$800.

ACTUAL FY03	PROJECTE D FY04		BUDGET FY05	CONSERVATION COMMISSION
56 590	74 100	<p style="text-align: center;">CONSERVATION</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 and local advocacy groups on natural resources and environmental planning issues, and works with regional, state and federal agencies and community groups to address issues of both short and long-term environmental concern. The Commission also coordinates the 13 community gardens which serve approximately 450 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>FY04 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 resource areas, including the Charles River, Fresh Pond, Little River and Alewife Brook, and the 	89 760	<p>PURPOSE & OVERVIEW: The Conservation Commission's purpose is to protect and enhance the City's</p>

wetlands, floodplains and habitats bordering these water resources.

- Oversaw revision of 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. The document was completed in the spring of 2004.
- 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) on efforts 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 Metro-Region Conservation Agents Association (MRCAA) with representatives from the City of Boston as well as Arlington, Somerville and Medford. The purpose of the Committee is to ensure consistent implementation of the Wetlands Protection Act and management of contiguous watersheds.
- Served on the City of Cambridge Open Space Committee with representatives from the City Manager’s Office, Community Development, Recreation, Department of Public Works, and Electrical Department. The purpose of the Committee is to steer open space projects and develop open lines of communication between City departments. In the fall of 2003 the Committee submitted a revised 5-Year Open Space Plan to the Executive Office of Environmental Affairs; the plan was approved.
- 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.

FY05 GOALS

- *GOAL 1: Fulfill statutory requirements under the Massachusetts Wetlands Protection Act.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of public meetings/ hearings	25	32	50	32
2. Number of permits issued				
3. Number of site inspections	23	15	15	15
	58	100	120	100

- *GOAL 2: Administer the Community Gardens Program.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of gardens on public land	6	6	6	6
2. Number of gardens on private land	6	7	7	7
3. Number of estimated gardeners	450	450	450	450

- *GOAL 3: Assist with implementation of the Fresh Pond Master Plan through continued work with the Fresh Pond Master Plan Advisory Board and coordination with Water Department staff.*
- *GOAL 4: Distribute the “2004 Cambridge Wetlands Update: Identification, Classification And Evaluation” which will provide a complete inventory, assessment and mapping of wetland resource areas in Cambridge. In addition, coordinate the upload of information into the Cambridge GIS database.*

- *GOAL 5: 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.*

- *GOAL 6: Work with the City of Cambridge MIS Department to develop an updated Conservation Commission Web page. The Web page will include agendas, meeting minutes, and function to address the questions and concerns of the City of Cambridge Community.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Percentage of Web page completed	n/a	n/a	20%	100%

FINANCING PLAN. This plan is supported by \$71 925 in property taxes, \$16 835 from the Water Fund, and \$1 000 in filing fees.

STATUTORY ANALYSIS. Salaries and Wages, \$85 010; Other Ordinary Maintenance, \$3 865; and Travel and Training, \$885.

ACTUAL FY03	PROJECTE D FY04		BUDGET FY05
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PEACE COMMISSION

72 495	73 465	<p>PEACE COMMISSION</p>	76 215	<p>PURPOSE & OVERVIEW: The Commission's mission is to promote peacemaking within Cambridge at the personal, neighborhood, school and citywide level. Established in 1982 to confront the concerns of nuclear war, the Commission has expanded its mission to address 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>FY04 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:</p> <p>The Commission has addressed violence and promoted peace and justice in schools through the following:</p> <ul style="list-style-type: none"> • Working with the Peaceable Schools Group to organize and run a 5-day Urban Peaceable Schools Institute with workshops and speakers teaching skills needed to build multicultural, safe, equitable and democratic classrooms and improve urban school climates. • Working with School Department, Violence Prevention, and Community Agency staff to sustain a Violence Prevention Network through monthly networking and sharing of ideas, programs, and policies to address increased violence between girls, bullying, and security concerns in the schools. • Creating forums with parents and youth on violence and providing curriculum/resource needs. • Working with teachers to implement anti-violence curriculum and offering workshops on racism and prejudice, gender and gender violence, homophobia, and by-standerism. • Working with Cambridge teachers and community residents to provide information, programming and curriculum to accompany the Faces of Iraq Exhibit at the Cambridge Multicultural Arts Center.
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The Commission has promoted peace and justice locally as the alternatives to violence by:

- Supervising a staff and multi-racial youth team to coordinate the Youth Peace and Justice Corps (PJC), a project of CRLS students representing Cambridge's diversity of neighborhoods and ethnicities. PJC provides a space for youth to build skills, relationships, awareness and action for self-esteem, social justice and peace and public participation.
- Responding to the impact of the U.S. war with Iraq and its domestic effects through forums, vigils, educationals and community meetings for peace abroad and upholding civil liberties at home, including monitoring the policy in resolution to protect Cambridge from the USA PATRIOT Act.
- Meeting with the Central Square Library to plan for reinstating a local peace library.
- Meeting with youth to address local violence and an International Youth Peace Summit.

In the Community, the Commission has fostered peace through building bridges in the following ways:

- Working through the Police Executive Research Forum (PERF) on a special project "Collaborative Leadership: A Problem Solving Approach to Bias," bringing young people and a cross-section of Cambridge neighborhoods together to look at building relationships with police and addressing bias.
- Celebrating the 8th Annual Peace and Justice Awards Evening with more than 200 Cambridge residents honoring a diverse selection of peace-making organizations and artists working for peace and an end to violence.
- Working with No Ordinary Times at the Episcopal Divinity School to design, select and support the second year of a Peace and Justice Fellow's program.
- With the Central Square Library, offering a bi-monthly Wednesday gathering on "Community Conversations in These Times," an open share regarding the war, cut-backs, stress or questions.
- Chairing the Cambridge committee for the annual Holocaust Program entitled "Shattered Windows" with music, remembrances and reflections from a survivor.
- Working with a planning group of community leaders, City workers, City Councilors and residents to plan and organize a town meeting on GLBT experiences in Cambridge.

- Working with *38 Cameron Ave* on a weekly film series in North Cambridge to promote awareness about peace issues and bring together different local communities including youth.
- Bringing together agencies, school personnel and community residents to learn about and promote Non-Violent Communication (NVC), a system of communication that lowers divisions and builds community and dialogue through a series of meetings and training.
- Adding six new Commissioners thereby strengthening the Commission's multi-racial, neighbor-hood, and religious diversity.
- Continue to support and provide information about the Community Crisis Response Team (CCRT), a volunteer team helping individuals, families and neighborhoods respond to violence and trauma.

The Commission has acted locally for global concerns and globally for the community in the following ways:

- Strengthening the connection between Cambridge and El Salvador by coordinating a delegation of Cambridge teachers and students to our sister city, supporting local connections with Latino students and sustaining the local Sister City Committee. Providing assistance to the youth-led, youth-organized exchange initiative VIVA (US/El Salvador Youth Organizing Project) promoting esteem for Salvadoran youth in Cambridge and consciousness for youth in both communities.
- Collaborating with Middle Eastern peace and justice groups to sponsor educationals and help with events calling for an end to violence and promotion of justice.
- Sustaining citizen understanding of Cuba by chairing and sustaining the Sister City relationship between Cambridge and Cienfuegos, Cuba.
- Co-sponsoring the Sondela project, bringing artists, programming and the exhibit "A Decade of Democracy: Witnessing South Africa" to Cambridge/Boston.

FY05 GOALS

- *GOAL 1: Respond to school violence and create school 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. 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	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of teachers attending annual Peaceable Schools Institute	80	120	100	100
2. Number of students receiving multicultural/violence prevention programming	285	80	80	80
3. Number of teachers and staff receiving multicultural/violence prevention training	25	25	20	20
4. Number of community/school partnerships	5	3	5	3

■ *GOAL 2: Build peace-oriented alternatives to violence in the community. Support model programs that foster Cambridge youth reaching out to their peers across neighborhoods and racial/ethnic identity 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	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of youths involved in Peace and Justice Corps	30	25	35	25
2. Number of peers reached via Peace and Justice Corps	125	75	125	75

■ *GOAL 3: Value and support Cambridge's diversity and bridge community divisions by creating, supporting and recognizing programs and groups that promote community building, peace and justice, and decrease violence. Sponsor forums, recognition, and educational and networking events that address issues of class, race and gender and build support for social justice and community issues.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of residents and groups	35	20	15	15

honored at Peace and Justice dinner				
2. Number of participants at dinner	350	200	200	200
3. Number of events for networking	8	6	6	6
4. Number of participants at events including Holocaust Commemoration	1 500	250	350	350

- *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 ongoing response to current global issues through sister city efforts; 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 collaborative efforts among community, school, university, and local peace and justice organizations.*

FINANCING PLAN. This budget will be financed by \$52 765 in property taxes; and \$23 450 in cherry sheet revenue.

STATUTORY ANALYSIS. Salaries and Wages, \$63 585; Other Ordinary Maintenance, \$11 280; and Travel and Training, \$1 350.

ACTUAL FY03	PROJECTE D FY04		BUDGET FY05	OFFICE OF CABLE TELEVISION
<p>390 100 <u>481 430</u> 871 530</p>	<p>471 665 <u>500 935</u> 972 600</p>	<p>CABLE TELEVISION CCTV</p>	<p>488 575 <u>510 925</u> 999 500</p>	<p>PURPOSE & OVERVIEW: The Office of Cable Television is responsible for the television and audio production needs related to the programming on the City of 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 and human services and history.</p> <p>As we move through 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 has now become a regular focus for the Office of Cable Television, the Municipal Channel will continue 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 also 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>FY04 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:</p> <ul style="list-style-type: none"> • Winner of <i>The Alliance for Community Media Hometown Video Festival Award</i> for our submission of <i>Quest of a Lady Falcon</i>.

- Completed the total renovation of the Sullivan Chamber television production facility, including new cameras and lighting.
- Upgraded the broadcast equipment package so that all of our programs are broadcast from a digital format ensuring greater quality and reliability.
- Created a new logo, City TV-8, to help with identifying and branding the station for viewers.
- Produced *Tales for Tots: The Mayor's Reading Program*, a four-part series that featured various City departments and agency directors reading stories to groups of pre-school children. We have also developed a slate of daily programming, *Kids Korner*, that broadcasts a variety of programs that focus on learning and literacy for school aged children.
- Produced a film, *Mike Glier's Town Green: A Public Art Installation for the City of Cambridge*, that documented the entire art installation process at the renovated City Hall Annex. The film was originally screened at the Cambridge Arts Council Art Gallery opening celebration.
- Provided cable coverage and broadcasting for a variety of athletic events, including the Mayor's Cup Softball Tournament, the CRLS Thanksgiving Day Football Game and the CityRun road race.
- Continued to cover and broadcast important community events and celebrations, including the Memorial Day Parade, the Annual Dance Party and Danehy Park Family Day.

FY05 GOALS

- *GOAL 1: Work with City departments utilizing the new services and technologies of the Office of Cable TV.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of departments utilizing services	30	30	30	30

- *GOAL 2: Expand Channel Eight produced programming.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
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1. Hours per week of programming	54	27	57	57
2. Programs per week	17	20	40	40
3. Number of in-house programs produced	22	40	40	40
4. Number of hours of live City Council and subcommittee meetings covered / rebroadcast	78/136	80/140	160/320	100/200

- *GOAL 3: Work with City Departments to write and produce high quality public service announcements for broadcast on Channel Eight.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of Public Service Announcements produced	n/a	n/a	0	2

FINANCING PLAN. This budget will be financed by (\$2 640) in property taxes; \$1 001 540 in municipal access fees; and \$600 in the sale of program tapes.

STATUTORY ANALYSIS. Salaries and Wages, \$437 675; Other Ordinary Maintenance, \$558 375; and Travel and Training, \$3 450.

ACTUAL FY03	PROJECTE D FY04		BUDGET FY05
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DEBT SERVICE

<p>14 050 350 4 830 465</p> <hr/> <p>190 090 19 070 905</p>	<p>16 218 310 5 027 305 600 600</p> <hr/> <p>216 000 21 462 815</p>	<p>MATURING BONDED DEBT INTEREST ON BONDS SANDERS TEMPERANCE FUND DOWSE INSTITUTE FUND BOND SALE FEES</p>	<p>18 403 135 5 296 735 600 600 <u>216 000</u> 23 917 070</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 sewer reconstruction in several areas of the City, street improvements, renovations to various public buildings including several fire stations, and improvements to the City's many recreational facilities.

The City issued bonds most recently on January 20, 2004 to finance the first phase of the construction of a new library, reconstruction of Cambridge Street, renovations to several City buildings, sewer reconstruction in several areas, improvements to Russell and Donnelly Fields, acquisition of an automated meter reading system, War Memorial renovations, improvements to the Taylor Square fire station, and the acquisition and installation of fiber optic cable and network equipment.

In conjunction with the January 20, 2004 bond sale mentioned above, the City received the highest credit ratings awarded by the three major credit rating agencies: Moody's Investors Service, Standard & Poor's Corporation, and Fitch Ratings. Cambridge is one of only nine cities nationally to receive the highest rating from all three agencies.

SIGNIFICANT BUDGET MODIFICATIONS: The sizable increase in the Maturing Bonded Debt allocation for FY05 is directly attributable to the first principal payment on the January 2004 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 \$2.45 million in additional debt service costs, \$.5 million is related to sewer reconstruction projects with the remaining \$1.95 million supported by property taxes. While total sewer debt has increased only \$.5 million, the portion covered by the sewer service charge has increased by \$.8 million with a \$.3 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) that 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 FY05 from the issue planned for the Winter of 2005 because the first principal payment will not be due until the Winter of 2006, which will be reflected in the FY06 budget.

INTEREST ON BONDS. The interest that the City pays on its bond issues is determined primarily by market conditions and the supply of bonds at the time of the issue, the maturity schedule of the issue, and the City's credit ratings. As mentioned above, the City's credit rating was reviewed by the three major credit rating agencies in conjunction with the bond sale on January 20, 2004 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, 2.97%.

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 "athenaeum," 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, fees related to loans that the City receives from the

Massachusetts Water Resources Authority (MWRA) and Massachusetts Water Pollution Abatement Trust (MWPAT) are included in this cost center.

FINANCING PLAN. The sewer service charge will provide \$8 448 175 for a portion of the debt on the sewer and surface drainage issues with the remaining \$2 024 170 funded through state subsidies. Golf course fees of \$109 440 will cover debt service on bonds issued for improvements to the golf course. Loan repayments of \$44 650 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 \$2 445 000. The Parking Fund will contribute \$167 190 for its share of the first interest payment on the bonds scheduled to be issued in the Fall of 2001. A property tax contribution of \$10 678 445 cover the remainder of debt service costs.

STATUTORY ANALYSIS. Other Ordinary Maintenance, \$216 000; and Extraordinary Expenditures, \$23 701 070.

SUMMARY: HUMAN RESOURCE DEVELOPMENT

FY03 ACTUAL	FY04 PROJECTED	PROGRAM EXPENDITURES	FY05 BUDGET
5 106 705	5 068 830	Library	5 461 430
13 616 830	13 926 105	Human Services	14 581 590
148 040	149 085	Women's Commission	155 860
142 625	156 555	Human Rights Commission	158 730
<u>476 715</u>	<u>511 740</u>	Veterans	<u>510 885</u>
19 490 915	19 812 315		<u>20 868 495</u>

FINANCING PLAN	FY05 BUDGET
Taxes	16 890 560
Fines & Forfeits	60 000
Charges for Service	2 390 250
Intergovernmental Revenue	<u>1 527 685</u>
	20 868 495

ACTUAL FY03	PROJECTE D FY04		BUDGET FY05
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<p>3 542 570 <u>1 564 135</u> 5 106 705</p>	<p>3 590 385 <u>1 478 445</u> 5 068 830</p>	<p>MAIN LIBRARY BRANCH LIBRARY</p>	<p>3 846 015 <u>1 615 415</u> 5 461 430</p>
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PURPOSE & OVERVIEW –The Cambridge Public Library provides excellent collections, services, and programs to meet the informational, educational, and recreational needs of our community. In addition to traditional library services such as book circulation and story times for children, the library offers access to online information and newer audiovisual formats. Cambridge has a unified system with a strong Main Library and six active neighborhood branches, which are tailored to the unique constituencies and needs of their neighborhoods. The library buildings are open an average of 346 hours each week and the library online resources are available 24 hours a day. Active cardholders exceed 67 000.

FY04 MAJOR DEPARTMENTAL ACCOMPLISHMENTS

Facilities

- Main Library Expansion:
 - Completed a substantial portion of construction drawings and specifications for the Main Library expansion.
 - Prepared Main Library collection for the move to a temporary location by identifying weaknesses, updating outdated titles, replacing worn out volumes, and weeding.
 - Introduced **Books and Mortar**, a newsletter to inform community about plans for the Main Library expansion; published 3 issues.
- Painted and resurfaced the floor of the Boudreau Branch.
- Installed new public services desks at the O’Connell and Central Square Branches.
- Replaced windows at the O’Connell and Valente Branches.
- Repaved the parking lot at the O’Connell Branch.

Services and Programs

- Sponsored, with the Friends of the Library, the Mayor’s Office, the Cambridge Center for Adult Education, and the Harvard Book Store, *Cambridge Reads Cover to Cover*, a citywide reading discussion program featuring the novel **Namesake** by Jhumpa Lahiri.
- The Friends of the Library published **The Secret Gardens of Cambridge**, a photographic selection of gardens from their first four annual tours.
- The Starbucks Foundation awarded a Literacy Grant to the Cambridge Public Library and Cambridge Rindge and Latin School to fund poetry slams and poetry workshops for teens.
- Increased circulation at the Valente Branch by 15%.
- Increased computer use by patrons at the Valente Branch by 50%.
- Increased computer use by patrons at the Central Square Branch by 18%.
- Increased computer use by patrons at the O’Connell Branch by 27%.
- Processed 20% more reserved items.

FY05 LIBRARY SYSTEM GOALS

- *GOAL 1: Improve materials availability to library patrons by increasing acquisitions by 25%.*

PERFORMANCE MEASURES					FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1.	Total	A-V	acquisitions	(percent increase)	5 302 (n/a)	6 450 (21.7%)	6 450 (21.7%)	8 085 (25.3%)

■ *GOAL 2: Process materials to respond to patron requests.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Process requests for materials owned by Cambridge Public library	n/a	n/a	50 000	48 000*
2. Process materials from other libraries for Cambridge patrons	n/a	n/a	100 000	110 000*
* Relocation of Main Library impacts FY05 estimated.				

■ *GOAL 3: Maintain quality of service in an efficient and cost-effective manner.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. System Circulation	1 116 012	1 100 000	1 100 000	1 000 000
2. Audiovisual Circulation	272 421	260 000	300 000	300 000
3. Register new borrowers	8 015	9 006	8 700	8 000
4. Process network transfers	n/a	n/a	150 000	150 000
5. Questions answered	360 348	415 000	430 000	400 000
6. In-library computer sessions	90 818	92 000	100 000	90 000
7. Total program attendance	68 209	60 000	60 000	50 000
8. Children's circulation for summer reading	60 032	60 000	59 157	50 000
9. Total transactions	1 717 368	1 786 000	1 890 000	1 690 000
UNIT COST MEASURES				
1. Cost per transaction*	\$2.88	\$2.81	\$2.70	\$3.22
* 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.				

■ *GOAL 4: Develop five-year strategic plan for library system.*

FINANCING PLAN. This budget will be financed by property taxes, \$4 979 280; fines, \$60 000; state aid to free public libraries, \$102 500; and cherry sheet revenue, \$319 650.

STATUTORY ANALYSIS: Salaries and Wages, \$4 475 735; Other Ordinary Maintenance, \$949 045; and Travel and Training, \$36 650.

**PUBLIC LIBRARY
- Main Library**

ACTUAL FY03	PROJECTE D FY04	BUDGET FY05
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414 405	373 350
339 975	373 025
753 505	802 540
742 120	735 690
361 820	403 010
417 650	396 880
323 960	309 625
<u>189 135</u>	<u>196 265</u>
3 542 570	3 590 385

ADMINISTRATION	456 630
PUBLIC SERVICES	346 685
REFERENCE SERVICES	816 990
CIRCULATION SERVICES	786 775
TECHNICAL SERVICES	457 860
CHILDREN'S SERVICES	429 115
SUPPORTIVE SERVICES	339 730
COMPUTER TECH. SUPPORT SVCS	<u>212 230</u>
	3 846 015

PURPOSE & OVERVIEW: The Main Library serves as the heart of the library system, providing the in-frastructure and support services for administration, facilities manage-ment, cataloging, materials proces-sing, reference services, outreach to senior citizens, children's services and programs, as well as personnel functions. The City's most compre-hensive 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 70% of all library activity.

FY05 GOALS

- *GOAL 1: Relocate Main Library to a temporary facility.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of staff to be relocated	n/a	68	0	68
2. Electronic equipment to be wired for and installed	n/a	150	0	150
3. Volumes to be moved and/or stored	n/a	270 000	0	270 000

- *GOAL 2: Provide library users with access to a broad collection of print, electronic, and audio-visual resources.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Select, purchase and catalog new acquisitions for library collection	34 106	35 000	35 000	35 000

■ *GOAL 2: (continued)*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
2. Deliver library materials to home-bound residents, nursing homes, and senior housing (number of books)	12 440	14 000	14 000	14 000
3. Deliver library materials to home-bound residents, nursing homes, and senior housing (number of deliveries)	847	800	910	1000
4. Pack and ship materials within the CPL and to libraries (# of bins)	n/a	8 800	10 500	10 500
5. Locate materials on the shelf for shipping to branches and other libraries	n/a	31 000	33 800	30 000

■ *GOAL 3: Maintain Web site and provide remote use of library resources via Internet and Minuteman Library Network.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of visits to library Web site through City portal	358 655	300 000	500 000	500 000

■ *GOAL 4: Process invoices within two weeks.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of invoices	n/a	3 000	5 000	5 000
2. Percentage of invoices processed in 2 weeks	n/a	98%	99%	99%

**PUBLIC LIBRARY
- Branch Libraries**

ACTUAL FY03	PROJECTED FY04		BUDGET FY05
241 555	238 895	O'NEILL (NORTH CAMBRIDGE)	267 645
229 110	210 385	VALENTE (CAMBRIDGE FIELD)	241 950
170 585	168 870	BOUDREAU (OBSERVATORY HILL)	180 860
143 150	130 910	O'CONNELL (EAST CAMBRIDGE)	151 520
150 940	142 060	COLLINS (MOUNT AUBURN)	160 815
<u>628 795</u>	<u>587 325</u>	CENTRAL SQUARE	<u>612 625</u>
1 564 135	1 478 445		1 615 415

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.

FY05 GOALS

- *GOAL 1: Increase use of technology at Central Square Branch.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of times computers used by patrons at the Central Square Branch (percent increase)	12 694 (n/a)	13 000 (2.4%)	15 000 (18.2%)	16 000 (6.7%)

- *GOAL 2: Renovate Collins branch to make it accessible to disabled persons, including a new rest room and ramp.*
- *GOAL 3: Evaluate and upgrade HVAC system at Central Square branch.*

**HUMAN SERVICES
- Summary**

ACTUAL FY03	PROJECTE D FY04	BUDGET FY05
1 691 875	1 760 635	ADMINISTRATION 1 948 045
1 307 540	1 425 050	OFFICE OF WORKFORCE DEV. 1 471 160
1 960 575	1 787 470	PLANNING & DEVELOPMENT 1 900 370
1 565 605	1 533 915	COMMUNITY SCHOOLS 1 611 785
1 179 230	1 150 155	RECREATION 1 201 770
829 725	894 355	ELDERLY SERVICES/COA 937 450
2 359 750	2 483 315	CHILD CARE & FAMILY SUPPORT SERVICES 2 484 530
491 995	516 600	GOLF COURSE 528 420
623 950	637 485	LEARNING CENTER 667 865
<u>1 606 585</u>	<u>1 737 125</u>	YOUTH PROGRAMS <u>1 830 195</u>
13 616 830	13 926 105	14 581 590

PURPOSE & OVERVIEW: In FY05, 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 improve children’s literacy and the quality and availability of out of

school time programs. During FY04, 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. Both of these initiatives directly support the City Council’s goal related to education.

All of the Department’s work befits its original charge (by ordinance in 1980) of “creating and coordinating services which enhance the quality of life for Cambridge residents.” The Department works to respond appropriately to changing needs and opportunities with a combination of services provided directly by the City, with planning and technical assistance for local groups and services provided through contracts with community agencies. Among the service components of the Department itself are Community Schools, Recreation, Youth Centers, Fuel Assistance, the Council on Aging, the Community Learning Center, the Multi-Service Center 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: homeless services; mental health; substance abuse services; domestic violence programs; food programs; legal assistance; and specialized services for newcomers and linguistic minority communities. The Department, in its overall goals for the year, is continuing to emphasize collaborations among the divisions and with other City departments and human service providers to meet the needs of Cambridge’s most vulnerable residents, in support of the City Council’s goals to improve access to services, to support the diversity of the City, to enhance

educational opportunities for children and youth and for adults with limited educational background and to enhance workforce opportunities for teens and adults.

SIGNIFICANT BUDGET MODIFICATIONS: The FY05 Human Services Budget reflects an addition of \$20 340 for a rent increase for 19 Brookline Street, which houses the Community Learning Center and Multi-Service Center. In addition, \$35 000 has been added to the Kids' Council Budget to support program initiatives as well as \$65 000 to the Extended Day Program Budget to reflect tuition revenue received from participants that has typically been appropriated during the fiscal year to cover program operating costs. Also, \$96 500 has been added to the Workforce Development Budget to reflect actual program costs for the Mayor's Summer Youth Employment Program.

GOALS:

- In collaboration with the School Department, Cambridge Health Alliance, Public Library, Police Department, Cambridge Community Foundation and community partners, continue implementation strategies to achieve the two goals adopted by the Kids' Council for the Agenda for Children: *Children and their parents need to be able to read. Children and youth need access to supervised activities in nurturing and safe environments.*
- In partnership with the Chamber of Commerce and individual employers, implement ongoing cycles of an intensive job-readiness program for teens to enhance teens' employability.
- To enhance the public's access to the wealth of health and human services available to residents through City and community providers, provide enhanced access to the online resource guide through training and technical assistance to community providers and community organizations and through information and referral telephone support for residents seeking services.
- To improve the quality of services and to ensure that the Department and its services are responsive to the needs of a diverse population, continue supervisory training for staff and implement enhanced diversity training in collaboration with the Personnel Department.
- Continue the provision of housing search assistance and stabilization for families, individuals and senior citizens.
- Expand opportunities for Cambridge residents of all ages to come together with their neighbors and across the City through continued support and staffing for community celebrations and events.

- 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; continue to collaborate with the License Commission to increase taxi accessibility.

FY04 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Served 71 212 meals in 29 sites throughout the City during the 2003 Summer Food Service Program. Meals were served at 18 open sites, including parks, MDC pools, housing developments and at 11 enrolled sites.
- Received recognition for the City as one of the finalists for most accessible city in the nation, highlighting the accessible taxi program, disability awareness programs for children and the monthly newsletter promoting accessible events and discussing policy related issues.
- Continued to provide meals to elders at the Citywide Senior Center, 365 days a year providing important nutrition and building community with seniors from across the City. Also provided wellness programs, English for Speakers of Other Languages, multi-cultural celebrations, computer classes, monthly social events and creative arts activities.
- Provided civics education to familiarize limited English speakers with their rights and responsibilities and registered new voters providing new residents with the opportunity to learn about the United States and their local community.
- Provided parent support and fostered community through a network of parent/child playgroups, family literacy events, and a Caring for Babies Forum.
- Fostered community by providing staff and programmatic support to numerous community celebrations including, Area IV Community Pride Day, Hoops "N" Health, Community Gospel Celebration, Community and Youth Appreciation Day, Arts in the Park events, the 11th annual North Cambridge Crime Task Force's Day and Night Out Against Crime, among others.

- Continued to provide training and professional development to staff to enhance the capacity of out of school time programs to incorporate children with significant special needs and worked with staff to incorporate techniques to enrich all children's participation in out of school time programs.
- Completed development of a directory of human service programs to complement the comprehensive online database to improve access to information about services in the community.
- Served over 400 adult residents through the Cambridge Employment Program, offering career counseling, job search assistance and referral to education and training, supporting workforce development opportunities for residents.
- Served a record number of 726 youth in the Mayor's Summer Youth Employment Program, providing youth with a learning and skill building experience as well as a paycheck.

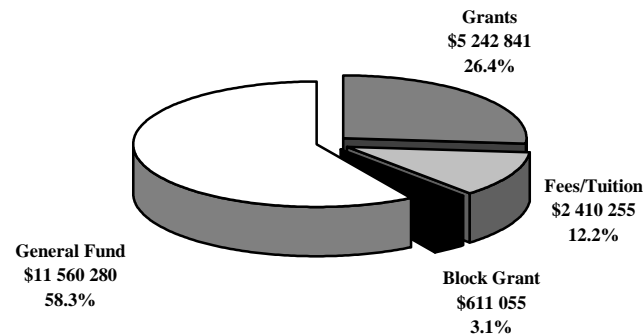
FINANCING PLAN. This budget is supported by \$11 294 020 in property taxes; \$66 335 in recreational activity fees; \$13 650 in league fees; \$66 000 in swimming pool fees; \$563 415 in golf course fees; \$8 000 in special needs fees; \$20 000 in senior center revenue; \$1 085 230 in child care tuition fees; \$392 000 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; \$611 055 in Community Development Block Grant funds; and \$65 000 in Extended Day revenue.

STATUTORY ANALYSIS. Salaries and Wages, \$11 932 800; Other Ordinary Maintenance, \$2 558 340; Travel and Training, \$65 450; and Extraordinary Expenditures, \$25 000.

ACTUAL FY03	PROJECTE D FY04		BUDGET FY05
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**HUMAN SERVICES
- Grants and Contracts**

**TOTAL DHSP FUNDING – FY05
\$19 824 431**



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 FY04 state cuts, but the amounts could be further reduced based on changes in the State or Federal FY05 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 (\$141 856). 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 (\$1 282 739). This represents the FY05 portion of SHP grants administered through the City to fund 29 Cambridge programs assisting homeless persons through a continuum of care with housing and services. The grants range in length from one to three years and the new amount awarded for projects beginning in spring 2004 is \$1 984 228.

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT HOUSING OPPORTUNITIES FOR PEOPLE WITH AIDS PROGRAM (\$659 000). The City of Cambridge will begin administering this program in FY05 for all of Middlesex County, due to changes in the allocation formula. In the first year, all nine of the currently funded programs will continue to receive funds, with a more competitive process in FY06.

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT SHELTER PLUS CARE (\$122 580). 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 (\$6 336). 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 (\$110 000). 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 29 meal sites in the summer of 2003, serving 71 212 meals and snacks.

MASSACHUSETTS DEPARTMENT OF EDUCATION/EMPLOYMENT RESOURCES INC. (\$838 791). The Community Learning Center, in collaboration with the Cambridge Housing Authority, receives state funds for Adult Basic Education, English for Speakers of Other Languages, civic education, volunteer coordination, education for homeless adults, workplace education, and family literacy. A grant of federal funds through ERI supports these activities as well.

MASSACHUSETTS DEPARTMENT OF EDUCATION/EVENSTART/BOSTON ADULT LITERACY FUND (\$53 442). Evenstart federal funds are contracted through the Cambridge Public Schools to the Community Learning Center for a program of early childhood education and family literacy. CLC provides the services to adults and the School Department provides the early childhood portion. A small grant supports the training of adult students to train other parents in their native languages in how to share literacy-enhancing activities with their young children through the "Let's Talk" campaign.

CAMBRIDGE HOUSING AUTHORITY (\$74 835). 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 Bridge Program transitional classes for CHA residents who are interested in attending college.

FOUNDATIONS/FRIENDS OF THE CLC (\$71 000). 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, for training students as computer lab assistants and literacy trainers for additional ESOL classes and for out-of-school youth working towards an adult diploma or GED.

CAMBRIDGE HOUSING AUTHORITY (\$76 000). 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 (\$71 050). 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. Also included are funds for the Older Men's Project.

LOW INCOME FUEL ASSISTANCE/FEMA (\$980 965). The City of Cambridge is the only municipality currently operating a fuel assistance program in the Commonwealth. The program has taken applications from 1 735 households in Cambridge and Somerville over the 2003-04 winter season with financial assistance for heating bills and rental assistance if heat is included in the rent. FEMA funds of \$10 000 are included and are 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.

OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION/CAMBRIDGE HEALTH ALLIANCE (\$105 000). These grants fund the Cambridge Prevention Coalition to provide substance abuse prevention services to youth, parents, and other groups within the City.

MASSACHUSETTS DEPARTMENT OF PUBLIC HEALTH/NORTH CHARLES (\$111 450). These grants fund the Cambridge Prevention Coalition to plan and implement community strategies to reduce underage access to alcohol.

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.

CAMBRIDGE PERFORMANCE PROJECT (\$15 525). 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 FY03	PROJECTE D FY04	BUDGET FY05
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329 730	375 990	LEADERSHIP	445 385
583 360	596 675	OPERATIONS	621 560
160 180	131 165	MIS	132 045
383 730	400 000	EXTENDED DAY	486 865
<u>234 875</u>	<u>256 805</u>	AGENDA FOR CHILDREN	<u>262 190</u>
1 691 875	1 760 635		1 948 045

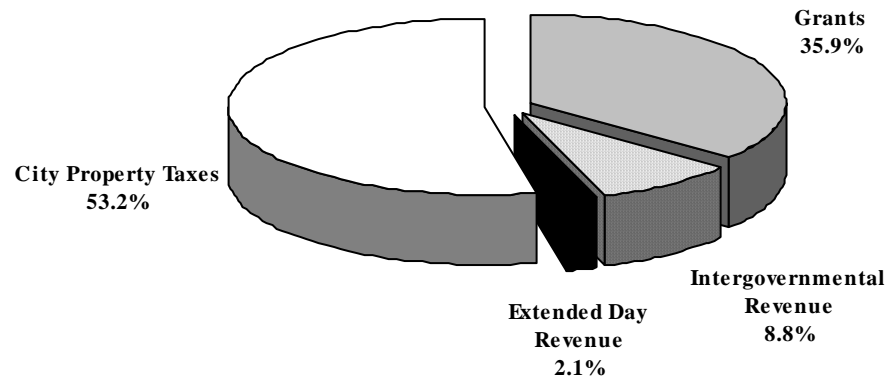
PURPOSE & OVERVIEW: The Administration Division provides leadership, financial, personnel, MIS and clerical support to the operating divisions of the Department as well as to the 28 satellite locations, almost 200 salaried and 450 part-time and seasonal employees. The

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 \$5.8 million in grant funding, and \$13.9 million in the general fund, which includes \$2.4 million in tuition and fees. The Division is responsible for 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 supporting the City Council's goal of enhancing diversity. 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, the joint effort expanded to include a pilot six part enhanced diversity training to be offered to DHSP staff in FY05. In addition, the Division is working with a department-wide working group to redesign the DHSP orientation to provide a more comprehensive introduction to the Department, its policies and its operating principles.

MIS acts as a liaison with the City's MIS Department and responds to the Department's MIS needs. In FY04, with the help of the City's MIS Department, DHSP launched a new Web site which supports the City Council's goal of enhancing the public's access to services. 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 29 sites in the summer.

FUNDING SOURCES/ADMINISTRATION:

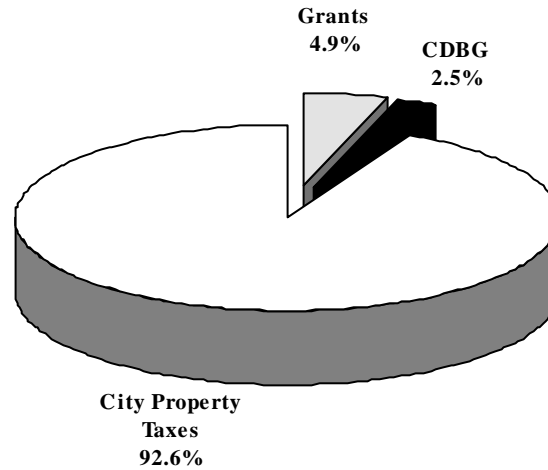


Grants	\$1 090 965
Intergovernmental Revenue	\$266 265
Extended Day Revenue	\$65 000
City Property Taxes	<u>\$1 616 780</u>
TOTAL:	<u>\$3 039 010</u>

Includes funds anticipated to be received in FY05, but not yet appropriated.

ACTUAL FY03	PROJECTE D FY04		BUDGET FY05	
1 307 540	1 425 050	WORKFORCE DEVELOPMENT	1 471 160	<p>PURPOSE & OVERVIEW: The mission of the Office of Workforce Development (OWD) is to expand employment and training opportunities for Cambridge youth and adult residents. It does so by developing partnerships with employers, community-based organizations, the schools and post-secondary institutions. Through a combination of direct service, program coordination, and outreach efforts, OWD services reach nearly 1 000 residents and businesses each year.</p> <p>Consistent with City Council goals around education and economic development, OWD oversees a number of programs that support learning and increase the employability of residents. The Cambridge Employment Program (CEP) offers free job search assistance to adults seeking employment and makes referrals to education and training programs. The Mayor’s Summer Youth Employment Program places hundreds of youth each summer in jobs throughout the City and offers workshops to increase participants’ skills and career/college readiness. The school year components of MSYEP, the Fall Youth Employment Program and the Neighborhood Service Project, provide younger teens with fall work opportunities and a spring community service learning program. For older teens, OWD operates an internship with Harvard University and its clerical union, and offers ongoing cycles of an intensive, six-week job-readiness program.</p> <p>OWD manages a variety of efforts to coordinate access to information about employment, training and youth development opportunities. These include the Youth Employment Center at the high school; the Cambridge Reaching All Youth Committee (for youth program providers); the Jobs Consortium (for local job developers); and the Business Advisory Committee (for local employers). The Office coordinates the Summer Jobs Campaign to recruit private sector jobs for teens, and the Bunker Hill Community College Advisory Committee, to plan and advertise course offerings at the Cambridge satellite of BHCC. Each year OWD creates and distributes a directory of employment and education opportunities for residents, <i>Cambridge Works and Learns</i>. The Office works closely with the Chamber of Commerce and Economic Development staff to help residents maximize the benefits of existing economic development activities and participates in regional planning through its work with the Metro North Regional Employment Board.</p>

FUNDING SOURCES/WORKFORCE DEVELOPMENT:



Grants	\$76 000
CDBG	\$38 500
City Property Taxes	<u>\$1 432 660</u>
TOTAL:	\$1 547 160

Includes funds anticipated to be received in FY05, but not yet appropriated.

FY05 GOALS

- *GOAL 1: Continue job placements and employment referrals for adult residents of Cambridge.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of CEP job placements	167	135	135	160
2. Number of employers participating in OWD-sponsored activities such as job fairs, mock interviews and information sessions	63	45	50	50

- *GOAL 1: (continued)*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
3. Number of job seekers engaged with employers through OWD efforts such as job fairs, mock inter-views, and information sessions	117	70	70	70

■ *GOAL 2: Continue training and education opportunities for Cambridge residents and businesses.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of enrollments in courses at Bunker Hill Community College Cambridge Satellite Campus	202	220	160	200
2. Number of individuals enrolled in courses at Bunker Hill Community College Cambridge Satellite Campus	182	200	150	180
3. Number of employers participating in OWD sponsored activities with employment and training providers	19	10	5	10

■ *GOAL 3: Coordinate the efforts of local employment and training providers and support the professional development of local program staff.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of local youth and adult programs participating in service coordination efforts	55	60	55	55

■ *GOAL 3: (continued)*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
2. Number of workforce development professionals attending OWD sponsored trainings and workshops	125	115	118	120

- *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	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of students enrolled in school to career activities including internships	41	45	41	50
2. Number of student enrollments in work-readiness and career awareness workshops	155	180	120	130
3. Number of youth visits to the Youth Employment Center	416	500	400	400
4. Number of private sector summer and school year jobs	163	150	110	125
5. Number of employers, post-secondary representatives and community-based agencies engaged in school to career/career awareness activities	16	35	35	35

- *GOAL 5: Enhance experience of Mayor's Summer Youth Employment Program (MSYEP) participants by increasing staff capacity, infusing school-to-work best practices and creating connections to year-round programming.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of youth enrolled in MSYEP who receive work experience, work readiness work-shops and career awareness activities	650	650	726	725
2. Number of supervisors/mentors trained in working with young employees	115	115	124	125
3. Number of students enrolled in Summer Work and Learning projects with school-to-work competencies	226	215	192	200
4. Number of youth served in school year employment and service learning activities	43	50	43	43
5. Number of youth enrolled in MSYEP who report satisfaction with their job	91%	n/a	95%	95%
6. Number of supervisors who were very satisfied with their youth worker(s)	88%	n/a	88%	90%

ACTUAL FY03	PROJECTE D FY04		BUDGET FY05
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**HUMAN SERVICES
- Planning & Development**

94 350	99 505	LEADERSHIP	104 215
968 290	805 690	CONTRACTS	811 415
115 575	116 265	COMMISSION FOR PERSONS WITH DISABILITIES	121 475
80 850	84 885	KIDS' COUNCIL	122 310
650 440	630 005	HUNGER AND HOMELESS SVCS.	688 875
2 480	1 045	PLANNING & DEVELOPMENT	
48 590	50 075	HAITIAN SERVICES	52 080
<u>1 960 575</u>	<u>1 787 470</u>		<u>1 900 370</u>

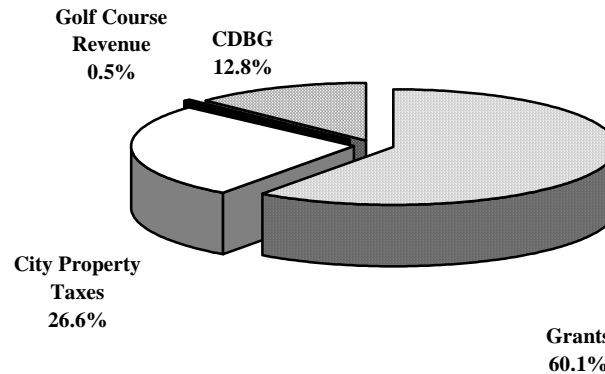
PURPOSE & OVERVIEW: Planning and Development staff assist in formal and informal community needs and resources assessment activities, working with the Commission on Human Service Programs, DHSP staff from other divisions and other local groups. Consistent with the City Council's goal of improving access to services, the Division is providing leadership

and staff support in working with other divisions and community agencies in the development of an online human services Information and Referral database as well as a printed directory of services for Cambridge and Somerville. Refinement and promotion of the database will be a major thrust in the coming year. The Division gives technical assistance to agencies seeking funding from many sources, and coordinates the processes for agency proposals for funds that flow through the Division, such as Community Development Block Grant, Emergency Shelter Grant and the HUD Supportive Housing and Shelter Plus Care Programs. 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, National Student Partnership, North Charles, Shelter Legal Services and CASCAP Representative Payee/Budget Counseling Services. 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, and through other community environmental strategies.

FUNDING SOURCES/PLANNING & DEVELOPMENT:



Grants	\$2 680 650
CDBG	\$572 555
Golf Course Revenue	\$20 000
City Property Taxes	<u>\$1 185 505</u>
TOTAL:	\$4 458 710

Includes funds anticipated to be received in FY05, but not yet appropriated.

FY05 GOALS

- *GOAL 1: Continue to provide services to Multi-Service Center homeless individuals and those at risk of homelessness, supporting the City Council's housing support goal.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of clients seen for personal counseling, mental health services, substance abuse services, employment	2 707	2 500	2 500	2 600
2. Number of clients placed in temporary housing	311	250	250	250
3. Number of clients placed in permanent housing	150	150	135	140
4. Number of clients maintained in current housing	196	180	180	180

- *GOAL 2: Provide homeless prevention counseling and housing search assistance for homeless families and those at risk of homelessness consistent with the City Council's housing support goal.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of family intakes	304	300	300	300
2. Number of families placed in housing	122	125	125	125
3. Number of families referred for personal counseling, mental health services, substance abuse services, employment	665	650	700	750
4. Number of families maintained in current housing	297	300	350	375

- *GOAL 3: Continue to contract with local service providers to serve disadvantaged residents through the use of Community Development Block Grant monies, McKinney Home-lessness monies, and City tax dollars supporting the continued socio-economic diversity of the City consistent with the City Council's goals.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of clients served in youth and family services programs	1 339	1 350	1 350	1 350
2. Number of clients served through domestic violence and abuse prevention program.	243	220	220	220
3. Number of clients served through linguistic minority programs	806	800	1 625	1 625
4. Number of clients served through homelessness prevention and service programs	4 307	5 150	4 500	4 500

- *GOAL 3: (continued)*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
5. Number of client visits to food pantry programs	17 366	12 850	15 000	15 000
6. Number of clients served through	462	400	400	400

COMMISSION FOR PERSONS WITH DISABILITIES

PURPOSE & OVERVIEW: According to the 2000 U.S. Census, there are 13 760 Cambridge residents with disabilities, including 2 319 with sensory disabilities, 5 167 with physical disabilities, and 4 033 with mental disabilities. Among Cambridge residents of working age, 5 761 were identified as having a disability that interfered with or prevented employment. The Commission for Persons with Disabilities promotes the full integration of people with disabilities into all aspects of Cambridge community life consistent with the City Council's goals of promoting diversity. 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. The Commission also hosts an annual conference working with other City agencies and community organizations to improve employment opportunities for individuals with disabilities.

FY05 GOALS

- *GOAL 1: Continue implementation of the City’s ADA Compliance Plan and provide training and assistance to public entities in Cambridge such as the Health Alliance and Housing Authority.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of trainings and technical assistance sessions provided to City employees, departments and other public entities	113	80	80	80
2. Revise and update the City’s ADA Handbook	50%	n/a	75%	100%

- *GOAL 2: Improve access to public accommodations and transportation services in Cambridge consistent with the City Council’s goal to improve access to services.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of site visits and access surveys of Cambridge businesses completed	55	40	55	60
2. Number of Cambridge agencies and businesses which remove barriers to access	10	10	10	12
3. Number of trainings delivered to Cambridge Taxi School attendees to enhance awareness of serving passengers with disabilities	6	12	12	12
4. Number of taxi coupon users served	42	n/a	45	50
5. Number of temporary disability permits issued	23	n/a	24	28

- **GOAL 3:** *Improve understanding of disability issues and awareness of resources for people with disabilities.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of disability awareness trainings delivered to various City departments and staff	56	35	35	35
2. Number of responses to individual service, information and referral requests	1 424	1 200	1 200	1 200
3. Number of training and technical assistance sessions delivered to Cambridge private sector businesses and organizations	95	100	75	75
4. Number of community newsletters on disability resources, news and information	10	10	10	10

KIDS' COUNCIL

PURPOSE & OVERVIEW: Created by City ordinance in 1991, the Coordinating Council for Children, Youth, and Families (Kids' Council) provides leadership and serves as a forum to engage the public in promoting a comprehensive local response to the needs of Cambridge children and families. The Council is comprised of parents, community members, top City officials, and representatives from universities, businesses, 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*. These initiatives along with other Kids' Council efforts directly support the City Council's goals to value diversity, increase opportunities for public participation in local government, promote high quality services and improve access to those services, strengthen and support education and learning, and foster community.

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. Discussions exploring the planning and selection of a second Center for Families site have begun and resource identification efforts will continue.

The Agenda for Children brings together different City entities (schools, City departments, the health system) with community-based agencies, businesses, 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, and 2) All Cambridge children and youth will have equal access to safe, stimulating, nurturing, and healthful out-of-school time activities, in order to ensure optimal academic performance and overall healthy development. The initiative's Community Engagement component will continue to facilitate and strengthen connections to parents in order to promote the importance of the two goals. The King Open Extended Day Program (formerly known as the Harrington Extended Day Program), launched as a pilot to address the out-of-school time goal, will be completing its fifth year. This year, the program underwent changes in its staff and service population as a result of the School Consolidation Plan. In light of the changes, the program's re-evaluation recommendations were reviewed and amended. Benchmarks from the re-evaluation along with other guidelines will be used for program planning and review for the coming year.

The Youth Participation Planning Initiative began in summer 2002 in response to concerns from the Kids' Council and City Council that there was a lack of youth involvement in the City's decision-making process. The initiative's goal is 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 two years, the initiative has taken root, gained momentum and accomplished the following: completed a Mapping Project that was led, planned and conducted by youth on "drug use in Cambridge;" completed an evaluation of that Mapping Project; sent the City's first Youth Delegation to a National League of Cities Conference; and trained 13 Youth Facilitators to lead the planning and production of the City's first Middle School Youth Summit in June 2004. The Summit will highlight issues important to adolescents and serve as a vehicle to engage youth in crafting solutions to address their issues.

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 the 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 fully 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 of the Kids' Council, its goals, initiatives and programs.

Long-term Plan to Sustain and Increase Capacity for Kids' Council Efforts

- *GOAL 1: Develop a three year Strategic Plan – including funding and plausible funding sources - for Kids' Council operations, initiatives and activities, in the context of other city efforts when feasible and appropriate.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Percentage completed in development of Kids' Council Strategic Plan	n/a	n/a	10%	100%

Promotion and Marketing of the Kids' Council

- *GOAL 1: Develop a comprehensive plan to raise public awareness of the Kids' Council, its goals, initiatives and efforts.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Percentage completed in development and implementation of Kids' Council Marketing Standards & Guidelines	n/a	n/a	25%	100%
2. Percentage completed in development of Kids' Council brochure in 4 languages	n/a	n/a	n/a	100%
3. Percentage completed in development of Kids' Council Web site	n/a	n/a	n/a	100%
4. Number of newspaper ads posted in 4 languages	n/a	n/a	n/a	7

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	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Percentage completed in development of Policy Plan	n/a	100%	40%	100%
2. Percentage completed in implementation of Policy Plan	n/a	20%	0%	25%

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	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Minimum number of youth members participating on the Youth Involvement Subcommittee	n/a	5	8	15
2. Percentage completed in the development of plan to implement recommendations from 2004 Middle School Youth Summit	n/a	n/a	n/a	100%
3. Percentage of recommendations implemented from 2004 Middle School Youth Summit	n/a	n/a	n/a	50%
4. Percentage completed in the development of plan for a citywide Youth Event for 2005	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 furthering the City Council's education goal.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of parents and children reached through the parent education and support component of Literacy Initiative	875	925	829	925
2. Number of early care and education and after-school providers reached through professional development	83	175	223	150
3. Number of books and resource materials distributed to children and families	3 484	2 500	2000	2 500
4. Number of Literacy Ambassadors who work in their communities to engage parents in participating and shaping Literacy Initiative	n/a	n/a	6	6

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 coordination for families furthering the City Council’s education goal.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of Programs participating in Professional Development and Quality Improvement Activities in: - Academic areas	10	10	10	10

- *GOAL 1: (continued)*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
- Arts areas	18	18	18	18
- Human Relationships and Mental Health	45	45	45	45
2. Number of trainings provided to programs and community groups in the Health and Human Services Database	n/a	n/a	10	50
3. Number of programs participating in annual Lights on Afterschool event to promote awareness of afterschool issues and importance	n/a	n/a	25	30
4. Percentage completion of development of Quality Criteria for Out-of-School Time Programs	n/a	100%	75%	100%
5. Percentage completion of development and acceptance of Outcome Indicators for Out-of-School Time Initiative	n/a	100%	10%	100%

- *GOAL 2: Improve the quality of the King Open Extended Day Program by reviewing its com-*

pliance to the amended recommendations set by the evaluation report from the Program in Afterschool Education and Research (PAER) and the Kids' Council.

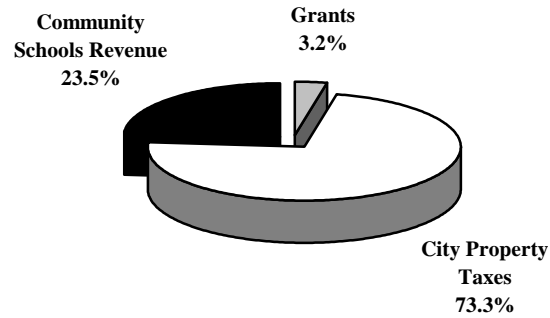
PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Percentage completion of amended recommendations set by PAER evaluation report and Kids' Council	n/a	80%	65%	85%

**HUMAN SERVICES
- Community Schools**

ACTUAL FY03	PROJECTE D FY04		BUDGET FY05
<p style="text-align: right;">128 435 1 230 715 <u>206 455</u> 1 565 605</p>	<p style="text-align: right;">81 430 1 189 920 <u>262 565</u> 1 533 915</p>	<p style="text-align: center;">LEADERSHIP COMM. SCHOOLS PROGRAMS SUPPORT SERVICES</p> <p>12 Community Schools, Directors work with their respective Neighborhood 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, two extended day programs with the School Department, full-day summer and vacation camps. Many of these programs have been adapted to encourage participation of children with special needs.</p> <p>Consistent with the City Council’s Goals and Community Values, the Community Schools provide programs that foster community, such as Summer Arts in the Park, Camp Information Night, cultural and social events for families and senior citizens, and children’s performances in music, dance, and theater. Participants in these programs represent the racial and ethnic diversity of Cambridge. 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 \$ 29 000 was awarded to children attending summer camp. Additional families received financial support through childcare vouchers and School Department scholarship funding. During the summer of FY04, Community Schools collaborated with a number of elementary schools to allow children enrolled in academic programs to participate in summer camps. The Division continues to provide ongoing support to the grant funded North Cambridge Crime Task Force in addressing neighborhood safety and community building events such as the award winning National Night Out event. Community Schools also provide forums for senior citizens to address safety concerns with the Cambridge Police Department. Participant fees supplemented by corporate and individual donors and by City tax dollars support Community Schools programs.</p>	<p style="text-align: right;">98 715 1 240 710 <u>272 360</u> 1 611 785</p>

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

FUNDING SOURCES/COMMUNITY SCHOOLS:



Grants	\$53 525
Community Schools Revenue	\$392 000
City Property Taxes	<u>\$1 219 785</u>
TOTAL:	\$1 665 310

Includes funds anticipated to be received in FY05, but not yet appropriated.

■ *GOAL 1: Continue to provide out-of-school time programs such as enrichment classes, summer and vacation camps, provide programs for adults, families and seniors and continue to support Neighborhood Councils' collaboration with other neighborhood coalitions to address community needs.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of children's classes city-wide during the school year	1 199	1 150	1 150	1 100
2. Number of adult, family and senior classes citywide during the school year	278	250	250	250
3. Number of summer camps for children				
4. Number of children served in summer camps	12	13	10	11
5. Number of school vacation camps	858	900	684	750
6. Number of youth enrolled in CIT programs	12	6	6	8
	133	125	125	125

■ *GOAL 1: (continued)*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
7. Number of partners, such as universities, community coalitions, community-based agencies and City departments, collaborating on children's programs and neighborhood improvements	65	60	60	60
8. Number of collaborative summer academic/camp programs	6	5	3	3
9. Develop and implement surveys of parents/participants focused on program quality and improvements; percent completed	n/a	n/a	10%	90%

■ *GOAL 2: Continue to provide summer Arts in the Park events for families, childcare programs, and summer camps supporting the City Council goal to foster community.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of Arts in the Park events	61	50	81	65

■ *GOAL 3: Create opportunities for residents of all ages to engage in educational forums on domestic violence prevention, crime prevention and personal safety.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of meetings for youth and adult residents with an emphasis on crime prevention, personal safety, and community resources	50	45	45	45

ACTUAL FY03	PROJECTE D FY04		BUDGET FY05
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**HUMAN SERVICES
- Recreation**

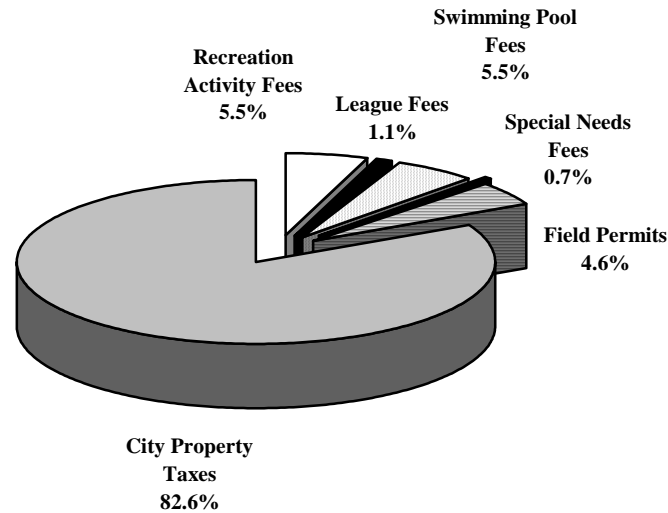
90 425	90 915		95 655
57 455	57 565	LEADERSHIP	63 445
45 865	78 810	SUMMER	67 700
209 790	176 235	GOLD STAR	200 395
175 585	162 775	WAR MEMORIAL	166 145
9 130	3 000	SPECIAL NEEDS	3 000
70 325	65 750	LEAGUES	63 440
281 945	277 010	RECREATION ACTIVITIES	292 965
238 710	238 095	DANEHY PARK	249 025
1 179 230	1 150 155	SUPPORT SERVICES	1 201 770

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. Danehy Park Family Day, as well as the youth and adult leagues, support the City Council goal of fostering community. 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, and the Open Space 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 Recreation Program also provides athletic opportunity to many summer camps through coordination of the annual Citywide Youth Games held at Danehy Park each summer. 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	\$ 66 000
Special Needs Fees	\$ 8 000
Field Permits	\$ 55 620
City Property Taxes	<u>\$ 992 165</u>
TOTAL:	\$1 201 770

Includes funds anticipated to be received in FY05, but not yet appropriated.

FY05 GOALS

- *GOAL 1: Provide high quality instruction to children and adults in swimming and recreation activities, including tennis, jazz/ballet and gymnastics.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of youth recreation classes	100	100	100	100
2. Number of adult recreation classes	24	24	24	24
3. Number of youth swimming classes	80	80	60	80
4. Number of adult swimming classes	32	32	24	32
5. Percentage of participants satisfied with the quality of instruction	n/a	n/a	n/a	85

- *GOAL 2: Provide year-round recreational programming for special needs participants ranging*

from pre-school age to young adults.

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
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	15	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	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Total number/percentage of permitted hours of youth programs	13 818/77%	13 818/77%	13 818/77%	13 818/77%
a. Number/percentage of youth soccer hours	5 048/28%	5 048/28%	5 048/28%	5 048/28%
b. Number/percentage of little league hours	4 004/22%	4 004/22%	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	1 752/10%	1 752/10%	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%

■ *GOAL 3: (continued)*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
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g.	Number/percentage of Pop Warner football hours	258/1%	258/1%	258/1%	258/1%
h.	Number/percentage of youth flag football hours	160/1%	160/1%	160/1%	160/1%
2.	Total number/percentage of permitted 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%	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 FY03	PROJECTE D FY04	BUDGET FY05
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81 790	84 305	LEADERSHIP	88 115
271 995	270 345	SUPPORT SERVICES	305 875
56 290	103 215	N. CAMBRIDGE SENIOR CENTER	81 015
115 810	125 025	SENIOR CENTER MEALS	137 155
29 990	26 305	SENIOR CENTER ACTIVITIES	26 575
<u>273 850</u>	<u>285 160</u>	CITYWIDE SENIOR CENTER	<u>298 715</u>
<u>829 725</u>	<u>894 355</u>		<u>937 450</u>

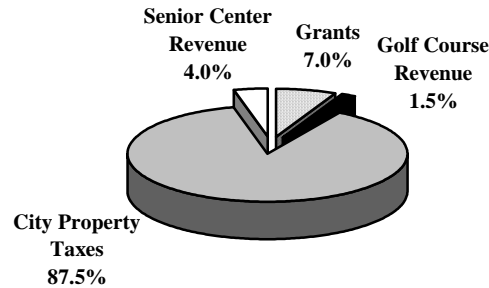
PURPOSE & OVERVIEW: The Elderly Services Division, also known as the Council on Aging (COA), is responsible for the provision and oversight of services to Cambridge residents age 60 and older. The Division's mission is to promote and safeguard the health

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. Furthering the City Council's goal of providing access to high quality services, 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 in the City, Monday through Friday.

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. The programs offered support the City Council's goals of building community and supporting the racial, socioeconomic and cultural diversity of the City. 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 Center meet the needs of Cambridge’s seniors, a citywide advisory committee meets regularly with the Center staff to provide input.

FUNDING SOURCES/COUNCIL ON AGING:



Grants	\$71 050
Senior Center Revenue	\$40 000
Golf Course Revenue	\$15 000
City Property Taxes	<u>\$882 450</u>
TOTAL:	\$1 008 500

Includes funds anticipated to be received in FY05, but not yet appropriated.

FY05 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, benefits counseling, substance abuse services, and the coordination of home-based services.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of information and referral services provided	3 796	3 550	3 800	3 900
2. Number of clients provided case management services	96	95	95	95
3. Number of seniors receiving home-based services	87	75	75	85

- *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	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of seniors receiving Food Pantry services at twice weekly pantry	321	335	354	360
2. Number of Food Pantry visits by financially eligible seniors	6 659	5 200	7 000	7 200
3. Number of meals served at 806 and 2050 Mass. Avenue sites	35 311	35 500	35 500	35 500
4. Number of different seniors coming to meals at the Senior Centers on a monthly basis	469	560	470	475
5. Number of seniors receiving home delivered food pantry services	20	20	20	20

- *GOAL 3: Continue transportation services for seniors to the Citywide Senior Center and continue to serve other transportation needs of seniors.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of seniors linked to transportation services to the Center	216	255	250	260
2. Number of seniors served by subsidized weekly food shopping trips	235	240	240	240
3. Number of seniors served by subsidized medical transportation				
4. Number of seniors using taxi coupons	304	330	330	330
	276	325	280	300

■ *GOAL 4: Enhance program offerings to seniors especially in the areas of computer skills, well-being and fitness, as well as interview seniors to assess program satisfaction and improve services.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of different seniors attending computer classes	107	156	156	160
2. Number of hours of health/fitness/wellness classes offered each month	65	65	65	67
3. Number of special events pro-moting health/fitness/wellness	39	24	24	26
4. Number of seniors interviewed in user satisfaction survey	n/a	n/a	n/a	80

**HUMAN SERVICE
- Child Care & Family
Support Services**

ACTUAL FY03	PROJECTE D FY04	BUDGET FY05
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118 180	114 650	LEADERSHIP	119 075
540 290	608 075	AFTERSCHOOL	567 360
1 268 885	1 305 265	PRE-SCHOOL	1 332 515
412 910	428 710	SUPPORT SERVICES	437 480
<u>19 485</u>	<u>26 615</u>	CENTER FOR FAMILIES	<u>28 100</u>
2 359 750	2 483 315		2 484 530

PURPOSE & OVERVIEW: The Child Care and Family Support Services Division offers residents a wide range of services that directly implement the City Council's goals related to education and valuing and supporting the racial, socioeconomic and cultural diversity of the City.

These include six licensed Pre-School programs and seven licensed Afterschool Programs serving approximately 285 children daily, the Center for Families and the King Open Extended Day, a collaboration with the King Open School.

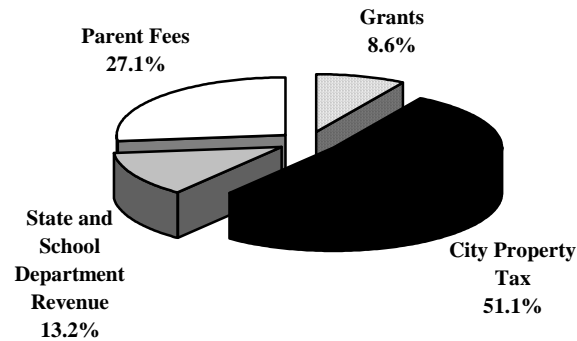
The Afterschool Programs located at the Morse, Fletcher-Maynard, Peabody and King Schools serve children in grades K-4, with one location serving children to grade 6. Parents have the option of enrolling two, three or five days per week. Programs offer a multi-cultural curriculum designed to improve children's positive social development and academic achievement in math, science, literacy and language arts through a project based learning approach.

Five of the six Pre-school Programs, located at the King, King Open, Morse, Kennedy and Peabody 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 and have been awarded accreditation by the National Association for the Education of Young Children. The Pre-school programs provide a safe educationally and socially enriching environment in which children can learn to be self-confident away from home. Children learn to relate well to their peers, to understand each other's cultural traditions and learn to trust and respond to a variety of adults.

The Division also provides support to the King Open Extended Day Program, a quality out of school time program for children in grades K-6, that bridges the school and after school experiences, fosters community and family connections and supports the emotional and intellectual growth of the children.

Inclusionary practices supporting the integration of children with different needs and abilities are supported in all programs. Funding for services is provided from City tax dollars, parent tuition, and state contracts. More than half the children served receive subsidy or scholarship assistance.

FUNDING SOURCES/CHILD CARE:



Grants	\$232 583
Childcare Tuition	
State and School Dept. Revenue	\$360 100
Parent Fees	\$735 130
City Property Taxes	<u>\$1 389 300</u>
TOTAL:	\$2 717 113

Includes funds anticipated to be received in FY05, but not yet appropriated.

FY05 GOALS

- *GOAL 1: Continue to offer high quality licensed pre-school childcare to a diverse population.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of pre-school slots	113	115	115	115
2. Percentage of children receiving some subsidy or scholarship	48%	43%	46%	46%
3. Percentage of teachers remaining more than two years	59%	59%	77%	62%
4. Number of children with special needs served	8	10	10	10
5. Develop and implement parent surveys focused on program quality and improvements: percent completed	n/a	n/a	10%	90%

- *GOAL 2: Continue to offer high quality afterschool childcare to a diverse population.*

FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
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PERFORMANCE MEASURES

1. Number of afterschool slots	168	170	170	170
2. Percentage of children receiving some subsidy or scholarship	53%	48%	46%	46%
3. Percentage of teachers remaining more than two years	40%	40%	46%	40%
4. Number of children with special needs served	11	12	12	12
5. Develop and implement parent surveys focused on program quality and improvements: percent completed	n/a	n/a	10%	90%

- *GOAL 3: Within the Department's childcare programs, expand opportunities for children to increase their literacy skills by engaging families in a reading program connecting home and school and by increasing linkages to the school day curriculum.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Percentage of families borrowing books for home use	n/a	n/a	25%	50%
2. Number of visits by school age staff to school day classrooms	11	21	21	28

- **GOAL 4:** *Expand the childcare 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	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of staff training sessions targeted to goal	8	10	10	10
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	2	2	2

CENTER FOR FAMILIES

PURPOSE & OVERVIEW: The Center for Families 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. The Center for Families provides support services, including resources and referral, parenting support and education, parent-child activities, and community building opportunities for families of children ages 0-5, directly supporting the City Council's education, fostering community and valuing diversity goals. The Director of the Center for Families is supported equally by funds from the Cambridge Health Alliance, the School Department, and the City. The Center for Families of North Cambridge was established as a local pilot for the initiative in 1994. This neighborhood based, school-linked family support program is housed in the Peabody School Community Wing. Its operating costs are supported by a Family Network grant from the Massachusetts Department of Education and a Family Center grant from the Children's Trust Fund. The Center for Families 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 FY04 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 reflect family support activities across the City.

- *GOAL 1: Create formal and informal opportunities for families to enhance parent-child relationships and mobilize resources to support family development.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of families enrolled in parent education classes, support groups, or workshops	113	200	140	200
2. Number of families enrolled in parent-child playgroups and other family activities	206	250	250	250
3. Number of families that received information and referral services	103	150	150	200
4. Number of families that received one-on-one consultation/support	63	100	100	150
5. Total number of families participating in all direct service programming	231	400	300	400
6. Number of families that received newsletter or other written information about parenting and family support	325	500	500	600

- *GOAL 2: Extend outreach and services to non-English speaking families, low income families, and families of children with special needs.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of families served for whom English is a second language	54	75	75	100
2. Number of families served who are residents of low income and subsidized housing complexes.	49	75	75	100
3. Number of families served who have a child with special needs	24	25	25	30

- *GOAL 3: Enhance accessibility of programs to families.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of hours of on-site child care	254	250	250	100

provided for parent groups and classes				
2. Number of hours of childcare provided for parents participating in ESOL or adult education classes	n/a	n/a	n/a	200
3. Number of hours of programming held in community housing or other locations	86	100	100	100
4. Number of hours of family support programming that featured translation or was offered in a language other than English	54	100	80	100
5. Number of languages in which services are available	3	3	5	5

**HUMAN SERVICES
- Golf Course**

ACTUAL FY03	PROJECTE D FY04	BUDGET FY05
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272 490	265 555
<u>219 505</u>	<u>251 045</u>
491 995	516 600

OPERATIONS 272 655
MAINTENANCE 255 765
528 420

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 sup-

ported 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. 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.

FY05 GOALS

- *GOAL 1: Continue to provide reasonable and affordable access to the golf course through different membership and non-membership options.*

	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
PERFORMANCE MEASURES				
1. Total number of rounds annually	45 940	48 000	31 560	50 000

- *GOAL 2: Continue to expand the youth program at the Golf Course.*

	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
PERFORMANCE MEASURES				
1. Number of youth members	102	102	30	70
2. Number of youths participating in free weekly clinics	50	50	50	50

HUMAN SERVICES
- Community Learning Center

ACTUAL FY03	PROJECTE D FY04	BUDGET FY05
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80 340 <u>543 610</u> 623 950	81 250 <u>556 235</u> 637 485	LEADERSHIP OPERATIONS 88 065 <u>579 800</u> 667 865
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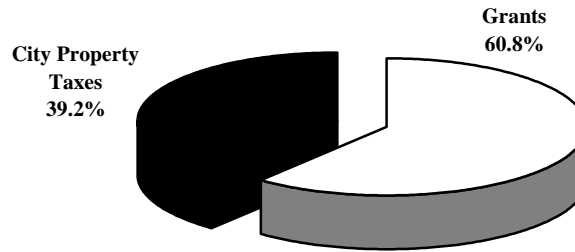
PURPOSE & OVERVIEW: The Community Learning Center (CLC) located at 19 Brookline Street, provides adult basic education classes to more than 1 000 adults

each year. The services of the CLC support the City Council goals around education, diversity, fostering community and improving access to services. The core program includes seven levels of English for Speakers of other Languages (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 Pre-College Bridge Program prepares students for the transition to post-secondary education. All CLC 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 basic career training in computers for 15-18 students and community members who work with classroom teachers as aides in the computer lab. In addition, CLC provides ESOL citizenship preparation and family literacy classes, and will provide literacy leadership training to 12 students in FY05.

Of the more than 1 000 adults served each year at the CLC, approximately 150 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, 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:



Grants	\$1 038 068
City Property Taxes	\$667 865
TOTAL:	\$1 705 933

Includes funds anticipated to be received in FY05, but not yet appropriated.

FY05 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	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
Number of school year classes	71	70	68	66
Number of school year instructional hours	11 044	10 400	11 394	11 000
Number of school year student slots	701	700	728	700
Number of summer classes				
Number of family literacy classes	36	32	31	31
Number of citizenship classes	4	4	3	3
Number of students served	2	2	2	2
	1 045	1 000	1 008	1 000

■ *GOAL 1: (continued)*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
Number of computer operations classes offered	24 48	26 40	27 35	25 38
Number of classes using computer lab regularly	17	15	14	15
Number of classes supported by ESOL Network				

■ *GOAL 2: Continue to improve the quality of instruction.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of in-house staff development sessions	31	20	20	20
2. Number of class curricula written or revised	2	2	5	4
3. Number of evaluation instruments administered and used to inform program design	7	n/a	8	7

■ *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.*

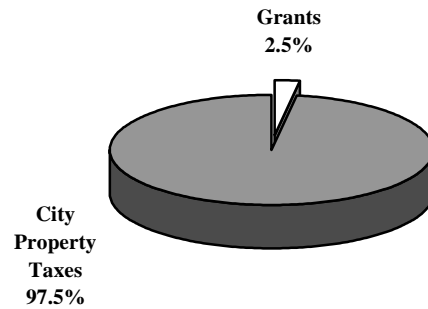
PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of high school graduates	36	35	35	35
2. Number of advanced ESOL graduates	18	20	18	18

■ GOAL 3: (continued)

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
3. Number of students advancing to education and training program	74	40	70	70
4. Number of workshops for students on careers, further education, study skills, health education and support services	28	25	25	25
5. Number of follow-up contacts with former students	117	100	130	130
6. Number of collaborative projects with agencies or groups to improve quality of and access to services	6	n/a	10	8

ACTUAL FY03	PROJECTE D FY04		BUDGET FY05	HUMAN SERVICES - Youth Programs
1 606 585	1 737 125	<p align="center">YOUTH CENTER PROGRAMS</p> <p>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 work of the Youth Programs directly supports the City Councils goals related to education, diversity and promoting community.</p> <p>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. Stand UP, 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.</p> <p>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 fourth 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. 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 <i>Youth In Leadership</i> program where participants engage in experiential learning opportunities, provide service to their community, practice interviewing skills and complete projects.</p> <p>Funding is provided through the Youth Programs for services to support at risk youth through a contract with the Salvation Army and its <i>Bridging the GAP</i> program. In addition, the City, working with the Port Action Group, has contracted for a part-time community liaison and for street worker</p>	1 830 195	<p>PURPOSE & OVERVIEW: The Cambridge Youth Programs' goal is</p>

services in Area 4, focused on older youth and young adults. In support of the City Council goal of fostering community, the Youth Division provides major support for community building activities such as Area 4 Community Pride Day and Hoops “N” Health.



Grants and Fees	\$45 000
City Property Taxes	\$1 785 195
TOTAL:	\$1 830 195

Includes funds anticipated to be received in FY05, but not yet appropriated.

FY05 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	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of pre-teens 9-13 in licensed after school program	215	225	225	245
2. Number of teens participating in evening program, summer leadership program and after school internship programs	185	225	225	250
3. Number of teen focus groups for program development	12	10	10	10

■ *GOAL 1: (continued)*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
4. Number of trainings provided to full- and part-time staff	22	15	15	15
5. Number of summer programs for pre-teens and teens	8	8	8	7
6. Development and implementation of program evaluation system, percent complete	80%	100%	95%	100%
7. Develop and implement surveys of parents/participants focused on program quality and improvements; percent completed	n/a	n/a	10%	90%

■ *GOAL 2: Enhance program visibility and deepen connections to families, neighborhoods, schools and community-based organizations.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of meetings of new city- wide advisory board	7	7	7	7
2. Number of partnerships/collaborations with community based organizations	13	12	12	12
3. Number of parents and community volunteers who participate in program activities	56	55	55	55
4. Number of community events sponsored by or supported by Youth Programs	4	n/a	5	5

ACTUAL FY03	PROJECTE D FY04		BUDGET FY05
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**COMMISSION ON THE
STATUS OF WOMEN**

148 040	149 085	<p>WOMEN'S COMMISSION</p> <p>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>FY04 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:</p> <ul style="list-style-type: none"> ● Oversaw continuation of City’s unique Domestic Violence Free Zone initiative and worked with the cities of Gloucester and Northampton to establish projects modeled on the Cambridge program. Prepared curriculum and teacher training materials for middle grades on Teen Dating Violence. Coordinated monthly meeting of local agencies and organizations to improve and increase domestic violence services and prevention programs. Appointed to the Governor’s Domestic Violence Task Force Committee on Prevention and Education. ● Presented the 7th 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. Presented three Girls’ LEAP self-defense and safety awareness programs, one for Mothers/Guardians and daughters, one based at CRLS and the public library incorporating journal-writing and public speaking and one at a youth center. ● Coordinated the 10th annual Women’s Health Day at the Windsor Health and Community Center in collaboration with six other community groups and agencies; worked with the Kitchen Table Project to provide 30 workshops geared to the needs of low-income women and families living in Cambridge public housing; Chaired the Women’s Health Task Force of the Cambridge Health Alliance and the Advisory Committee to the Cambridge Birth Center. 	<p>155 860</p>	<p>PURPOSE & OVERVIEW: The Cambridge Commission on the Status of Women was established in</p>
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- Continued development of a comprehensive database of items documenting women’s contributions to the City of Cambridge throughout its history as part of the Cambridge Women’s Arts and Heritage Project. Conducted the Women’s Historical Walking Tour of Central Square. Initiated design process of a major piece of public art commemorating women’s role in Cambridge history to be placed in the new main branch of the Cambridge Public Library.
- Sponsored three sessions of the Girls’ Leap Program for safety awareness for students at Cambridge Rindge and Latin School and for pre-teen girls and their parents/guardians at the Windsor Health and Community Center.
- 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.
- Served as statewide coordinator and editor of the report “The Status of Women in Massachusetts” in collaboration with the Institute for Women’s Policy Research; chaired the Coalition of New England Commissions for Women and helped coordinate the New England Women’s Political Summit at the JFK Library in October 2003.

FY05 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	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. New working Committees/ Projects established	1	2	2	2
2. Number of Domestic Violence Task Force meetings	10	10	10	10

- *GOAL 2: Work with neighborhood groups and individual women and girls in safety awareness and security activities.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Initiate notification of key women safety activists within 48 hours of publication of police alert	100%	100%	100%	100%
2. Number of days to organize a neighborhood/community meeting in collaboration with Police Department and other agencies/ groups in order to respond to an assault or other incident of violence against women.	7 days	7 days	7 days	7 days
3. Number of self-defense and safety awareness classes organized/ number of participants	3/75	5/150	3/78	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	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Estimated number of participants in the Annual 5 th Grade Girls' Sports Day	310	258	300	300

- *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 ongoing assessment of the impact of reform on individuals, families and communities.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Regular support group meetings per year for low-income women in public housing affected by welfare reform (number of meetings)	31	35	35	35
2. Provide regular support and recreation programs for children of participants at group meetings (number of meetings)	31	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	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Develop a museum-quality Web site for the project	30%	75%	50%	100%
2. Work with artist and architects in collaboration with Arts Council and Library to design public art installation for new main library building	30%	100%	50%	100%
3. Create a database of Cambridge women's history including individual achievements, events and institutions by and for women	50%	75%	75%	100%
4. Number of public events focusing on themes relevant to the project	4	5	5	5

- *GOAL 6: Measure the status of women and girls in Cambridge.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
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1. Develop a format for an annual report on the status of women and girls in Cambridge	n/a	n/a	15%	100%
2. Produce an annual report	n/a	n/a	n/a	25%

FINANCING PLAN. This budget is supported by property taxes, \$145 900; and cherry sheet revenue, \$9 960.

STATUTORY ANALYSIS. Salaries and Wages, \$145 000; Other Ordinary Maintenance, \$9 860; and Travel and Training, \$1 000.

ACTUAL FY03	PROJECTE D FY04		BUDGET FY05	HUMAN RIGHTS COMMISSION
142 625	156 555	<p align="center">HUMAN RIGHTS COMMISION</p>	158 730	<p>PURPOSE & OVERVIEW: The Cambridge Human Rights Commission (CHRC) was established in 1984 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>FY04 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:</p> <ul style="list-style-type: none"> • Continued an aggressive Outreach Program in collaboration with various other City agencies. The Outreach Program includes a user-friendly Web site with online complaint forms, brochures with various translated versions, Speakers Bureau information, and a Civil Rights Curriculum. People with a potential complaint of discrimination could now file a preliminary complaint online with the Commission. • Developed and implemented an electronic-based Fair Housing Curriculum with the cooperation and assistance of the Cambridge Public School Department, aiming at introducing Cambridge high school students to the public rights and responsibilities under Fair Housing Laws. • Received a Partnership Initiative HUD grant to work with the Boston Fair Housing Center to conduct investigatory testing to assist in completing case investigation. Part of the grant is used to hire law school students who demonstrated a strong interest in Civil Rights work for summer internships. • With a training grant from HUD, trained all Commissioners and staff in Mediation. Commissioners are now actively involved in the case mediation at the Commission. • Developed a Mediation Internship program with local area law schools to train law students in mediation for Civil Rights cases.

- Secured a one-year memorandum of understanding with the Massachusetts Commission Against Discrimination (MCAD) to maintain case processing and enforcement between the two agencies.
- 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.
- 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 Ten-Year Anniversary Fair Housing Month Celebration in partnership with the Fair Housing Committee. Over 250 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 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 was made.
- Continued to investigate complaints referred 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.

FY05 GOALS

- *GOAL 1: Increase public awareness of the Cambridge Human Rights Commission.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of public inquiries	436	400	400	400
2. Number of community training sessions	30	20	20	20
3. Number of events related to human rights issues	40	40	40	40

■ *GOAL 2: Improve efficiency and effectiveness of case intake, investigation and referral process.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of complaints open from previous year	n/a	n/a	15	20
2. Number of complaint intakes from public inquiries	200	170	100	100
3. Number of complaint intakes from other agency referrals	59	70	50	60
4. Number of complaints under investigation	119	120	90	85
5. Number of complaints closed after investigation	53	70	70	70
6. Number of tests performed on complaints under investigation	5	5	2	5
7. Number of complaints referred to other agencies due to lack of jurisdiction.	120	120	120	120
8. Average number of days until case is routed.	n/a	n/a	n/a	3

■ *GOAL 3: Perform mediation as a means to resolve complaints in lieu of investigation.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Mediations performed regarding City employees' issues	4	4	4	5
2. Number of formal complaints under mediation	119	120	100	85
3. Number of complaints mediated	30	40	20	30

■ *GOAL 4: Perform public hearings on cases investigated.*

FY03 FY04 FY04 FY05

PERFORMANCE MEASURES	ACTUAL	BUDGET	PROJECTED	PROPOSED
1. Number of complaints pending hearing	5	4	4	4
2. Number of complaints heard and adjudicated	0	2	1	1

- *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	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of complaints paid by HUD	9	10	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	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Joint projects and training (sexual harassment, disabilities, diversity, Fair Housing, etc.)	20	15	15	15

FINANCING PLAN. This budget is supported entirely by property taxes.

STATUTORY ANALYSIS. Salaries and Wages, \$153 975; Other Ordinary Maintenance, \$4 055; and Travel and Training, \$700.

ACTUAL FY03	PROJECTED FY04		BUDGET FY05
275 035 <u>201 680</u> 476 715	286 740 <u>225 000</u> 511 740	ADMINISTRATION BENEFITS	285 885 <u>225 000</u> 510 885
<p>PURPOSE & OVERVIEW: Man-dated by Massachusetts General Law, Chapter 115, the Department's mission is to advocate on behalf of Cambridge's wartime veterans (8 092) and their families (22 502), 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 FY04, Cambridge veterans and their families received \$8.5 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 8 600 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.</p> <p>SIGNIFICANT BUDGET MODIFICATIONS: The FY05 Veteran's Budget reflects an increase of \$25 000 for veterans' benefits based on the FY04 projected costs. The Veteran's Benefits budget is \$225 000 with this increase. It is anticipated that the state will reimburse the City for a portion of these increased costs.</p>			

**VETERANS' SERVICES/
BENEFITS**

FY04 MAJOR DEPARTMENTAL ACCOMPLISHMENTS

- Successfully managed an 8% 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 improving case management.
- Continued to enhance the Department’s Web site ensuring that quality, up-to-date information is available to Veterans and their families.
- Assisted veterans and/or their spouses in applying for the Prescription Advantage Program. The Commonwealth of Massachusetts mandated this program for all eligible recipients in FY04.
- Assisted veterans and/or their spouses in applying for the Mass. Health Insurance Program. The Commonwealth of Massachusetts mandated this program for all eligible recipients effective January 2004.
- Implemented new changes in polices and procedures, pursuant to CMR 108 (Massachusetts Veterans Benefits Laws and Regulations) effective January 2004.
- In conjunction with the VA Boston Healthcare System, participated in “Home Coming Day” for Enduring Freedom and Iraq Veterans.
- In a partnership with the Cambridge Post Office, unveiled a new postage stamp “Purple Heart” during our annual Veterans’ Day Observance.

FY05 GOALS

- *GOAL 1: Continue compliance with MGL Chapter 115 (Veterans’ Benefits) regulations.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Ensure applications are forwarded for approval to the state within 10 days after intake	100%	100%	100%	100%

■ *GOAL 1: (continued)*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
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%
4. Number of clients receiving weekly/monthly City subsidy; (units of service)	1 120	1 250	1 280	1 300
5. Number of veterans receiving City subsidy;	n/a	44	44	45
6. Number of spouses or dependents receiving City subsidy;	n/a	34	34	35
7. Percentage of new clients accessing federal benefits	20%	20%	20%	25%

■ *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	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of Cable TV programs produced or rebroadcast	9	12	12	12
2. Number of newspaper articles produced	18	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' Department Web page.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 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	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 PROPOSED
1. Number of internal staff trainings	4	4	4	4
2. Number of external trainings	12	12	12	12

- *GOAL 6: Aggressively identify and access federal and state resources for eligible clients.*

PERFORMANCE MEASURES	FY03 ACTUAL	FY04 BUDGET	FY04 PROJECTED	FY05 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 \$312 630 in property taxes; \$4 500 in reimbursements from the Veterans' Administration for burial payments; \$132 225 in reimbursements from state Veterans' payments; and \$61 530 in cherry sheet revenue.

STATUTORY ANALYSIS. Salaries and Wages, \$231 185; Other Ordinary Maintenance, \$48 900; and Travel and Training, \$230 800.

THIS SPACE RESERVED FOR COUNCILLORS' NOTES

SUMMARY: EDUCATION

FY03 ACTUAL	FY04 PROJECTED	PROGRAM EXPENDITURES	FY05 BUDGET
117 137 195	117 872 457	Public School	122 053 195

FINANCING PLAN	FY05 BUDGET
Taxes	93 391 275
Fines & Forfeits	100 000
Intergovernmental Revenue	28 261 920
Miscellaneous Revenue	<u>300 000</u>
	122 053 195

ACTUAL FY03	PROJECTE D FY04		BUDGET FY05
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EDUCATION

117 137 195	117 872 457	EDUCATION	122 053 195
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The Adopted FY04-05 School Budget of \$122 053 195 represents an increase of \$4 180 738, or 3.5% over the FY04 budget of \$117 872 457. The budget amount is within the financial guidelines established by the City Manager for the School budget.

The School budget includes \$ 3 705 890 in funding for program improvements and initiatives, including the following:

- K-12 Science Initiative in partnership with universities and businesses, designed to guarantee a world-class science education for all students in the Cambridge Public School District.
- Several high school programs focused on **closing the achievement gap**, including: an Alternative High School program for approximately 100 students; an SAT Prep program; Avid Program; technology technical assistants for each small learning community; training for CRLS teachers and administrators for the new high school schedule change for school year 2005-06; and minor renovations/facilities improvements for the CRLS consolidation and alternative high school.
- Elementary and middle school program improvements including: a pilot middle school College Board program - “Springboard”; an additional school improvement plan allocation for the Ola’ program at King Open School; an in-service training for teachers for multi-graded classrooms; a Know Your Bodies health education program; elementary school support assistants for schools with enrollment over 400; elementary school climate surveys; and summer school program, furniture and equipment.
- Operating funds for summer maintenance work for school facilities, and capital funds (\$500 000) for major school projects (along with \$400 000 from City capital “pay-as-you-go” funds).

- Other increases for: the School Volunteers program; audio/video equipment for broadcast of School Committee meetings; public information staffing and publications; unemployment cost increases; data-warehouse data management software and hardware; district share of annual CTA teacher retirement celebration; sabbatical leaves and Conant fellowship leaves; and contingency for state Tier II review response actions.

This budget also reflects a restructuring and reorganization of positions which results in a reduction of 26.85 full-time equivalent (FTE) administrative, supervision and support positions, which generates a savings of \$2 037 000. Also, teacher positions have been reduced by 23 FTE teachers based on declining enrollments, and other position reductions total 14, for a total of 63.85 FTE positions. The total savings from restructuring and reorganization of positions is \$3,705,890.

FINANCING PLAN. This budget is supported by property taxes, \$92 455 275; hotel/motel taxes, \$936 000; parking fines, \$100 000; medicaid reimbursement, \$900 000; free cash, \$300 000; and cherry sheet revenues, \$27 361 920.

STATUTORY ANALYSIS. Salaries and Wages, \$84 756 675; Other Ordinary Maintenance, \$28 914 540; Travel and Training, \$1 123 135; and Extraordinary Expenditures, \$7 258 845.

THIS SPACE RESERVED FOR COUNCILLORS' NOTES

SUMMARY: INTERGOVERNMENTAL

FY03 ACTUAL	FY04 PROJECTED	PROGRAM EXPENDITURES	FY05 BUDGET
15 423 215	15 898 185	M.W.R.A.	16 177 455
7 678 310	11 627 990	Cherry Sheet Assessments	11 569 960
<u>6 597 000</u>	<u>6 500 000</u>	Cambridge Health Alliance	<u>6 500 000</u>
<u>29 698 525</u>	34 026 175		34 247 415

FINANCING PLAN	FY05 BUDGET
Taxes	14 826 915
Charges for Service	16 646 135
Intergovernmental	<u>2 774 365</u>
	34 247 415

ACTUAL FY03	PROJECTED FY04		BUDGET FY05
15 423 215	15 898 185	MASSACHUSETTS WATER RESOURCES AUTHORITY	16 177 455

**MASSACHUSETTS WATER
RESOURCES AUTHORITY**

PURPOSE & OVERVIEW: In FY85, the State Legislature approved a bill creating the Massachusetts Water Resources Authority

(MWRA). The Authority acquired the operation of metropolitan Boston's sewer and waterworks system from the Metropolitan District Commission (MDC). Since 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.

For FY05, the MWRA estimated charge of \$16 177 455 represents a 1.8% increase from the FY04 charge of \$15 898 185. The FY05 MWRA budget amount is based on an estimate received from the MWRA.

FINANCING PLAN. This appropriation is fully supported by sewer service charges.

STATUTORY ANALYSIS. Other Ordinary Maintenance, \$16 177 455.

ACTUAL FY03	PROJECTE D FY04		BUDGET FY05
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CHERRY SHEET ASSESSMENTS

<p>18 520 33 405 25 665 7 120 565 476 780 <u>3 375</u> 7 678 310</p>	<p>17 715 36 135 26 305 7 269 190 476 780 <u>3 801 865</u> 11 627 990</p>	<p>ELDERLY GOVERNMENTAL RETIREES AIR POLLUTION CONTROL MAPC MBTA C.S. REGISTRY HOLD PROGRAM EDUCATION</p>	<p>12 910 36 930 26 880 7 421 205 468 680 <u>3 603 355</u> 11 569 960</p>
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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 FY05 budget are projected to increase two and one-half percent over FY04 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 statewide. The Metropolitan Boston Control District, of which Cambridge is a member, has a staff of 35 pollution inspectors. The Commission is empowered through the Office of the Governor and has a mandate to control air pollution through the enforcement of the Metropolitan Boston Air Pollution Control Acts and Safety Standards.

METROPOLITAN AREA PLANNING COUNCIL. 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.

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 \$8 326 915 in property taxes; \$468 680 from the parking fund; \$2 593 865 in cherry sheet revenue; and \$180 500 in charter school tuition reimbursement.

STATUTORY ANALYSIS. Other Ordinary Maintenance, \$11 569 960.

ACTUAL FY03	PROJECTE D FY04		BUDGET FY05	
6 597 000	6 500 000	CAMBRIDGE HEALTH ALLIANCE	6 500 000	<p>PURPOSE & OVERVIEW: The Cambridge Health Alliance (CHA), an independent public authority, established by home rule legislation effective July 1, 1996, is a nationally recognized safety net and academic health care delivery system. It is comprised of 3 community hospitals (The Cambridge Hospital, Somerville Hospital and Whidden Memorial Hospital in Everett), over 20 community health centers and ambulatory clinics, 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.</p> <p>The Alliance continues to garner national recognition for health care innovation and community excellence, 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 nationally to receive a Pursuing Perfection grant to improve patient outcomes in all major care processes, and several 2003 Department of Psychiatry awards, including the American Psychiatric Association’s Gold Award.</p> <p>The Alliance is committed to providing quality health care to all patients regardless of ability to pay. Increasing demand for uninsured health care is both a product of the economy and cuts to publicly funded health care. 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 has seen a 17% increase in the number of applicants for free care over the last year. 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 and 400 inpatient discharges in 2001 were for uninsured Cambridge residents. The Alliance is also a major Cambridge employer with approximately 2,000 employees working in Cambridge. With state budget deficits and substantial downward pressure on funding for both Medicaid and the Uncompensated Care Pool, Cambridge Health Alliance faces considerable risk in the current FY 2005 state budget debate. The Governor’s FY 2005 budget proposal includes \$10.4 million in direct cuts to both Medicaid and public health programs at the Alliance and the Cambridge Public Health Department (including the proposed elimination of funding for school health and school-based health centers, reductions in family planning and HIV prevention services). The Alliance also faces a \$40 - \$50 million risk in inadequate funds for uninsured care.</p>

An integral part of the Cambridge Health Alliance, the Cambridge Public Health Department is responsible for protecting the health of Cambridge residents, workers, and visitors. Department services include

communicable disease prevention and control, data analysis, school health nursing, environmental health, disaster planning, West Nile virus response, childhood asthma prevention, tobacco control, children's dental health, domestic violence prevention, and regulatory enforcement. The Department also produces the annual Cambridge Public Health Assessment.

The Alliance also convenes or plays a major role in several City initiatives including the Agenda for Children and the Men of Color Health Initiative among others. The Alliance is a partner in meeting the health care needs of our community with a focus on preventive medicine.

Pursuant to an extension of the service agreement, the City will pay the Alliance \$6 500 000 in FY05.

FINANCING PLAN. This budget is fully supported by property taxes.

STATUTORY ANALYSIS. Other Ordinary Maintenance, \$6 500 000.

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PUBLIC INVESTMENT FUND**BUDGET****PUBLIC INVESTMENT
- Summary**

GENERAL GOVERNMENT	650 000
PUBLIC SAFETY	210 000
COMMUNITY MAINT. & DEV.	29 921 665
HUMAN RESOURCE DEV.	7 753 090
EDUCATION	<u>400 000</u>
	38 934 755

CAPITAL BUDGET DECREASES SUBSTANTIALLY IN FY05. 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 increased to its highest level in several years. Bond proceeds of \$55 353 705 were the primary financing component of the \$66 495 110 budget. The FY05 Capital Budget has decreased \$27 560 355, or 41.4%, from its previous year's level. However, if the CRLS loan order, which will not be

drawn upon until the City is eligible to receive reimbursements from the School Building Assistance (SBA) for this project, were not included in the FY04 budget, the total budget would have been \$32 875 110 for current projects. With this in mind, the FY05 Capital Budget of \$38 934 755 is in line with recent capital budgets. The primary reason for the \$6 059 645 increase from the adjusted FY04 amount is the increase in bond-financed sewer projects.

As with most capital budgets in the past, Bond Proceeds are the primary component of the financing plan. The FY04 Capital Budget included \$21 733 705 (excluding the CRLS loan order mentioned above) in bond-financed projects which comprised \$7 833 705 in sewer-related debt, \$4 200 000 in water-related debt, and \$9 700 000 in tax-supported debt. The portion of the FY05 Capital Budget that is financed through bond proceeds has increased to \$30 100 500. Sewer-related debt has increased to \$16 770 000 in recognition of the need to provide additional funding for several critical projects while tax-supported debt has increased to \$13 330 500 to fund several open space projects including Area 4 Parks, Gold Star Pool improvements, and Russell Field improvements as well as enhancements to both Porter and Harvard Squares. It should also be noted that funds for improvements to the Fresh Pond Northeast Sector / William Maher Park will be appropriated during FY05 after a complete analysis of potential financing sources has been completed.

As the table on the following page indicates, current revenues show decreases due to the necessity of allocating more revenues from these sources to the operating budget to offset increases in tax-supported debt service as a result of the large number of tax-supported projects included in the January, 2004 bond issue, whose initial impact is in FY05. Decreases in the Street Preservation Offset Fund (SPOF) and Massachusetts Water Resources Authority (MWRA) Grant components are attributable to a lower balance in the SPOF due to several large appropriations from this source in recent years 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, allocations will be made to this project to supplement funding from the Chapter 90 program and Property Taxes. An increase in the Parking Fund balance at the end of FY03 has enabled the City to allocate an equal amount of revenues from this source to the Capital Budget to fund parking improvements as well as cover increases to the portion of the operating budget covered by the Parking Fund. Contributions from water revenues to the Capital Budget have decreased in recognition of the projected decline in the balance of the Water Fund due to the use of \$1 500 000 from the retained earnings of the fund in FY04. Sewer revenues decreased slightly from their FY04 level of \$1 100 000 to \$1 000 000 in FY05 in order to lessen the impact on the sewer rate as well as conserve resources for future sewer debt.

The following chart shows a comparison of Capital Fund revenues for FY04 and FY05:

	FY04	FY05	Variance FY04-05
Property Taxes	1 500 000	1 510 000	10 000
Free Cash	2 225 000	1 500 000	(725 000)
Parking Fund	500 000	500 000	0
Sewer Service Charge	1 100 000	1 000 000	(100 000)
Water Service Charge	1 100 000	800 000	(300 000)
Street Preservation			
Offset Fund	1 039 455	0	(1 039 455)
Block Grant	2 177 970	2 187 970	10 000
Chapter 90	1 322 820	1 308 785	(14 035)
MWRA Grant	136 160	0	(136 160)
Bond Proceeds	55 353 705	30 100 500	(25 253 205)
Golf Course Fees	<u>40 000</u>	<u>27 500</u>	<u>(12 500)</u>
TOTAL	66 495 110	38 934 755	(27 560 355)

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. In addition, the City is eligible for state matching funds and has received approximately \$10 300 000 from this source since the inception of the program. Since the implementation of the CPA in FY02, \$24 100 000 has been appropriated/reserved for housing (\$19 300 000), open space (\$2 400 000), and historic preservation (\$2 400 000). FY05 revenues from the CPA are expected to be up slightly based on a higher property tax levy with the state match expected to be higher based on FY04 CPA revenues (the state match for the CPA is received by the City in the fiscal year following the year upon which it is based). It is expected that the CPA committee will meet in early FY05 to make recommendations to the City Manager for the use of funds in FY05. After reviewing the work of the committee, the City Manager will submit a proposal to the City Council to be implemented in FY05. Thus, although CPA funds are used for purposes that would otherwise be funded through the capital budgeting process, there is no impact on the capital budget that is being submitted to the City Council for approval.

CURRENT REVENUES SUPPORT A WIDE RANGE OF PROJECTS. While the total of the Property Tax and Free Cash components of the capital budget is down from its FY04 level, the FY05 total is large enough to support a wide range of capital improvement projects including further technology upgrades and

computer purchases; replacement of breathing apparatus and renovations to Fire Headquarters; public building renovations; traffic calming; public art and public art conservation program; sidewalk reconstruction; additional design and contingency funds for the Mass. Ave. / Lafayette Square project; open space improvements; school renovations; and improvements to public buildings to make them more accessible to persons with disabilities.

Sewer service revenues are down slightly from the previous year's level but are still 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 replacement of old water mains and valves and other improvements to the distribution system, the fourth phase of the Fresh Pond Master Plan (a planning study for continued capital improvements in and around the Fresh Pond Reservation) 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, Chief Fiscal Officer of the School Department, and the heads of the Budget, Community Development, Finance, 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.

In FY05 the City developed a Web based capital request form to allow departments to submit their requests electronically. Also, capital requests forms were revised to include more detailed cost information.

In addition, the Finance Department staff worked more closely with department heads to monitor unexpended capital budget balances in order to develop a timeline for expenditures. Also, department heads were more involved in the process of developing detailed cash flow forecasts and project schedules for capital projects scheduled to be bonded. This involvement expanded their understanding of phases of the capital budgeting process that were previously handled primarily by Finance Department staff.

IMPACT ON OPERATING BUDGET DETERMINED. In order to carefully evaluate all capital requests, the committee asked that all departmental funding requests be submitted by early January of 2004. 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 FY05 with a high priority placed on continuing the installation of new digital parking meters and housings that have the capacity to hold twice as many coins as the old mechanical meters. In addition, funds from the FY04 capital budget will be used to install new "Pay and Display" machines in three Cambridge Street

parking lots with the goal of increasing revenue collections. The FY04 project that is currently being implemented and will 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 public building renovations, such as the replacement of the roof at Fire Headquarters, will produce savings in both the building operation and maintenance accounts. This is an example of a purchase that is necessary to ensure a safe working environment but also has the positive side effect of reducing the operating budget. In a similar manner, extensive improvements to the Gold Star Mothers Pool will significantly reduce the maintenance costs that the facility has incurred in recent years.

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 a component of the Parks and Recreation cost center in the capital budget, which includes funds for preventative park maintenance, have experienced budget increases in recent years. (In order to consolidate all funds for park maintenance, this allotment (\$175 000) has been moved to the Public Works operating budget in FY05.) 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.

AMBITIOUS PLAN EMERGES FROM PROCESS. The plan that emerged from the above discussions included \$38 934 755 for FY05 and \$126 687 865 for FY06-09. It is important to note that appropriations are made only for FY05 with future allotments subject to revision as financial circumstances change. As in most capital budgets, bond proceeds are the largest single source of financing, with property taxes the largest source of financing from current revenues. Pay-As-You-Go projects will be financed mainly through Property Taxes for the remainder of the five-year plan, with significant contributions also being made from Free Cash.

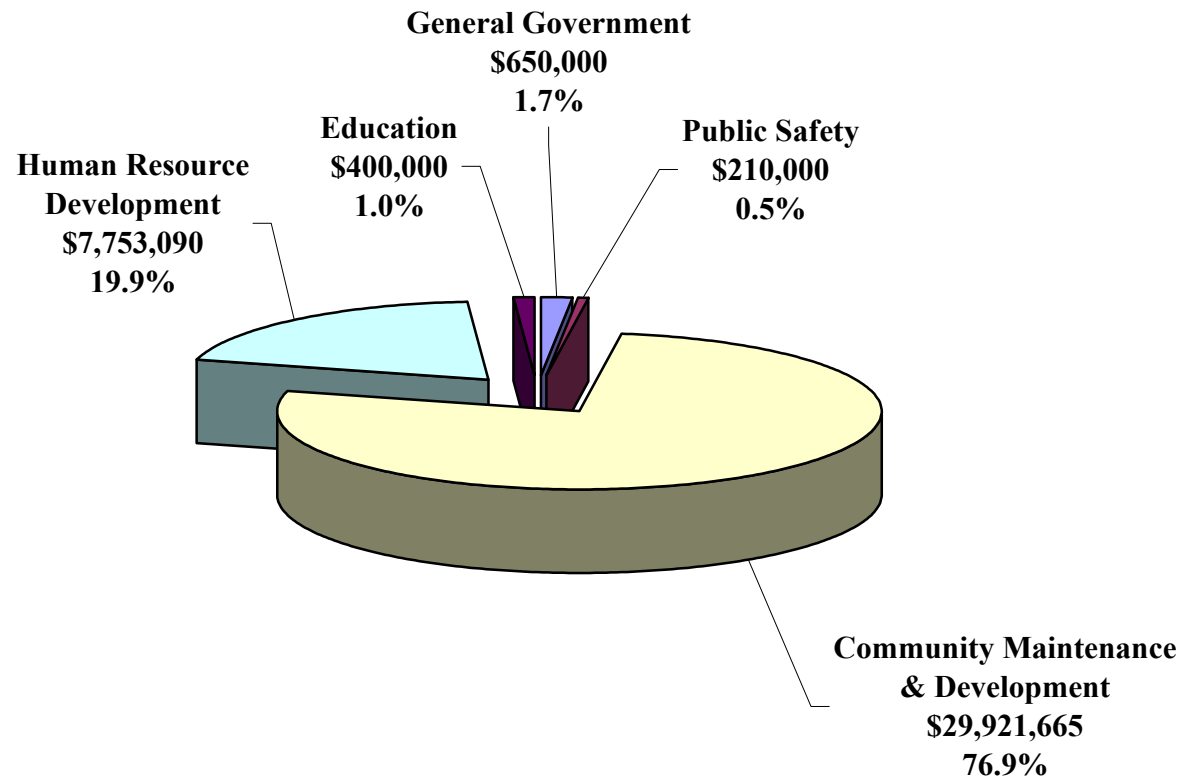
BOND ISSUES NOT INCLUDED IN APPROPRIATION. It is important to note that while the \$30 100 500 in bond proceeds are included in all charts, graphs and narratives in this section, they are not included in the Public Investment Fund appropriation order in Section VI. On the advice of the City's bond counsel, appropriations for all projects to be funded through bond proceeds should be 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 \$10 000, or 0.5%, higher than FY04 even though the total Block Grant allocation is down \$61 030 from its previous year's level. The additional \$10 000 has been allocated to the Neighborhood Business Development component of the capital budget to provide additional funding for the Retail Best Practices Program (\$60 000). The other components of the Block Grant portion of the Capital Budget, Housing Rehab and Development (\$1 682 880), Employment Program Fund (\$350 000), and Open

Space Contingency (\$95 090) are funded at the same levels as in previous years.

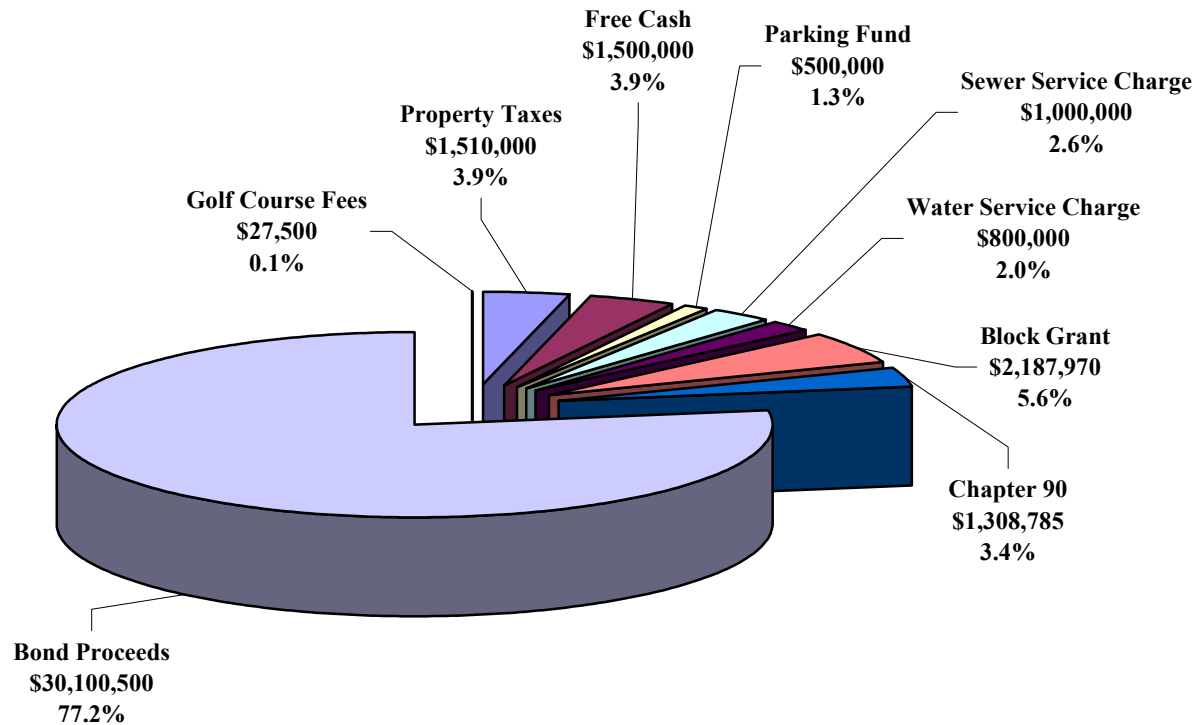
FY06-09 FUNDING. As can be seen from the chart on page V-14, Property Taxes and Free Cash provide a total of \$10 000 000 to fund Pay-As-You-Go projects over the next four years. While this level of funding is significantly lower than it was in previous capital budgets, it will be sufficient to fund critical projects while a larger portion of current revenues is used to fund debt service increases related to several large projects for which bonds will be issued during that period. Sewer revenues will increase from their present level of \$1 000 000 to \$1 300 000 in FY06-07 with additional \$100 000 increases scheduled for FY08-09. Water revenues will increase in a similar manner from their FY05 level of \$800 000 to FY09 funding of \$1 200 000. As past bond issues are retired, revenues previously used to cover the debt service on these issues will be available to fund a portion of the Water capital budget. Since revenues from the Street Preservation Offset Fund are difficult to predict, there is no allocation from this source included in the FY06-09 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 flow requirements of the projects. Projects that are expected to be funded from this source include an additional appropriation for the site acquisition and construction of a new police station, several sewer reconstruction projects, and construction of a new West Cambridge Youth Center.

PUBLIC INVESTMENT APPROPRIATIONS FISCAL YEAR 2005



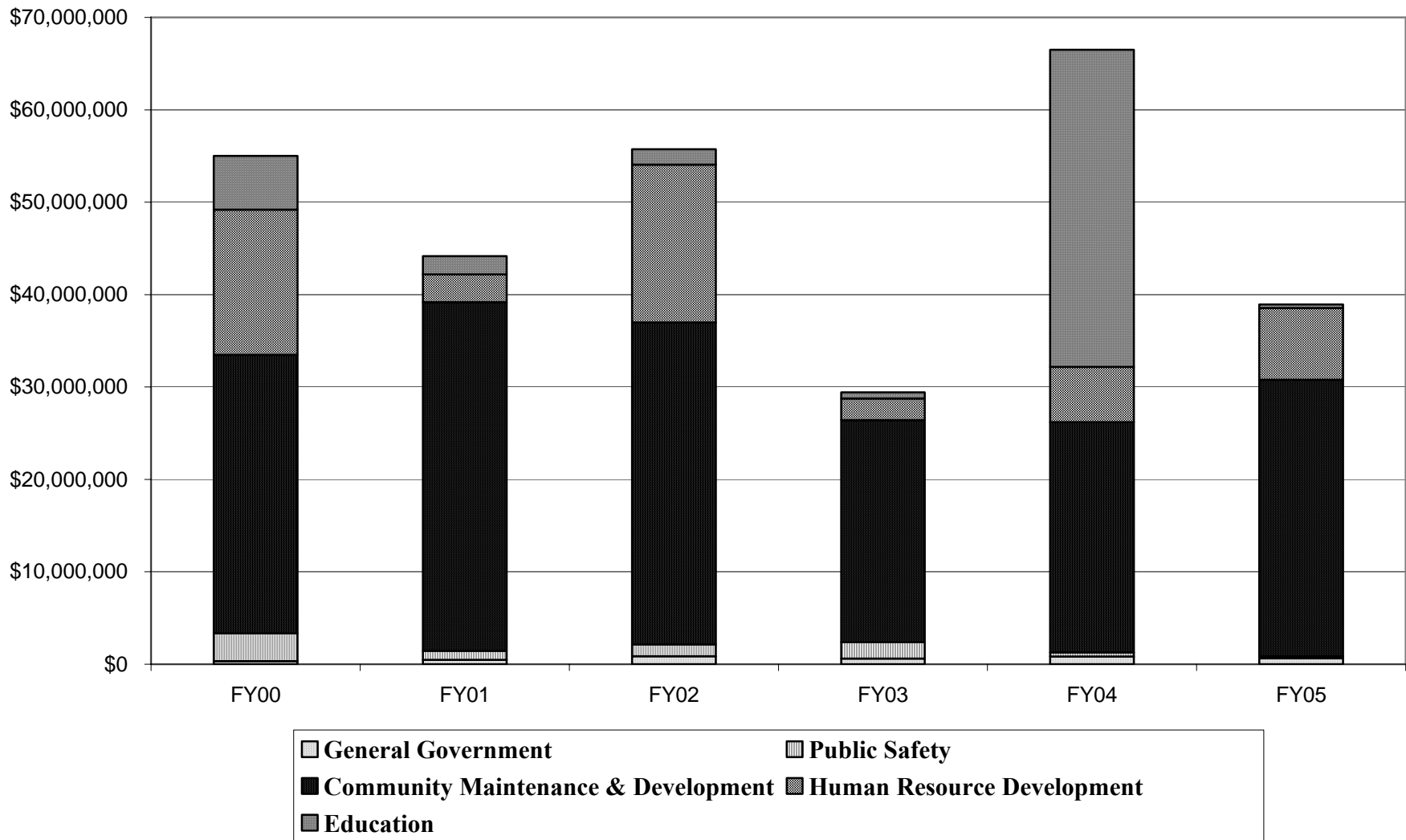
GRAND TOTAL \$38,934,755

PUBLIC INVESTMENT FINANCING PLAN FISCAL YEAR 2005



GRAND TOTAL \$38,934,755

PUBLIC INVESTMENT APPROPRIATIONS FISCAL YEARS 2000-2005



PUBLIC INVESTMENT FUND (IN THOUSANDS)

FUNCTION	PROJECT	CURRENT ALLOTMENTS	3/31/04 EXPENDITURES	3/31/04 ENCUMBRANCES	3/31/04 BALANCE	NEW ALLOTMENTS
GENERAL GOVERNMENT						
	Cable TV	1 499	136	1	1 362	-
	Finance/Management Information Systems	2 401	529	347	1 525	650
	General Services/Telephones	124	4	4	116	-
PUBLIC SAFETY						
	Fire Vehicles/Equipment/Renovations	3 603	2 894	117	592	180
	Police Equipment/Renovations	966	183	494	289	30
	Emergency Communications Equipment	242	183	-	59	-
	Traffic/Parking Improvements	1 024	286	65	673	500
	Street Light Conversion	600	-	265	335	-
COMMUNITY MAINTENANCE & DEV.						
	Sewer Reconstruction	51 847	9 634	18 999	23 214	17 770
	Housing Rehab & Development	4 037	955	1 170	1 912	1 683
	Neighborhood Stabilization	330	-	-	330	-
	Streets, Sidewalks, Trees, Lighting	25 816	6 341	8 048	11 427	8 099
	Water System Improvements	7 993	430	1 083	6 480	800
	Public Building Renovations	7 293	5 511	710	1 072	485
	Public Art	646	92	92	462	75
	Business Rehab/Development/Training	3 194	937	628	1 629	410
	Public Works Equipment	45	8	2	35	-
	Historical Restorations	1 040	19	239	782	-
	Cemetery Improvements	209	12	-	197	-
HUMAN RESOURCE DEVELOPMENT						
	Library Renovations	62 118	2 079	1 959	58 080	-
	Parks & Recreation	20 224	2 881	1 669	15 674	7 803
	Neighborhood Centers	290	15	-	275	-
	Accessibility Improvement	209	3	5	201	50
EDUCATION						
	School Equipment/Renovations	50 113	1 456	329	48 328	400
	TOTAL	245 863	34 588	36 226	175 049	38 935

THIS SPACE RESERVED FOR COUNCILLORS' NOTES

SUMMARY 2005-2009 APPROPRIATION PLAN

	<u>FY05</u>	<u>FY06</u>	<u>FY07</u>	<u>FY08</u>	<u>FY09</u>	<u>TOTAL</u>
GENERAL GOVERNMENT						
Acquisition of Personal Computers	50 000	100 000	100 000	100 000	100 000	450 000
Technology Upgrades	<u>600 000</u>	<u>500 000</u>	<u>500 000</u>	<u>500 000</u>	<u>500 000</u>	<u>2 600 000</u>
	650 000	600 000	600 000	600 000	600 000	3 050 000
PUBLIC SAFETY						
Fire Vehicles/Equipment	85 000	325 000	100 000	300 000	100 000	910 000
Fire Station Renovations	95 000	-	100 000	-	100 000	295 000
Police Equipment/Renovations	30 000	5 000 000	40 000 000	-	-	45 030 000
Radio Replacement/Technology Upgrades	<u>-</u>	<u>125 000</u>	<u>300 000</u>	<u>-</u>	<u>-</u>	<u>425 000</u>
	210 000	5 450 000	40 500 000	300 000	200 000	46 660 000
COMMUNITY MAINT. & DEV.						
Public Building Renovations	485 000	250 000	200 000	200 000	415 000	1 550 000
Street/Sidewalk Reconstruction	1 638 785	1 308 785	1 308 785	1 308 785	1 308 785	6 873 925
Cemetery Improvements	-	100 000	-	90 000	-	190 000
Park and Cemetery Tree Pruning	100 000	-	100 000	100 000	100 000	400 000
Parking Improvements	500 000	500 000	500 000	500 000	500 000	2 500 000
Water System Improvements	800 000	1 000 000	1 100 000	1 100 000	1 200 000	5 200 000
Sewer Reconstruction	17 770 000	5 515 845	15 950 000	10 225 000	12 450 000	61 910 845
Traffic Calming	400 000	400 000	400 000	350 000	350 000	1 900 000
Lafayette Square/Mass. Avenue Reconstruction	260 000	-	-	-	-	260 000
Porter Sq. St./Sidewalk Enhancement Project	2 300 000	-	-	-	-	2 300 000
Historical Restoration	-	50 000	-	50 000	-	100 000
Harvard Square Enhancement Project	3 500 000	-	-	-	-	3 500 000
Façade Improvement Program	-	175 000	-	175 000	-	350 000
Employment Program Fund	350 000	350 000	350 000	350 000	350 000	1 750 000
Housing Rehab & Development	1 682 880	1 502 880	1 502 880	1 502 880	1 502 880	7 694 400
Neighborhood Business Development	60 000	240 000	240 000	240 000	240 000	1 020 000
Public Art	40 000	40 000	-	-	-	80 000
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>
	29 921 665	11 467 510	21 686 665	16 226 665	18 451 665	97 754 170

	<u>FY05</u>	<u>FY06</u>	<u>FY07</u>	<u>FY08</u>	<u>FY09</u>	<u>TOTAL</u>
HUMAN RESOURCE DEV.						
Parks and Recreation	172 590	7 135 090	400 090	335 090	535 090	8 577 950
Russell Field Improvements	3 430 500	-	-	-	-	3 430 500
Area 4 Parks	3 000 000	-	-	-	-	3 000 000
Gold Star Pool Improvements	1 100 000	-	-	-	-	1 100 000
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>
	7 753 090	7 185 090	450 090	385 090	585 090	16 358 450
EDUCATION						
School Equipment/Renovations	<u>400 000</u>	<u>350 000</u>	<u>350 000</u>	<u>350 000</u>	<u>350 000</u>	<u>1 800 000</u>
	400 000	350 000	350 000	350 000	350 000	1 800 000
GRAND TOTAL	38 934 755	25 052 600	63 586 755	17 861 755	20 186 755	165 622 620

DETAIL 2005-2009 FINANCING PLAN

	<u>FY05</u>	<u>FY06</u>	<u>FY07</u>	<u>FY08</u>	<u>FY09</u>	<u>TOTAL</u>
GENERAL GOVERNMENT						
Property Taxes	<u>650 000</u>	<u>600 000</u>	<u>600 000</u>	<u>600 000</u>	<u>600 000</u>	<u>3 050 000</u>
	650 000	600 000	600 000	600 000	600 000	3 050 000
PUBLIC SAFETY						
Property Taxes	210 000	450 000	500 000	300 000	200 000	1 660 000
Bond Proceeds	<u>-</u>	<u>5 000 000</u>	<u>40 000 000</u>	<u>-</u>	<u>-</u>	<u>45 000 000</u>
	210 000	5 450 000	40 500 000	300 000	200 000	46 660 000
COMMUNITY MAINT. & DEV.						
Property Taxes	650 000	450 000	400 000	600 000	700 000	2 800 000
Free Cash	1 000 000	600 000	335 000	400 000	200 000	2 535 000
Parking Fund	500 000	500 000	500 000	500 000	500 000	2 500 000
Sewer Service Charge	1 000 000	1 300 000	1 300 000	1 400 000	1 500 000	6 500 000
Water Service Charge	800 000	1 000 000	1 100 000	1 100 000	1 200 000	5 200 000
Block Grant	2 092 880	2 092 880	2 092 880	2 092 880	2 092 880	10 464 400
Chapter 90	1 308 785	1 308 785	1 308 785	1 308 785	1 308 785	6 543 925
Bond Proceeds	<u>22 570 000</u>	<u>4 215 845</u>	<u>14 650 000</u>	<u>8 825 000</u>	<u>10 950 000</u>	<u>61 210 845</u>
	29 921 665	11 467 510	21 686 665	16 226 665	18 451 665	97 754 170
HUMAN RESOURCE DEV.						
Free Cash	100 000	50 000	315 000	250 000	450 000	1 165 000
Block Grant	95 090	95 090	95 090	95 090	95 090	475 450
Bond Proceeds	7 530 500	7 000 000	-	-	-	14 530 500
Golf Course Fees	<u>27 500</u>	<u>40 000</u>	<u>40 000</u>	<u>40 000</u>	<u>40 000</u>	<u>187 500</u>
	7 753 090	7 185 090	450 090	385 090	585 090	16 358 450
EDUCATION						
Free Cash	<u>400 000</u>	<u>350 000</u>	<u>350 000</u>	<u>350 000</u>	<u>350 000</u>	<u>1 800 000</u>
	400 000	350 000	350 000	350 000	350 000	1 800 000
GRAND TOTAL	38 934 755	25 052 600	63 586 755	17 861 755	20 186 755	165 622 620

SUMMARY 2005-2009 FINANCING PLAN

	<u>FY05</u>	<u>FY06</u>	<u>FY07</u>	<u>FY08</u>	<u>FY09</u>	<u>TOTAL</u>
Property Tax	1 510 000	1 500 000	1 500 000	1 500 000	1 500 000	7 510 000
Free Cash	1 500 000	1 000 000	1 000 000	1 000 000	1 000 000	5 500 000
Parking Fund	500 000	500 000	500 000	500 000	500 000	2 500 000
Sewer Service Charge	1 000 000	1 300 000	1 300 000	1 400 000	1 500 000	6 500 000
Water Service Charge	800 000	1 000 000	1 100 000	1 100 000	1 200 000	5 200 000
Block Grant	2 187 970	2 187 970	2 187 970	2 187 970	2 187 970	10 939 850
Chapter 90	1 308 785	1 308 785	1 308 785	1 308 785	1 308 785	6 543 925
Bond Proceeds	30 100 500	16 215 845	54 650 000	8 825 000	10 950 000	120 741 345
Golf Course Fees	27 500	40 000	40 000	40 000	40 000	187 500
GRAND TOTAL	38 934 755	25 052 600	63 586 755	17 861 755	20 186 755	165 622 620

SUMMARY: GENERAL GOVERNMENT

	FIVE YEAR APPROPRIATION PLAN					
	FY05	FY06	FY07	FY08	FY09	TOTAL
Acquisition of Personal Computers	50 000	100 000	100 000	100 000	100 000	450 000
Technology Upgrades	<u>600 000</u>	<u>500 000</u>	<u>500 000</u>	<u>500 000</u>	<u>500 000</u>	<u>2 600 000</u>
	650 000	600 000	600 000	600 000	600 000	3 050 000

	FIVE YEAR REVENUE PLAN					
	FY05	FY06	FY07	FY08	FY09	TOTAL
Property Taxes	650 000	600 000	600 000	600 000	600 000	3 050 000

PUBLIC INVESTMENT FUND**BUDGET****GENERAL GOVERNMENT
- Acquisition of Personal Computers**

FY05	50 000
FY06	100 000
FY07	100 000
FY08	100 000
FY09	<u>100 000</u>
	450 000

STATUS OF PRIOR YEAR PROJECTS. In the past eight capital budgets, a total of \$2 300 000 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 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

applications, including Human Resources, Payroll, and Financial Systems.

At the beginning of this process, the City set the goal of acquiring 500 new personal computers over a five-year period. With the achievement of this goal in FY01, the City was able to reduce the annual allocation for this purpose from an average of \$400 000 per year to \$100 000 in FY02-04. 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.

FY05 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 in FY02 continued to be funded at that level for FY03-04. 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. A further reduction in this allocation has been made for FY05 with funding for this purpose decreasing from \$100 000 to \$50 000. It is expected that this allocation will be sufficient to fund the acquisition of new personal computers during FY05.

FY06-09 FUNDING. It has been determined that, by increasing this program to a level of \$100 000 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.

PUBLIC INVESTMENT FUND**BUDGET****GENERAL GOVERNMENT
- Technology Upgrades**

FY05	600 000
FY06	500 000
FY07	500 000
FY08	500 000
FY09	<u>500 000</u>
	2 600 000

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

projects, including the upgrade of the application server to handle the large increase in the number of users since the original server was purchased several years ago, and the implementation of a secure remote access for necessary City employees to allow these employees to access the system from their homes. The FY04 allocation of \$665 000 financed further renovations to the City's Web site, including both the internet and intranet as well as improvements to the Geographic Information System (GIS). FY04 work has focused on continuing the improvements initiated in FY02 and FY03 as well as providing e-commerce, automating business processes, and establishing standards for navigation and usability.

FY05 FUNDING. An allocation of \$600 000 has been made from Property Taxes to fund this cost center at a level slightly below that of FY04. \$400 000 of this budget has been set aside to finance the upgrade of the Peoplesoft Human Resources (HR) system to version 8.5. Support for the current version (8.3) ends at the end of FY04 so that the upgrade to a higher version is necessary to ensure the continued operation of the system.

Of the remaining \$200 000, \$150 000 has been set aside to fund the acquisition of new software to replace the current Hansen system. A complete analysis of the situation has been conducted in the past year, with ten potential software packages being evaluated by a committee of users including representatives from the City Manager's Office, Water Department, Public Works, and the Finance Department. The committee is in agreement that it is advisable to acquire a new system that better meets the needs of the users. The system that was selected is Remedy and will be purchased by combining a previous allotment of \$292 000 with FY05 funding of \$150 000 for a total project budget of \$442 000.

The remainder of the allotment, \$50 000, will fund further renovations to the City's Web site.

Projects include the following:

A Citizen Notification E-mail System that will provide the public with a method of receiving notifications and information about important City services based on their preferences. Notifications such as school closings, street parking bans and street cleaning schedules, to name a few, will automatically be e-mailed to anyone that registers to receive them. A user may specify which notification they prefer and then are able to add, change or delete a request at any time. The Citizen Notification E-mail System provides information to users on a proactive basis depending on a user's interests and needs.

The City Web site will provide easy access to obtain Permit and License information, Applications and Forms from a single directory on the City's home page. For the users' convenience, the new system organizes the documents in alphabetical order, based on type of service. A user no longer has to navigate by Department to find multiple Permit and License documents. If a user is not sure which document they are searching for they can easily scroll through the Permits, Licenses, Applications and Forms directory. All forms can be completed on-line, saved and printed from the user's computer, improving accuracy and reducing the time to process at City Hall. Some Permits, License, Applications and Forms will have the added capability of being submitted and processed on-line. As a result, in many cases, a trip to City Hall may not be necessary.

FY06-09 FUNDING. Funds have been allocated in future capital budgets to continue both upgrades to the City's Web site and to the Peoplesoft Financial and Human Resource systems.

SUMMARY: PUBLIC SAFETY

FIVE YEAR APPROPRIATION PLAN						
	FY05	FY06	FY07	FY08	FY09	TOTAL
Fire Vehicles/Equipment	85 000	325 000	100 000	300 000	100 000	910 000
Fire Station Renovations	95 000	-	100 000	-	100 000	295 000
Police Equipment/Renovations	30 000	5 000 000	40 000 000	-	-	45 030 000
Radio Replacement	-	125 000	300 000	-	-	425 000
	<u>210 000</u>	<u>5 450 000</u>	<u>40 500 000</u>	<u>300 000</u>	<u>200 000</u>	<u>46 660 000</u>

FIVE YEAR REVENUE PLAN						
	FY05	FY06	FY07	FY08	FY09	TOTAL
Property Taxes	210 000	450 000	500 000	300 000	200 000	1 660 000
Bond Proceeds	-	5 000 000	40 000 000	-	-	45 000 000
	<u>210 000</u>	<u>5 450 000</u>	<u>40 500 000</u>	<u>300 000</u>	<u>200 000</u>	<u>46 660 000</u>

PUBLIC INVESTMENT FUND**BUDGET****PUBLIC SAFETY
- Fire Vehicles/Equipment**

FY05	85 000
FY06	325 000
FY07	100 000
FY08	300 000
FY09	<u>100 000</u> 910 000

STATUS OF PRIOR YEAR PROJECTS. Since the inception of the formal capital improvement plan in FY85, a total of \$6 405 000 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 FY04 allotment of \$300 000 enabled the Fire Department to replace the pumper at Engine company 9 (Lexington Avenue Station) that has been in operation since 1989.

FY05 FUNDING. \$85 000 in Property Taxes has been set aside in the FY05 Capital Budget to fund the replacement of 125 Self Contained Breathing Apparatus (SCBA) cylinders which are 15 years old and are required to be removed from service prior to the expiration date. In addition, the City expects to receive funding through the Urban Area Security Grant to replace an additional 100 SCBA harnesses, bottles, and facepieces. These funds will be appropriated for this purpose upon receipt of the grant award.

FY06-09 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 INVESTMENT FUND**BUDGET****PUBLIC SAFETY
- Fire Station Renovations**

FY05	95 000
FY06	-
FY07	100 000
FY08	-
FY09	<u>100 000</u>
	295 000

STATUS OF PRIOR YEAR PROJECTS. The major fire station renovation project that has been funded in recent years was the complete renovation of the Taylor Square Fire Station. 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. This amount covered the cash flow requirements of the project through the end of

2003. It is expected that the remaining \$255 000 will be included in the next bond sale planned for January, 2005. The project was completed in January 2004 and the station has been fully operational since that date. 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.

FY05 FUNDING. \$95 000 in Property Taxes has been allocated to this project in FY05 to provide funds to replace the membrane roofing and perform repairs to the masonry and flashing at Fire Headquarters. The current roof is 30 years old and has been repaired several times in recent years. The leaks are causing structural and interior damage in certain areas.

FY06-09 FUNDING. Property tax allocations will continue to finance improvements to fire stations throughout the City.

PUBLIC INVESTMENT FUND**BUDGET****PUBLIC SAFETY
- Police Equipment/Renovations**

FY05	30 000
FY06	5 000 000
FY07	40 000 000
FY08	-
FY09	-
	<u>45 030 000</u>

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 extensive renovations to the existing facility. During this period, it is essential that interim improvements 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 was 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. An additional \$100 000 was set aside in the FY04 Capital Budget to fund renovations to Police Headquarters and the acquisition of work stations and computers.

FY05 FUNDING. An allocation of \$30 000 from Free Cash has been made in FY05 to finance the acquisition of 12 personal computers necessary to maintain the daily operations of the Department. The necessary software licenses are also included in this allotment.

FY06-09 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. If a new station is constructed on a site not currently owned by the City, the FY06 allocation of \$5 000 000 will fund the acquisition of land for this purpose. If extensive improvements are made to the existing facility, this allotment will provide funds for the design phase of the project. An allocation of \$40 000 000 has been set aside in FY07 for the construction phase of the project. If additional funds are needed to complete this project, further appropriations will be made in future capital budgets.

PUBLIC INVESTMENT FUND**BUDGET****PUBLIC SAFETY
- Radio Replacement/Technology Upgrades**

FY05	-
FY06	125 000
FY07	300 000
FY08	-
FY09	<u>-</u>
	425 000

STATUS OF PRIOR YEAR PROJECTS. Allocations to this cost center were made in the FY01-03 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. 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 the replacement and or addition of 26 mobile radios in Public Works vehicles. This allocation marked the completion of this cycle of radio replacement.

FY05 FUNDING. As stated in the above paragraph, the City allocated funds for radio replacement and or additions in three successive capital budgets, obviating the need for any funding in the FY05 Capital Budget.

FY06-09 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						
	FY05	FY06	FY07	FY08	FY09	TOTAL
Public Building Renovations	485 000	250 000	200 000	200 000	415 000	1 550 000
Street/Sidewalk Reconstruction	1 638 785	1 308 785	1 308 785	1 308 785	1 308 785	6 873 925
Cemetery Improvements	-	100 000	-	90 000	-	190 000
Park and Cemetery Tree Pruning	100 000	-	100 000	100 000	100 000	400 000
Parking Improvements	500 000	500 000	500 000	500 000	500 000	2 500 000
Water System Improvements	800 000	1 000 000	1 100 000	1 100 000	1 200 000	5 200 000
Sewer Reconstruction	17 770 000	5 515 845	15 950 000	10 225 000	12 450 000	61 910 845
Traffic Calming	400 000	400 000	400 000	350 000	350 000	1 900 000
Lafayette Sq./Mass. Avenue Reconstruction	260 000	-	-	-	-	260 000
Porter Sq. St. /Sidewalk Enhancements	2 300 000	-	-	-	-	2 300 000
Historical Restoration	-	50 000	-	50 000	-	100 000
Harvard Square Enhancement Project	3 500 000	-	-	-	-	3 500 000
Façade Improvement Program	-	175 000	-	175 000	-	350 000
Employment Program Fund	350 000	350 000	350 000	350 000	350 000	1 750 000
Housing Rehab & Development	1 682 880	1 502 880	1 502 880	1 502 880	1 502 880	7 694 400
Neighborhood Business Development	60 000	240 000	240 000	240 000	240 000	1 020 000
Public Art	40 000	40 000	-	-	-	80 000
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>
	29 921 665	11 467 510	21 686 665	16 226 665	18 451 665	97 754 170

FIVE YEAR REVENUE PLAN						
	FY05	FY06	FY07	FY08	FY09	TOTAL
Property Taxes	650 000	450 000	400 000	600 000	700 000	2 800 000
Free Cash	1 000 000	600 000	335 000	400 000	200 000	2 535 000
Parking Fund	500 000	500 000	500 000	500 000	500 000	2 500 000
Sewer Service Charge	1 000 000	1 300 000	1 300 000	1 400 000	1 500 000	6 500 000
Water Service Charge	800 000	1 000 000	1 100 000	1 100 000	1 200 000	5 200 000
Block Grant	2 092 880	2 092 880	2 092 880	2 092 880	2 092 880	10 464 400
Chapter 90	1 308 785	1 308 785	1 308 785	1 308 785	1 308 785	6 543 925
Bond Proceeds	<u>22 570 000</u>	<u>4 215 845</u>	<u>14 650 000</u>	<u>8 825 000</u>	<u>10 950 000</u>	<u>61 210 845</u>
	29 921 665	11 467 510	21 686 665	16 226 665	18 451 665	97 754 170

PUBLIC INVESTMENT FUND**BUDGET****COMMUNITY MAINTENANCE & DEV.
- Public Building Renovations**

FY05	485 000
FY06	250 000
FY07	200 000
FY08	200 000
FY09	<u>415 000</u>
	1 550 000

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 improvements in the mid-1980's. The most significant building improvement project completed in recent years 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. The building was occupied in February 2004. The final punch list for the building will be completed by the end of the fiscal year.

The FY03 Capital Budget included a \$110 000 allocation to fund the boiler replacement at the Lombardi Building to energy efficient natural gas fired boilers. The FY04 Capital Budget included an additional \$105 000 to renovate and upgrade the air conditioning and ventilation systems. The boiler replacement has been completed and the air conditioning and ventilation upgrades will start in the fall of 2004. Also in FY03, a total allocation of \$380 000 was made for the replacement of all windows in the Police Station and the installation of steam traps in all radiators in the facility. Both projects are currently underway with the window replacement expected to be completed by the fall of 2004. In FY04, \$50 000 was allocated for duct cleaning at various City buildings, \$25 000 was allocated to replace the air conditioning units in the main computer room at City Hall, and \$50 000 was allocated as a continuation of a program to replace carpets and furnishings in City buildings. The replacement of the air conditioning units is complete, duct cleaning will be completed by the end of the fiscal year, and the replacement of carpet and furnishings is ongoing.

FY05 FUNDING. Funding for FY05 will focus on elevator upgrades, re-pointing of a building façade and continuing the carpet and furnishing program. \$60 000 has been allocated to replace the elevator piston at the Coffin Building at 51 Inman Street. \$150 000 has been allocated to replace the Police Station elevator with a new system; the existing elevator has gone beyond its life expectancy, and is requiring a great deal more service to maintain it. \$250 000 has been allocated to re-point and rebuild the south and west facades of the Coffin Building; this work will include lintel replacement, re-pointing of all of the mortar, and the rebuilding of the balconies that are

on the west side of the building. \$25 000 has been allocated to continue the carpet and furnishing replacement program.

FY06-09 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****COMMUNITY MAINTENANCE & DEV.
- Streets/Sidewalks Reconstruction**

FY05	1 638 785
FY06	1 308 785
FY07	1 308 785
FY08	1 308 785
FY09	<u>1 308 785</u>
	6 873 925

STATUS OF PRIOR YEAR PROJECTS. Last year the City utilized Street Preservation Offset Funds (SPOF) to supplement State funds allocated through the Chapter 90 program for its street and sidewalk reconstruction program. In total, \$2 362 275 was appropriated towards the FY04 program with \$1 039 455 being appropriated from SPOF revenues. An allotment of \$330 000 was included in the SPOF component to address sidewalk maintenance requirements.

FY05 FUNDING. The City will receive \$1 308 785 from the Massachusetts Highway Department through its Chapter 90 program in accordance with Chapter 246 B allocations and Memorandum of Understanding MA 4246047. An allocation of \$330 000 from Free Cash will replace SPOF funds to address pedestrian and sidewalk rehabilitation projects in FY05. A significant portion of this funding will be used to improve pedestrian ramps to ensure that they are ADA accessible.

The streets proposed for reconstruction include streets with considerable traffic volumes and streets that have experienced significant construction activity, including construction traffic over the past number of years as well as some neighborhood streets that are in significant disrepair.

Street Name	From/to	Description	Restoration Cost
Garden St	Mass/Waterhouse	Roadway/Partial Sidewalk	\$ 255 407
Irving St	Kirkland/Cambridge	Roadway/Partial Sidewalk	\$ 66 437
Mount Auburn	Story St/Fresh Pond	Roadway/Partial Sidewalk	\$ 429 085
Albany St	Mass Ave/Erie St	Roadway/Partial Sidewalk	\$ 229 802
Warren St	Cambridge St/Somerville	Roadway/Partial Sidewalk	\$ 29 493
Windsor St	Main St/Broadway	Roadway/Partial Sidewalk	\$ 176 700
Langdon Street	Mass Ave/Mass Ave	Roadway/Partial Sidewalk	\$ 121 861
Total			\$1 308 785

FY06-09 FUNDING. It is anticipated that Chapter 90 funds will be the primary component of this budget in future years with current revenues and SPOF finds providing additional support as needed.

PUBLIC INVESTMENT FUND**BUDGET****COMMUNITY MAINTENANCE & DEV.
- Cemetery Improvements**

FY05	-
FY06	100 000
FY07	-
FY08	90 000
FY09	<u>-</u>
	190 000

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 veteran markers that were in poor condition. With these funds, 1 400 of the 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 reseeded. This project has continued in FY03 and FY04 using DPW

Cemetery and Street Maintenance crews to perform the work described above. The total number of markers raised to date is 2 000.

An allocation of \$82 000 was made from Free Cash in FY03 to archive over 95 000 Cambridge Cemetery paper records into a database format. All Cemetery burial records consisting of cards and ledger books have been scanned into a database format that can be easily updated and stored on-site and off-site for record safety. Future plans for this computerized Cemetery records database include Web accessibility, GIS mapping and a computerized terminal at the Cambridge Cemetery from which burial records can be easily accessed.

FY05 FUNDING. There is no allocation in the FY05 Capital Budget for cemetery improvements. The cemetery records computerized database will begin to be updated with features that will allow for Web accessibility in FY06. In FY05, an appropriation for \$31 500 was made to fund a master plan study for the Cambridge Cemetery. The study will examine the space needs of the cemetery and will develop a conceptual plan identifying the existing land available for burial and other uses.

FY06-09 FUNDING. Funds have been included in future capital budgets to fund renovations to the cemetery chapel and other improvements.

PUBLIC INVESTMENT FUND**BUDGET****COMMUNITY MAINTENANCE & DEV.
- Park & Cemetery Tree Pruning**

FY05	100 000
FY06	-
FY07	100 000
FY08	100 000
FY09	<u>100 000</u>
	400 000

STATUS OF PRIOR YEAR PROJECTS. In the FY04 Capital Budget, the City funded a third year of cyclical pruning at \$125 000 for trees in its open space inventory. Work is expected to commence in early spring 2004 to prune up to 700 trees at such sites as Cambridge Cemetery, Alberico Playground, Baldwin School, Clement G. Morgan Park, Corporal Burns Playground, Lindstrom Field, and Shallow Playground.

FY05 FUNDING. The objective of this program is to establish a four to five year cycle of pruning for the nearly 3 000 trees in City-managed open spaces, exclusive of Fresh Pond Reservation. The emphasis of such a program differs in part from the City's already-established cycle of street tree pruning. In addition to crown cleaning and raising in the interest of public safety, pruning in parks and at the cemetery features more intensive tree health care techniques such as crown thinning and reduction. FY05 will focus on work in the greater Harvard Square area, as well as a continuation of efforts in the Cemetery.

FY06-09 FUNDING. Funds have been allocated in future capital budgets to maintain the pruning cycle with the FY07 allocation beginning the next phase of a multi-year cycle.

PUBLIC INVESTMENT FUND

BUDGET

**COMMUNITY MAINTENANCE & DEV.
- Parking Improvements**

FY05	500 000
FY06	500 000
FY07	500 000
FY08	500 000
FY09	<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 FY04 Capital Budget included \$133 000 for signal work. To date, work has been performed at eight locations. The intersection at Aberdeen Avenue and Huron

has a new controller and additional crosswalk, and Aberdeen and Mt. Auburn has been converted to LED lights. Both were done at the time of the traffic calming project on Aberdeen. A broken conduit has been repaired at Mass. Ave. and Walden, and at Main and Ames. LEDs were installed at Binney and First Streets and LED pedestrian count down lights were installed at Binney and Third Streets. Putnam and Pearl has a new controller and new pedestrian signal heads. Mass. Ave. at Alewife Brook has a new controller as part of the signal phasing improvements that were implemented at that location. Conduit, equipment repairs and the installation of LEDs are ongoing at other locations.

The \$142 000 for Cambridge Street signal improvements is approximately 70% complete. Work has been completed at the intersections of Cambridge Street and Inman, Prospect, Columbia, Third, and Second Streets and Miller River Senior Housing. This work includes conduit repair, relocating control boxes and the installation of LEDs at Miller River.

The allotment of \$225 000 for the acquisition and installation of digital parking meters will be combined with the \$300 000 set aside for this purpose in the FY05 Capital Budget to provide funds for the replacement of all of the obsolete mechanical meter mechanisms and 20% of the housing. It is expected that this project will commence during the summer of 2004 and be completed by the end of 2004. At the same time, new central pay stations will be installed at the three metered lots on Cambridge Street.

FY05 FUNDING. \$500 000 in Parking Fund revenues has been allocated to fund the following projects:

- **Installation of New Traffic Signals (\$120 000)** – This allotment will provide funds to continue the program that began several years ago to replace obsolete traffic control equipment with computerized on-line equipment. It is expected that the signals at Oxford and Sacramento Streets, JFK and Mt. Auburn Streets, Sherman Street and

Rindge Avenue, Concord Avenue and Moulton Street, Massachusetts Avenue and Roseland Street, Massachusetts Avenue and Hancock Street, and Main and Windsor Streets will be replaced in FY05. Funds are also included in this allotment for a study to determine the feasibility of using wireless technology in the closed loop traffic signal system to reduce the problems that arise from damage caused by construction work to the current hardwired system.

- **Light Emitting Diodes (LED) Traffic Signal Conversion Project (\$80 000)** – Funds have been included in previous capital budgets to upgrade traffic signals at 27 intersections from incandescent (red lamps, green lamps, and old style pedestrian heads) to LED type indicators. There are currently 109 remaining intersections to be converted in order to improve pedestrian and vehicular safety and reduce electrical and maintenance costs. This allotment will provide funds to upgrade signals at approximately 15 intersections during FY05.
- **Installation of Parking Meters (\$300 000)** – These funds will be combined with the FY04 allotment of \$225 000 to continue the program of replacing the City’s approximately 3 000 mechanical parking meters with digital meters. At this time, approximately 1 260 mechanical meters have been replaced with digital meters, leaving 1 740 to be replaced. It is essential that this program be funded each year until the conversion process has been completed because replacements parts are no longer available for the mechanical meters.

FY06-09 FUNDING. Future allotments will fund traffic signal improvements, further conversion of signal lamps to LED, and the acquisition of additional digital parking meters.

PUBLIC INVESTMENT FUND**BUDGET****COMMUNITY MAINTENANCE & DEV.
- Water System Improvements**

FY05	800 000
FY06	1 000 000
FY07	1 100 000
FY08	1 100 000
FY09	<u>1 200 000</u>
	5 200 000

STATUS OF PRIOR YEAR PROJECTS. The Automatic Meter Reading (AMR) Program was initiated in FY04. This is a two-year construction project that will start in June of 2004. This project will include the replacement of about 4500 water meters and the installation of approximately 15 000 radio based automatic meter reading devices onto each of the water meters in the City. The long term benefits of the AMR program will be to virtually eliminate all estimated meter readings, significantly enhance customer service and automatically provide daily water meter readings.

The debt service on the General Obligation bonds for the largest capital improvement project in the City's history, the construction of the Walter J. Sullivan Water Purification Facility, is fully paid by revenues from the water service charge. The water service charge covers 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 (\$7 343 813 as of June 30, 2003) to offset debt service costs. By using these reserve funds, the City projects water rate increases (ranging from a high of 5.0% in FY06 to a low of 2.7% in FY09) 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 the future would be higher.

In addition to the bond-financed water treatment plant and the AMR project, current revenues of \$1.0 million supported a wide range of projects in FY04, including replacement of infrastructure components of the water distribution system in coordination with many City projects (i.e. Cambridgeport Roadways), continued implementation of the Fresh Pond Master Plan – specifically the design of the Fresh Pond Northeast Sector Project, and continued US Geological Survey water quality monitoring in our reservoir system.

FY05 FUNDING. Funding for this cost center in FY05 is provided by current water service charge revenues (\$0.8 million) and will fund the following projects:

- **Improvements to Water System in Conjunction with City Projects (\$120 000)** - These funds will provide for the replacement of old 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.
- **Water Works Improvements to the Distribution System (\$200 000)** – This allocation will provide funds for the replacement of old water mains, valves and other improvements and repairs to the distribution system, including emergencies and support to other departments. This will be accomplished through our annual Water Works Construction Contract.
- **Facilities, Equipment and Services (\$155 000)** - These funds will be used to perform bi-annual leak detection, boundary surveying and GIS mapping services, purchase laboratory, PC, radio and hazmat response equipment and make repairs to Payson Park concrete decking.
- **Implementation of Fresh Pond Master Plan (\$250 000)** - Funds have been included in this budget to cover the cost of various reservation priorities such as the implementation of signage/infrastructure standards, second pilot path, emergency access to the pond path, drainage improvements and reservation use management planning (ex: landscape inventory and dog management).
- **Continuation of the US Geological Survey Water Quality Monitoring Program (\$75 000)** - Funds have been allocated for the continuation of a contract with the US Geological Service to continue cooperative and cost shared watershed water quality monitoring.

FY06-09 FUNDING. Allocations from the retained earnings of the Water Fund balance and 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 main improvements.

PUBLIC INVESTMENT FUND**BUDGET****COMMUNITY MAINTENANCE & DEV.
- Sewer Reconstruction**

FY05	17 770 000
FY06	5 515 845
FY07	15 950 000
FY08	10 225 000
FY09	<u>12 450 000</u>
	61 910 845

STATUS OF PRIOR YEAR PROJECTS. The Public Works Department continues to work on the various Sewer Separation, Stormwater Management and Flood protection projects in the Agassiz, Fresh Pond, Harvard Square, Cambridgeport and Area 4 neighborhoods. All of these projects are multi-year projects and are funded through a variety of mechanisms, including General Obligation Bonds, Loans from the Massachusetts Water Pollution Abatement Trust (MWPAT) and Massachusetts Water Resources Authority (MWRA)

loans and grants. Similar to FY04, due to continued uncertainty with regard to state funding of the MWPAT program, future projections do not presume state financial assistance.

FY05 FUNDING. The FY05 allocation of \$17 770 000 is an increase from the FY04 level of \$9 069 865. This allocation is consistent with the overall capital plan for sewer reconstruction. The increase in FY05 is principally due to the need to coordinate sewer and stormwater reconstruction with other phases of major construction projects. This can be seen in the construction of stormwater management facilities for the main library renovation and in sewer separation projects in Porter Square and Harvard Square in conjunction with surface enhancement projects. In addition, the City will pursue loan subsidies for the Cambridgeport Project if state funding for the MWPAT program again becomes available.

The Agassiz Area: \$4 878 746. The Agassiz sewer separation and stormwater management program involves multiple construction projects. In the recent past the City has funded projects in the Scott/Holden area, the Carver/Crescent area and the Beacon Street area. This appropriation is required for the placement of stormwater management facilities adjacent to the main library extension off Ellery Street and will allow appropriate flood protection to the Mid Cambridge community when the Agassiz and Mid Cambridge separated drainage systems are connected. The project will be funded through a bond issuance.

The Fresh Pond/Alewife Area: \$36 939. This money will be used to address program management issues, particularly regulatory and permit issues, related to the design and construction of the Fresh Pond Sewer Separation and Stormwater Management and CSO control project. The expenditure will be funded through a bond issuance.

Harvard Square: \$1 733 512. The City appropriated funds to construct phase II and design phase III of this multi-year project last year. The FY05 appropriation is to fund the construction of phase III of this project. Specifi-

cally, in conjunction with the surface enhancement project, stormwater management and sewer separation work will be done on Church Street, Eliot Street and Brattle Street, reducing flow to the MWRA-owned Metropolitan Line and increasing flow to the University Road stormwater outfall, thereby improving conveyance capacity and improving flood and back-up protection in the area. The project will be paid for by a bond issuance.

Cherry Street/South Massachusetts Avenue: \$3 633 109. This funding is required in order to construct flood control facilities adjacent to the Area 4 community. This phase of the project will incorporate underground storage and pump out facilities. The project will divert runoff from the Bishop Allen area, which inundates the Area 4 community during intense storm events, and discharge separated stormwater to the newly constructed South Massachusetts Avenue drainage system. The project will be paid for through a bond issuance.

Cambridgeport: \$2 595 078. The City is presently constructing new outfalls at Amesbury and Pearl Street and is doing common manhole separation throughout the Cambridgeport community. The removal of the common manholes necessitates the construction of the new outfalls. The FY05 allocation is required so as to fund a proposed conveyance pipe system between the Endicott drainage system and the Danforth Street drainage system. The proposed pipeline will be constructed on Vassar Street and through MIT property adjacent to the new Sports Facility at MIT.

The construction of this connector will allow further stormwater management improvements upstream that will improve flood protection, sanitary waste conveyance and improve water quality in the Charles River.

Bellis Circle: \$778 523. This funding is required to pay for utility construction adjacent to the Combined Sewer Overflow (CSO) Structure at the Sherman Street railway line together with various aspects of the flood control construction adjacent to Danehy Park. The Combined Sewer Overflow Structure will include a Brush Screen Device that prevents floatables from discharging to the Alewife Brook during CSO events.

Porter Square Sewer Separation: \$3 114 093. This sewer separation project will be constructed together with the proposed surface enhancement project. It extends from Massachusetts Avenue at Beech Street to Massachusetts Avenue at Upland Road and will also include drainage system upgrades on White Street. The project will be paid for through a bond issuance.

Remedial Construction: \$1 000 000. The Public Works Department uses this funding to maintain the existing sanitary sewer system. A variety of different system management projects are funded through this appropriation to include scheduled and emergency structural repairs as well as pump station facility upgrades.

FY06-09 FUNDING. Future allocations contain funds for later phases of these projects.

PUBLIC INVESTMENT FUND**BUDGET****COMMUNITY MAINTENANCE & DEV.
- Traffic Calming**

FY05	400 000
FY06	400 000
FY07	400 000
FY08	350 000
FY09	<u>350 000</u>
	1 900 000

STATUS OF PRIOR YEAR PROJECTS. Traffic calming focuses on redesigning streets to improve the safety of people walking, biking and driving on them. Mechanisms may include raised crosswalks and intersections, curb extensions, crossing islands, and other physical features which calm traffic and enhance 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 FY04, traffic calming improvements were constructed on Aberdeen Avenue, Matignon Road, Broadway and Sparks Street from Brattle Street to Mt. Auburn. In addition, designs were completed for traffic calming on Cameron Avenue, Richdale Avenue, Buckingham Street, Sparks Street from Huron avenue to Brattle Street and Cardinal Medeiros.

FY05 FUNDING. An allocation of \$400 000 from Property Taxes will finance FY05 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 Mt. Auburn Street, Blanchard Road, Clifton Street, Windsor Street, Garden Street, Concord Avenue, and Bishop Allen Drive.

FY06-09 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.
- Lafayette Sq./Mass. Avenue Reconstruction**

FY05	260 000
FY06	-
FY07	-
FY08	-
FY09	-
	<u>260 000</u>

STATUS OF PRIOR YEAR PROJECTS. The Lafayette Sq./Mass. Avenue reconstruction project 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. Construction will begin in the summer of 2004.

The FY04 allocation of \$25 000 will be used for design consultant services during construction and construction contingency costs. A \$600 000 appropriation was made in the Fall of 2003 for plaza street furniture, plantings, street trees, and art. In addition to the previous allocations of \$625 000 and an FY05 allocation of \$260 000, MassHighway/State grant funds of \$3 583 000, Forest City Development funds of \$336 000, and a federal enhancement grant of \$890 000 provide a total project budget of \$5 694 000.

FY05 FUNDING: A \$260 000 allocation will be used for additional construction contingency and design consultant services during construction. Services include review of shop drawings, plan interpretation, review of change orders and completion of minor design changes during construction.

FY06-09 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**

FY05	2 300 000
FY06	-
FY07	-
FY08	-
FY09	-
	<u>2 300 000</u>

STATUS OF PRIOR YEAR PROJECTS. A conceptual Porter Square Roadways Plan was developed 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).

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. An FY03 allocation of \$250 000 was used to complete the design in spring 2004.

FY05 FUNDING. Funding in the amount of \$2 300 000 from bond proceeds will be used for construction of the project as described in the above section. Construction is planned to begin in the summer of 2004, along with sewer separation work.

FY06-09 FUNDING. No additional funding is anticipated for this project.

PUBLIC INVESTMENT FUND**BUDGET****COMMUNITY MAINTENANCE & DEV.
- Historical Restorations**

FY05	-
FY06	50 000
FY07	-
FY08	50 000
FY09	<u>-</u>
	100 000

STATUS OF PRIOR YEAR PROJECTS. Consistent allocations have been made to this cost center to support a program of maintenance, conservation, and restoration of historic sites and monuments throughout the City. Projects completed in recent years or currently underway include: the fabrication and installation of historic markers at Fort Washington and fourteen sites in North Cambridge; on-going maintenance and restoration of City-owned bronze statuary and plaques, including the Civil War monu-

ment on Cambridge Common and *The Hiker* in Arsenal Square; conservation and restoration of the City portrait collection that comprises twelve oil portraits of former mayors and other City officials; masonry restoration of historic monuments and sites, including William Dawes Park and Flagstaff Park; and Year 1 of a three year project to restore and conserve the Old Burying Ground.

FY05 FUNDING. Although no funds are allocated to this cost center in FY05, \$7 400 has been included in the Historical Commission operating budget to provide funds for the maintenance of City-owned statues and monuments.

FY06-09 FUNDING. Future allocations will fund on-going programs to maintain, conserve, and restore the City's historic sites and monuments commemorating Cambridge's unique role in American history.

PUBLIC INVESTMENT FUND**BUDGET****COMMUNITY MAINTENANCE & DEV.
- Harvard Square Enhancement Project**

FY05	3 500 000
FY06	-
FY07	-
FY08	-
FY09	-
	<u>3 500 000</u>

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.

A master plan of improvements for the entire project area was completed in the spring of 2004. During FY04, City staff and the Harvard Square Design Committee prioritized the improvements in the master plan to identify the high priority improvements that will be constructed with the \$3.5 million budget established for the project. The final design of these improvements will occur during the summer of 2004 with construction expected to begin in the fall / winter of 2004.

FY05 FUNDING. \$3.5 million in bond proceeds will be used to implement a portion of the plan which has a 20-year horizon. High priority areas include street and sidewalk reconstruction of JFK Street, South of Eliot Street; improvements to the street, sidewalks, and lighting on Church Street; street reconstruction of Palmer and Winthrop Streets; and new crosswalks and a traffic island on Mount Auburn Street near Linden Street.

FY06-09 FUNDING. Although the study area improvements total significantly more than the amount appropriated in FY05, no additional funding is recommended until further analyses of fiscal capacity are conducted.

PUBLIC INVESTMENT FUND**BUDGET****COMMUNITY MAINTENANCE & DEV.
- Façade Improvement Program**

FY05	-
FY06	175 000
FY07	-
FY08	175 000
FY09	<u>-</u>
	350 000

STATUS OF PRIOR YEAR PROJECTS. Improvements to storefronts throughout the City continued in FY04 using funds from prior year allocations to complete construction on eight Façade Improvement projects, six Signage & Lighting Improvement projects, and design services for over twenty new program applicants. This program provides property and business owners with matching grants for storefront improvements. An architectural consultant, retained by the City, provides preliminary design services to program applicants.

FY05 FUNDING. Although there is no specific allocation for façade improvements in the FY05 Capital Budget, funds from prior year allocations will be available to continue façade improvements on a citywide basis. These funds will support ten façade improvement projects, ten signage & lighting improvement projects, and design services for twenty applicants to the program.

FY06-09 FUNDING. It is anticipated that this program will receive funding in future years.

PUBLIC INVESTMENT FUND**BUDGET****COMMUNITY MAINTENANCE & DEV.
- Employment Program Fund**

FY05	350 000
FY06	350 000
FY07	350 000
FY08	350 000
FY09	<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.

FY05 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 delea-

ding 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.

FY06-09 FUNDING. It is anticipated that the Community Development Block Grant will continue to provide funds for this program.

PUBLIC INVESTMENT FUND

BUDGET

**COMMUNITY MAINTENANCE & DEV.
- Housing Rehab and Development**

FY05	1 682 880
FY06	1 502 880
FY07	1 502 880
FY08	1 502 880
FY09	<u>1 502 880</u>
	7 694 400

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.

FY05 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 \$527 400 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).

\$506 805 of Block Grant funds will be made available to three neighborhood-based development corporations (JAS, HRI, and CASCAP) and service providers to continue to acquire and rehab properties for affordable homeownership and rental housing. \$523 025 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.

FY06-09 FUNDING. It is anticipated that Block Grant funds will continue to support this program.

PUBLIC INVESTMENT FUND**BUDGET****COMMUNITY MAINTENANCE & DEV.
- Neighborhood Business Development**

FY05	60 000
FY06	240 000
FY07	240 000
FY08	240 000
FY09	<u>240 000</u>
	1 020 000

STATUS OF PRIOR YEAR PROJECTS. The FY04 allocation of \$50 000 in Block Grant funds was used to support the Cambridge Business Development Center (CBDC). The CBDC continues to provide educational workshops and programs to low- and moderate-income micro-enterprises and individuals interested in starting new businesses.

FY05 FUNDING. An allocation of \$50 000 will support the continued work of the Cambridge Business

Development Center, which holds workshops on getting started in business, small business planning, and business basics for family childcare providers. In addition, \$10 000 will be allocated to the Retail Best Practices program, which provides technical assistance to income-eligible businesses regarding marketing techniques and interior organization of their retail spaces.

FY06-09 FUNDING: In addition to the continuation of FY05 programs, funding for FY06-09 anticipates support of programs in Financial Literacy, which provides training in the fundamentals of personal and business financial management; the Biomedical Careers Program run by Just A Start to help low-moderate income individuals obtain skills for jobs in the biotechnology field; and the Cambridge Health Care Career Advancement Program, which provides training in careers such as nursing and medical imaging to facilitate advancement of health care employees to higher-skilled jobs.

PUBLIC INVESTMENT FUND

BUDGET

**COMMUNITY MAINTENANCE & DEV.
- Public Art**

FY05	40 000
FY06	40 000
FY07	-
FY08	-
FY09	-
	<u>80 000</u>

STATUS OF PRIOR YEAR PROJECTS. At the end of FY04, the Cambridge Arts Council (CAC) will have 16 permanent artworks in progress in various stages of implementation. Of these projects, nine have been fully designed and are awaiting installation as part of larger construction projects. These include Green Street Garage, Lowell Street Park, Porter Square, two sculptures for the Squirrel Nut Factory Site, Yerxa Road Underpass, a pocket park at the Valente Library, Vellucci Plaza, and Danehy Park. Additionally, work on

public art projects are under way in conjunction with the Harvard Square Design Project, Main Library Extension Project (two projects), Taylor Square Fire Station, Russell Field, Donnelly Field, and Lafayette Square.

Significant emphasis continues to be placed in FY04 on community outreach and education of the City’s public art collection. New initiatives include the development of a flexible format public art pocket guide including artwork fact sheets, neighborhood maps and other information to promote self-guided public art tours throughout the City. In addition to the pocket guide, CAC is also working to develop a public art education curriculum for use by multi-generational and diverse audiences. The curriculum, called *Art At Your Feet*, is intended to provide guidance for experiencing art in public spaces as well as education on the process through which such artwork is created.

FY05 FUNDING. An allocation of \$40 000 from Free Cash has been made in FY05 to fund the first phase of a multi-year community outreach project in North Cambridge and residential areas around Danehy Park. The artist who designed and installed the public art at Danehy Park, in collaboration with a team of urban planners and community workers, will implement a four-phase project intended to turn Danehy Park into an active meeting ground for residents and neighborhood and community groups.

FY06-09 FUNDING. An additional \$40 000 has been set aside in FY06 to fund the second phase of the community outreach project in North Cambridge.

Although the five-year capital plan 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 building and capital improvement projects will be made concurrent with the budget allocations for such projects.

PUBLIC INVESTMENT FUND**BUDGET****COMMUNITY MAINTENANCE & DEV.
- Public Art Conservation and Maintenance**

FY05	35 000
FY06	35 000
FY07	35 000
FY08	35 000
FY09	<u>35 000</u>
	175 000

STATUS OF PRIOR YEAR PROJECTS. 103 artworks in the City's Public Art Collection received routine cleaning and preventative maintenance from July through October. More extensive work was done on five public artworks, including a brick sculpture at Rindge Field, a wrought-iron sculpture at Centanni Way, five steel cutouts at Fort Washington, sculptural seating at Roethlisberger Park and a recent art installation at Danehy Park (which needed restoration following vandalism). Additionally, two original framed drawings from the City's Rotation Collection (artworks that are shown in public areas of municipal buildings) received conservation in FY04.

FY05 FUNDING. The FY05 allocation of \$35 000 will continue to fund the program of ongoing maintenance, treatment and reassessment of the collection. Conservation priorities will be based on professional assessments to be done at the end of FY04.

FY06-09 FUNDING. The program will continue with routine maintenance, treatment and reassessment of the collection. Building on the success of the *Art Among Us* initiative, efforts will continue to be made 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. The *Art Among Us* initiative is a program developed in collaboration with the Mayor's Summer Youth Employment Program and the Department of Public Works to train high school youth in developing and making public art which also serves to curb the problem of graffiti.

THIS SPACE RESERVED FOR COUNCILLORS' NOTES

SUMMARY: HUMAN RESOURCE DEVELOPMENT

FIVE YEAR APPROPRIATION PLAN						
	FY05	FY06	FY07	FY08	FY09	TOTAL
Park and Recreation	172 590	7 135 090	400 090	335 090	535 090	8 577 950
Russell Field Improvements	3 430 500	-	-	-	-	3 430 500
Area 4 Parks	3 000 000	-	-	-	-	3 000 000
Gold Star Mothers Pool Improvements	1 100 000	-	-	-	-	1 100 000
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>
	7 753 090	7 185 090	450 090	385 090	585 090	16 358 450

FIVE YEAR REVENUE PLAN						
	FY05	FY06	FY07	FY08	FY09	TOTAL
Free Cash	100 000	50 000	315 000	250 000	450 000	1 165 000
Block Grant	95 090	95 090	95 090	95 090	95 090	475 450
Bond Proceeds	7 530 500	7 000 000	-	-	-	14 530 500
Golf Course Fees	<u>27 500</u>	<u>40 000</u>	<u>40 000</u>	<u>40 000</u>	<u>40 000</u>	<u>187 500</u>
	7 753 090	7 185 090	450 090	385 090	585 090	16 358 450

PUBLIC INVESTMENT FUND

BUDGET

**HUMAN RESOURCE DEVELOPMENT
- Parks & Recreation**

FY05	172 590
FY06	7 135 090
FY07	400 090
FY08	335 090
FY09	<u>535 090</u>
	8 577 950

STATUS OF PRIOR YEAR PROJECTS. An allocation of \$535 000 from Free Cash was 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 in FY04:

- **Gold Star Mothers / Gore Street Park (\$150 000)** – This allocation will provide funds for the replacement of pressure treated wood 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 is being used 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 is providing funds to continue to replace sod on the soccer fields at Danehy Park as part of the plan developed to maintain this recreational facility.
- **Beautification Program (\$50 000)** – This allocation has been used during FY04 to provide funds for the replanting and irrigation of DeGuglielmo Plaza, located in Harvard Square.
- **Moore Youth Center (\$25 000)** – This allocation provides funding 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 are being 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 is being used to supplement previous appropriations from this source to provide funds for continuing improvements to the golf course.

FY05 FUNDING. An allocation of \$50 000 from Property Taxes will be combined with \$27 500 in Golf Course Revenues and \$95 090 in Block Grant Funds for a total budget of \$172 590. The Park Preventative Maintenance component of this budget, which has been allocated (\$175 000) in previous years, has been transferred to the Parks and Urban Forestry Division of the Public Works operating budget in FY05. It should also be noted that funds for improvements to the Fresh Pond Northeast Sector / William Maher Park will be appropriated during FY05 after a complete analysis of potential financing sources has been completed. The FY05 allocation of \$172 590 will finance the following projects:

- **Beautification Program (\$50 000)** – The FY05 allocation of \$50 000 will be combined with a portion of prior year balances to fund the restoration of McElroy Park which will complete the Central Square corridor.

- **Block Grant Open Space (\$95 090)** – These funds will be used as a contingency for future open space projects that are eligible for Block Grant funding.

- **Improvements to Thomas P. O’Neill, Jr. / Fresh Pond Golf Course (\$27 500)** – An allotment of \$27 500 from golf course fees will supplement previous appropriations from this source to provide funds for continuing improvements to the golf course.

FY06-09 FUNDING. Bond proceeds will be the primary financing component for the West Cambridge Youth Center in FY06-09 with current revenues, golf course fees, and Block Grant providing funding for smaller projects.

PUBLIC INVESTMENT FUND**BUDGET****HUMAN RESOURCE DEVELOPMENT
- Russell Field Improvements**

FY05	3 430 500
FY06	-
FY07	-
FY08	-
FY09	<u>-</u>
	3 430 500

STATUS OF PRIOR YEAR PROJECTS. In FY04, \$4 million in bond proceeds was allocated to supplement the original appropriation of \$3.85 million in bond proceeds to finance improvements to Russell Field. Since that time, the City has decided to combine the Russell Field environmental remediation work with the renovation project, resulting in a more complex construction phase. Construction is schedule to begin in the Spring of 2004 and is expected to be completed by

the Fall of 2005. The comprehensive renovation project includes a new field house and press box, installation of an artificial turf football field, renovations to the soccer and little league fields, a new tot lot, pathway improvements, parking area improvements and landscaping. The new field house will include fully accessible team locker rooms, a weight room, a concession facility and rest rooms available to the public during games.

FY05 FUNDING. An allocation of \$3 430 500 in bond proceeds will be combined with the FY00 and FY04 allocations to complete the financing of the project, including design and engineering, construction, construction management, and all environmental remediation and reporting under state and local regulations.

FY06-09 FUNDING. It is not anticipated at this time that further funding will be required to complete this project.

PUBLIC INVESTMENT FUND**BUDGET****HUMAN RESOURCE DEVELOPMENT
- Area 4 Parks**

FY05	3 000 000
FY06	-
FY07	-
FY08	-
FY09	-
	<u>3 000 000</u>

STATUS OF PRIOR YEAR PROJECTS. The planning process for Area 4 parks began in FY01 with an appropriation of \$520 000 in free cash. In FY02 a second appropriation of \$750 000 in bond proceeds was added to the project to allow for (1) completion of the Area 4 Parks Master Plan, (2) design and construction of the Fletcher Maynard Academy playground, (3) design of the Donnelly Field renovations, (4) design of the proposed neighborhood park at 238 Broadway, and (5) design and construction of the new Squirrel Brand Park on the corner of Broadway and Boardman Street.

FY05 FUNDING. An allocation of \$3.0 million in bond proceeds will be combined with the remainder of the FY01 and FY02 allocations to allow for construction of the new neighborhood park at 238 Broadway, including demolition of the old buildings. In addition, a portion of these funds will support the cost of construction of the Squirrel Brand Park, which is schedule for completion in the fall of 2005.

FY06-09 FUNDING. It is not anticipated that any further funding will be required to complete this project.

PUBLIC INVESTMENT FUND**BUDGET****HUMAN RESOURCE DEVELOPMENT
- Gold Star Mothers Pool Improvements**

FY05	1 100 000
FY06	-
FY07	-
FY08	-
FY09	-
	1 100 000

STATUS OF PRIOR YEAR PROJECTS. The Gold Star Mothers Pool was constructed in 1947. In 1980, the City received an Urban Park and Recreation Recovery (UPARR) grant from the U.S. Department of the Interior for \$119 000 that was combined with \$51 000 in Block Grant funds to perform substantial renovations to both the interior and exterior of the facility. In 1994, an additional \$30 000 in City funds was allocated to repair the roof and perform other interior and exterior improvements.

FY05 FUNDING. An allocation of \$1 100 000 in bond proceeds will finance the complete design and renovation of the outdoor Gold Star Mothers Pool. The project includes complete replacement of the pool systems including the filtration system and chemical treatment equipment, comprehensive exterior and interior renovations to improve participant circulation and meet the requirements of the American with Disabilities Act (ADA), pool surface replacement, plumbing and electrical renovations and potential construction of additional site amenities such as spray pools and additional patron seating.

FY06-09 FUNDING. It is not anticipated that any further funding for this project will be required during the remainder of the five-year plan.

PUBLIC INVESTMENT FUND

BUDGET

**HUMAN RESOURCE DEVELOPMENT
- ADA Accessibility Improvements**

FY05	50 000
FY06	50 000
FY07	50 000
FY08	50 000
FY09	<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 six years to fund a wide range of projects to improve access for people with disabilities, consistent with the requirements of the Americans with Disabilities Act of 1990. A total of \$250 000 in needed accessibility improvements have been identified (see below). A balance of \$200 000 has carried over from prior fiscal years. Spending has been restrained until more definite cost estimates could be obtained for the Collins branch library.

Collins branch library accessibility	150 000
51 Inman Street basement men's restroom access	20 000
Fire alarms: visual alarms and pull station access	35 000
Portable assistive listening system	15 000
Police station: restroom accessibility	15 000
Accessible interior signage for City Hall, Coffon Building, and Lombardi Building	5 000
City Hall: accessible door hardware	10 000
TOTAL	250 000

FY05 FUNDING. In order to continue the program of making public facilities more accessible to people with disabilities, \$50 000 will be allocated to construct a new fully accessible main entrance and accessible restroom facilities at the Collins branch library.

FY06-09 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						
	FY05	FY06	FY07	FY08	FY09	TOTAL
School Equipment/Renovations	<u>400 000</u>	<u>350 000</u>	<u>350 000</u>	<u>350 000</u>	<u>350 000</u>	<u>1 800 000</u>
	400 000	350 000	350 000	350 000	350 000	1 800 000

FIVE YEAR REVENUE PLAN						
	FY05	FY06	FY07	FY08	FY09	TOTAL
Free Cash	<u>400 000</u>	<u>350 000</u>	<u>350 000</u>	<u>350 000</u>	<u>350 000</u>	<u>1 800 000</u>
	400 000	350 000	350 000	350 000	350 000	1 800 000

PUBLIC INVESTMENT FUND**BUDGET****EDUCATION
- School Equipment/Renovations**

FY05	400 000
FY06	350 000
FY07	350 000
FY08	350 000
FY09	<u>350 000</u>
	1 800 000

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 Peabody (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 three projects on the SBA approved project list: 1) the Cambridge Rindge and Latin School (CRLS) Field House Roof/HVAC repair project, 2) the War Memorial Renovations project, and 3) the CRLS Roof/HVAC/Windows Renovation project. However, all of these projects, although approved, are far down the funding priority list and it is uncertain as to when funding will become available for such projects. The Field House project involved significant roof safety issues and was completed using City funds. It is still eligible for SBA reimbursement when funding becomes available.

In FY04, capital funding of \$700 000 in Free Cash was approved for the following projects: 1) \$75 000 for engineering costs to analyze and develop bid specifications for replacement of a boiler at the Cambridgeport School and roof sections at the Kennedy/Longfellow School, 2) \$85 000 for replacement of sewage ejection pumps at CRLS, 3) \$210 000 for window glass and door replacement at the King School, King Open School and Graham & Parks School, 4) \$200 000 for various facility improvements and upgrades (including painting) related to implementation of the elementary school consolidation plan, and 5) \$130 000 that was re-programmed to supplement the previous capital budget for installation of an elevator at the King Open school to enable handicapped access to the second floor.

FY05 FUNDING. \$400 000 in Free Cash will be supplemented by \$500 000 in maintenance project funding that has been allocated within the School Department operating budget to fund the following projects: 1) Fire Safety/Life Safety projects in several schools, including upgrades to fire alarm systems (identified by the Cambridge Fire Department) in the Cambridgeport and King Open buildings, major elevator repairs at the King and Graham & Parks buildings, and intercom/public announcement system replacements at the King, Amigos and Kennedy/Longfellow schools (estimate \$313 000), 2) Cambridgeport School Boiler Replacement estimated at \$310 000, 3) Kennedy/Longfellow School replacement of roof sections, estimated at \$225 000. Remaining funds will be used to partially respond to capital needs including improvements to HVAC systems at King/Amigos building, building

security and communications equipment, and HVAC repairs to equipment at the Kennedy/ Longfellow.

FY06-09 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, 2004

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	298 095	111 440	20 500		430 035		430 035
	Executive	933 225	385 450	34 465		1 353 140		1 353 140
	City Council	888 170	41 900	45 500		975 570		975 570
	City Clerk	660 395	59 780	750		720 925		720 925
	Law	1 012 075	509 225	259 675		1 780 975		1 780 975
	Finance	6 358 920	2 245 860	154 980	77 800	8 837 560		8 837 560
	Employee Benefits	19 813 290	686 630			20 499 920		20 499 920
	General Services	391 790	592 555			984 345		984 345
	Election	515 300	238 970	2 270		756 540		756 540
	Public Celebrations	390 580	279 800	1 125		671 505		671 505
	Reserve	<u>37 500</u>	<u>37 500</u>			<u>37 500</u>		<u>37 500</u>
	TOTAL	31 261 840	5 189 110	519 265	77 800	37 048 015		37 048 015
PUBLIC SAFETY								
	Animal Commission	216 155	12 565	150		228 870		228 870
	Fire	27 732 600	732 490	331 750	95 000	28 891 840		28 891 840
	Police	30 222 665	803 955	176 500	312 100	31 515 220		31 515 220
	Traffic, Parking & Transportation	4 973 055	3 107 640	19 400	75 000	8 175 095		8 175 095
	Police Review & Advisory Board	70 690	3 520	3 000		77 210		77 210
	Inspectional Services	2 102 290	107 100	51 825		2 261 215		2 261 215
	License	656 845	61 090	8 800		726 735		726 735
	Weights & Measures	89 385	7 780	1 745		98 910		98 910
	Electrical	1 092 930	1 145 040	1 670		2 239 640		2 239 640
	Emergency Management	124 085	13 635	100		137 820		137 820
	Emergency Communications	<u>2 911 625</u>	<u>166 010</u>	<u>15 850</u>	<u>4 000</u>	<u>3 097 485</u>		<u>3 097 485</u>
	TOTAL	70 192 325	6 160 825	610 790	486 100	77 450 040		77 450 040

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	14 666 065	8 396 435	100 625	485 000	23 648 125		23 648 125
	Community Development	3 763 560	612 640	27 600	68 820	4 472 620		4 472 620
	Historical Commission	422 000	34 780	800		457 580		457 580
	Conservation Commission	85 010	3 865	885		89 760		89 760
	Peace Commission	63 585	11 280	1 350		76 215		76 215
	Cable T.V.	437 675	558 375	3 450		999 500		999 500
	Debt Service		216 000		23 701 070	23 917 070		23 917 070
	TOTAL	<u>19 437 895</u>	<u>9 833 375</u>	<u>134 710</u>	<u>24 254 890</u>	<u>53 660 870</u>		<u>53 660 870</u>
HUMAN RESOURCE DEVELOPMENT								
	Library	4 475 735	949 045	36 650		5 461 430		5 461 430
	Human Services	11 932 800	2 558 340	65 450	25 000	14 581 590		14 581 590
	Women's Commission	145 000	9 860	1 000		155 860		155 860
	Human Rights Commission	153 975	4 055	700		158 730		158 730
	Veterans	231 185	48 900	230 800		510 885		510 885
	TOTAL	<u>16 938 695</u>	<u>3 570 200</u>	<u>334 600</u>	<u>25 000</u>	<u>20 868 495</u>		<u>20 868 495</u>
	CITY TOTAL	137 830 755	24 753 510	1 599 365	24 843 790	189 027 420		189 027 420
EDUCATION								
	Schools Operating	<u>84 756 675</u>	<u>28 914 540</u>	<u>1 123 135</u>	<u>7 258 845</u>	<u>122 053 195</u>		<u>122 053 195</u>
	TOTAL	84 756 675	28 914 540	1 123 135	7 258 845	122 053 195		122 053 195
INTERGOVERNMENTAL								
	Massachusetts Water Resources Authority		16 177 455			16 177 455		16 177 455
	Cherry Sheet Assessments						11 569 960	11 569 960
	Cambridge Health Alliance		6 500 000			6 500 000		6 500 000
	TOTAL		<u>22 677 455</u>			<u>22 677 455</u>	<u>11 569 960</u>	<u>34 247 415</u>
	GRAND TOTALS	222 587 430	76 345 505	2 722 500	32 102 635	333 758 070	11 569 960	345 328 030

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	398 035				32 000		430 035
	Executive	974 275		215 000		163 865		1 353 140
	City Council	961 460				14 110		975 570
	City Clerk	561 695	15 000		124 930	19 300		720 925
	Law	1 630 975	2 500	97 500		50 000		1 780 975
	Finance	6 992 975			438 950	605 635	800 000	8 837 560
	Employee Benefits	10 167 855				6 322 065	4 010 000	20 499 920
	General Services	885 520		4 000		94 825		984 345
	Election	649 340			2 000	105 200		756 540
	Public Celebrations	628 925	15 000			27 580		671 505
	Reserve	37 500						37 500
	TOTAL GENERAL GOVT.	23 888 555	32 500	316 500	565 880	7 434 580	4 810 000	37 048 015
	Animal Commission	216 270	7 800	2 300	1 500		1 000	228 870
	Fire	28 340 340	30 000	10 000	511 500			28 891 840
	Police	23 044 610	94 500	2 565 690	2 033 355	2 275 065	1 502 000	31 515 220
	Traffic, Parking & Transportation		127 500	4 697 990	3 197 660		151 945	8 175 095
	Police Review & Advisory Board	77 210						77 210
	Inspectional Services	(1 256 785)	3 436 000		82 000			2 261 215
	License	(1 048 210)	1 720 645		27 300	27 000		726 735
	Weights & Measures	54 485			26 500	17 925		98 910
	Electrical	1 682 840	22 935		317 000	207 865	9 000	2 239 640
	Emergency Management	72 820				65 000		137 820
	Emergency Communications	3 097 485						3 097 485
	TOTAL PUBLIC SAFETY	54 281 065	5 439 380	7 275 980	6 196 815	2 592 855	1 663 945	77 450 040

FUNCTION	DEPARTMENT	TAXES	LICENSES & PERMITS	FINES & FORFEITS	CHARGES FOR SERVICE	INTER GOVERN- MENTAL REVENUE	MISCELL- ANEOUS REVENUE	GRAND TOTAL
	Public Works	17 824 100	107 000		3 241 240	2 281 130	194 655	23 648 125
	Community Development	2 886 540	55 000		281 895	1 029 185	220 000	4 472 620
	Historical Commission	445 135				4 945	7 500	457 580
	Conservation Commission	71 925			17 835			89 760
	Peace Commission	52 765				23 450		76 215
	Cable T.V.	(2 640)			1 001 540		600	999 500
	Debt Service	<u>10 678 445</u>		<u>167 190</u>	<u>8 557 615</u>	<u>4 469 170</u>	<u>44 650</u>	<u>23 917 070</u>
	TOTAL COMMUNITY MAINTENANCE & DEV.	31 956 270	162 000	167 190	13 100 125	7 807 880	467 405	53 660 870
	Library	4 979 280		60 000		422 150		5 461 430
	Human Services	11 294 020			2 390 250	897 320		14 581 590
	Women's Commission	145 900				9 960		155 860
	Human Rights Commission	158 730						158 730
	Veterans	<u>312 630</u>				<u>198 255</u>		<u>510 885</u>
	TOTAL HUMAN RESOURCE DEVELOPMENT	16 890 560		60 000	2 390 250	1 527 685		20 868 495
	CITY TOTAL	127 016 450	5 633 880	7 819 670	22 253 070	19 363 000	6 941 350	189 027 420
EDUCATION								
	Schools Operating	<u>93 391 275</u>		<u>100 000</u>		<u>28 261 920</u>	<u>300 000</u>	<u>122 053 195</u>
	SCHOOL TOTAL	93 391 275		100 000		28 261 920	300 000	122 053 195
INTERGOVERNMENTAL								
	Massachusetts Water Resources Authority				16 177 455			16 177 455
	Cherry Sheet Assessments	8 326 915			468 680	2 774 365		11 569 960
	Cambridge Health Alliance	<u>6 500 000</u>						<u>6 500 000</u>
	TOTAL INTERGOVERN.	14 826 915			16 646 135	2 774 365		34 247 415
	GRAND TOTALS	235 234 640	5 633 880	7 919 670	38 899 205	50 399 285	7 241 350	345 328 030

INTRODUCED BY CITY MANAGER ROBERT W. HEALY

AN ORDER CONCERNING APPROPRIATION FOR THE FISCAL YEAR BEGINNING JULY 1, 2004

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	4 931 725	2 950 305	23 855	9 192 235	17 098 120		17 098 120

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				15 927 210	1 170 910		17 098 120

**INTRODUCED BY CITY MANAGER ROBERT W. HEALY
AN ORDER CONCERNING APPROPRIATION FOR THE FISCAL YEAR BEGINNING JULY 1, 2004**

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	50 000		Lafayette Square/Mass. Ave. Reconstruction	260 000
	Technology Upgrades	<u>600 000</u>		Employment Program Fund	350 000
		650 000		Housing Rehab & Development	1 682 880
PUBLIC SAFETY	Fire Vehicles/Equipment	85 000		Neighborhood Business Development	60 000
	Fire Station Renovations	95 000		Public Art	40 000
	Police Equipment/Renovations	<u>30 000</u>		Public Art Conservation	<u>35 000</u>
		210 000			7 351 665
COMMUNITY MAINTENANCE & DEV.			HUMAN RESOURCE DEVELOPMENT		
	Public Building Renovations	485 000		Parks & Recreation	172 590
	Streets/Sidewalks Reconstruction	1 638 785		Accessibility Improvements	<u>50 000</u>
	Park and Cemetery Tree Pruning	100 000			222 590
	Parking Improvements	500 000	EDUCATION	School Equipment/Renovations	<u>400 000</u>
	Water System Improvements	800 000			400 000
	Sewer Reconstruction	1 000 000			
	Traffic Calming	400 000		TOTAL	8 834 255

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	1 510 000	Block Grant	2 187 970
Free Cash	1 500 000	Chapter 90	1 308 785
Parking Fund	500 000	Golf Course Fees	<u>27 500</u>
Sewer Service Charge	1 000 000		8 834 255
Water Service Charge	800 000		

INTRODUCED BY CITY MANAGER ROBERT W. HEALY

AN ORDER CONCERNING APPROPRIATION FOR THE FISCAL YEAR BEGINNING JULY 1, 2004

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
CALSSIFICATION**

Property Taxes	1 000 000
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