

# BUDGET MESSAGE

April 22, 2002

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

I herewith submit for your consideration the proposed FY03 operating and capital budgets for the City of Cambridge, as well as the proposed FY04 - 07 Capital Improvement Plan (CIP). The proposed operating budget of \$332 149 570 represents a 4% increase over the FY02 budget. The budget increase is largely attributable to a 3% salary increase for employees; a 12% increase in employee health insurance; a 3.2% increase in school spending; and a debt service increase of 11.7%. The FY03 proposed capital budget totals \$29 435 785, a decrease of \$26 295 300 from the previous year. Not yet included in the proposed budget are funds from the newly enacted Community Preservation Act (CPA) surcharge. The newly constituted Community Preservation Fund Committee will be making their recommendations on the use of the funds, approximately \$4 500 000, during the month of May. 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 projects approximately \$4 500 000 in state matching funds which will be made available in October of 2002.

The preparation of the FY03 spending plan was made difficult because of the uncertainty over the level of state aid funding to the City. The spending plan as proposed calls for a tax levy of \$194 042 448, an increase of 3.5%. However, as the City Council is aware, state officials have informed the City that state aid to cities and towns could be reduced by up to 10%. Should the City's state aid be cut by 10%, then the tax levy for FY03 could increase by 5.7% to \$198 042 448. The final state aid number to Cambridge will not be known until the state budget is approved later in the spring or early summer of this year.

In keeping with the practice of recent years, the proposed FY03 budget closely links the operating and capital expenditure plans with priorities established by the City Council. While I encourage readers to review each department's budget in detail, the following section highlights the proposed spending plan to implement City Council priorities.

## **INTEGRATING CITY COUNCIL PRIORITIES WITH THE PROPOSED BUDGET**

### **?? PROVIDE HIGH QUALITY ON-GOING SERVICES TO RESIDENTS**

Despite the economic slowdown and the threatened reduction in state aid, the proposed budget continues the City's long practice of providing high quality service delivery to our citizens. While the proposed spending plan calls for an increase of 3.5% in property taxes

# SUMMARY: OPERATING BUDGET (all funds)

<b>FY01 ACTUAL</b>	<b>FY02 PROJECTED</b>	<b>PROGRAM EXPENDITURES</b>	<b>FY03 BUDGET</b>
27 196 219	28 456 120	General Government	29 229 765
65 923 609	70 731 070	Public Safety	73 205 525
47 873 878	58 736 360	Community Maintenance & Development	64 109 250
16 557 724	18 140 395	Human Resource Development	19 061 295
105 521 653	112 952 345	Education	116 562 345
<u>27 269 779</u>	<u>28 225 805</u>	Intergovernmental	<u>29 981 390</u>
290 342 862	317 242 095		332 149 570

<b>FINANCING PLAN</b>	<b>FY03 BUDGET</b>
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Taxes	201 268 535
Licenses & Permits	5 665 210
Fines & Forfeits	7 942 590
Charges for Service	50 442 395
Intergovernmental Revenue	57 605 040
Miscellaneous Revenue	<u>9 225 800</u>
	332 149 570

(5.7% if state aid is cut by 10%) it is conservatively estimated that taxes paid by property new to the tax rolls are expected to cover 71% of the tax levy increase resulting in a net tax levy increase of just over 1% (3.1% if state aid is cut by 10%). Additionally, the City's excess tax levy capacity, an extremely important indication of the City's financial health is projected at between \$26 000 000 and \$30 000 000 for FY03 depending upon final level of state aid. Cambridge currently has the largest excess levy capacity in the Commonwealth. Last year at this time, the City's strong financial position allowed me to propose several new improvements to our service delivery system. This year our strong financial position results in our ability to endure potential state aid cuts while protecting our high levels of service delivery. Cambridge's ability to meet the current economic challenge makes us fairly unique in the Commonwealth.

In continuing the program to protect the City's and regional environment, positions previously funded to manage the approximately \$88 000 000 sewer and roadway capital improvement program have been retained. In addition, the Public Works budget has been increased by \$494 415 to cover additional costs related to the solid waste disposal program. The FY03 street and sidewalk reconstruction program has been substantially increased due to the inclusion of a large amount of Street Preservation Offset Funds (SPOF). This revenue source has been used in the past to supplement Chapter 90 funds (state funds for roadway improvements). However, due to significant cuts in the Chapter 90 program, SPOF revenues of \$1 724 955 are now the primary component of this program in FY03.

The Police budget has increased significantly due to the inclusion of funds to cover contract settlements for FY01-03 as well as full funding for three patrol officer positions that were previously financed through a program sponsored by the U.S. Department of Justice. The increase in the Fire operating budget is mainly attributable to salary increases for FY03 while the capital budget includes funds to replace a pumper and a rescue unit as well as additional funding necessary for improvements to the Taylor Square fire station. The Police operating budget is supplemented with a \$380 000 allocation to the capital budget to cover vital improvements to the police station.

As mentioned above, funds have been included in the FY03 capital budget to continue the reconstruction of the City's sewer and surface drainage system. Projects included in this program are funded through a combination of state-subsidized loans as well as General Obligation bonds and current sewer revenues. It is expected that work will continue in the Fresh Pond, Agassiz, Cambridgeport, South Mass. Ave., and Harvard Square areas as well as on the Infiltration / Inflow and Common Manhole Removal programs.

Additional funds have been provided to continue improvements to City Hall and other City buildings. The \$400 000 included in the FY03 budget for City Hall renovations will supplement several previous appropriations and will fund further renovations to the interior of the facility while an additional \$260 000 has been set aside for improvements to the Lombardi Building, Coffon Building, Senior Center, and Area 4 Youth Center.

Bond proceeds will be combined with current revenues to fund \$2.3 million in open space improvements including renovations to the Lowell School Playground, Dana Park, and the golf course (funded through user fees). In addition, a new skate park will be constructed on a site to be determined.

An allocation from the retained earnings of the Water Fund will fund continuing improvements to the water system. With the completion of the construction of the new water treatment plant, it is essential that improvements be made to the system's infrastructure to ensure that the high quality of water produced by the new treatment plant will be maintained throughout the transmission process.

Current revenues of \$666 000 have been allocated to the School capital budget to continue improvements to elementary schools and replace two school buses. While this allocation has decreased from previous years' levels, it is adequate to meet the most pressing capital needs of the Schools in FY03.

?? PRESERVE AND EXPAND THE SUPPLY OF PERMANENT AFFORDABLE HOUSING, SUPPORTING SOCIOECONOMIC DIVERSITY.

Since the abolition of rent control, Cambridge has funded the Affordable Housing Trust at an annual level of \$4 500 000. The Trust was largely funded with a mixture of property taxes and free cash. With the voter's acceptance of the CPA, the City's affordable housing program will now be funded by a portion of the proceeds from the 3% property tax surcharge levied under the CPA. For FY03 it is estimated that the total amount of funds generated by the CPA at the local level will be \$4 500 000. These local funds will be supplemented in October of 2002 with as much as \$4 500 000 in state matching funds (awarded as a match to the City's FY02 CPA surcharge) bring potential CPA funding for FY03 to upwards of \$9 000 000. The CPA committee, which is charged with making recommendations to the City Manager and Council, is currently deliberating its recommendations. Upon receipt of those recommendations, I will forward them to the City Council. By state law, each of the three categories eligible for CPA funds (affordable housing, open space, and historical preservation) must receive at least 10% of the total CPA funds.

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

The proposed FY2003 budget contains a recommended school budget of \$116 562 345, an increase of \$3 610 000 or 3.2% over the current year. The School budget includes initial efforts to formulate a long-range financial framework for supporting the educational mission and goals of the school district over the five-year period beginning FY03. This plan will serve as a tool to facilitate development of the operating budget and includes an estimate of future costs of long-range strategic educational initiatives recommended by the Superintendent and approved by the School Committee: Special Education Five-Year Strategic Plan; Rindge School of Technical Arts (RSTA) Program Development; School Improvement Plan Funding; Program Improvement and School Merger/Closings Plan; and the District Improvement Plan. Also recommended by the Superintendent and approved by the School Committee is the organizational restructuring of the Central and Curriculum offices to support educational goals of the district and to redirect funds to schools. As previously mentioned the proposed School capital budget includes \$666 000 for building maintenance and repairs, and for the replacement of two school buses.

In addition to the recommended funds for the school department, the City operating budget continues to fund through the Department of Humans Services (DHSP) the Community Schools, Recreation, Youth, and Childcare Programs, all of which provide additional educational benefits to the children of Cambridge. Other DHSP programs that enhance the learning experience of children include the Extended Day Care Program at the Harrington School, Kids Council, and Agenda for Children.

FY03 will be the first full year of operation for the Fitzgerald Preschool program with 4 new childcare positions now showing in the DHSP budget. The Library budget contains funding of \$15 000 to begin a cycle of adding and replacing public access computers as well as increased hours for the Literacy Specialist position.

## ?? IMPROVE AND SIMPLIFY PUBLIC ACCESS TO CITY SERVICES AND PROVIDE MORE AND BETTER OPPORTUNITIES FOR THE PUBLIC TO PARTICIPATE IN GOVERNING

As part of our ongoing efforts to foster community and to improve and simplify public access to City services, we have enhanced the amount of information available on the City's Web Site and through the Municipal Cable Channel. Residents can now conveniently pay parking tickets and City bills, such as motor excise and water/sewer, on-line. Later this year, we expect to go live with on-line payment of real estate and personal property taxes. The City's Web Site now includes more information that can be helpful to residents, such as construction updates, quarterly messages from the manager, and major City news. We are working to make sure any current or future City publications, applications for permits, and service request/complaint forms are conveniently available on-line. Later this spring, we plan to launch a newly redesigned Web site that will make it easier to navigate and find information. This new site will also include a citywide calendar. The MIS capital budget contains \$125 000 to continue the program of upgrading and enhancing the City's Web site to include more accessible information about the City resources and services and offer tools that provide residents and employees the option to conduct City business electronically. City information related to finance (property valuations and budget), human resources (job postings and applications) and the Geographical Information System (GIS) are either currently available online or will be during FY03. When street cleaning started up again in April, we used the Police Department's reverse 911 telephone system to give residents an initial notification and friendly reminder which reduced the number of cars towed. We also continue to produce an annual community newsletter that is mailed out to residents.

## ?? FOSTER COMMUNITY. SUPPORT OPPORTUNITIES FOR CITIZENS TO KNOW EACH OTHER WITHIN THEIR NEIGHBORHOODS AND ACROSS THE CITY

The proposed FY03 operating budget continues to support the vehicles in which citizens can know each other within neighborhoods and across the city through two senior centers, youth programs, teen centers, youth leagues, arts gatherings and library programs. The Center for Families of North Cambridge will continue to be a neighborhood-based, school-linked family support program. With the remodeling of the Main Library, the Branch libraries that already provide neighborhood-based services, especially for children and their families, will play an increasing role of fostering community. The libraries continue to serve as a forum where residents may share ideas, cultures, and resources among themselves and with people around the globe. The Library operating budget also contains additional

funding to increase library materials. The Police department will continue its community partnership through funding of recognized community groups to hold various events such as neighborhood clean-ups, beautification projects and block parties. The Police Department will continue to hold a week-long open house with exhibits, presentation and demonstrations by various units of the Department, providing community members and police officers an opportunity to interact in a positive environment culminating at week's end with a barbecue and police auction. Other community based activities and events supported with this budget include production of the River Festival, the Summer in the City (SIC) concerts for children and families, Halloween activities in the public schools as well as the City's Independence Day Celebration. Funds are also provided for Family Day at Danehy Park, which includes a variety of activities for both children and adults. Also funded is the popular Dance Party in front of City Hall.

## ?? SUPPORT NEIGHBORHOOD PRESERVATION AND ENHANCEMENT

Virtually every service that Cambridge provides furthers the preservation and enhancement of residential life in the City. Programs dedicated to improving life in the community include youth centers, senior centers, community schools, branch libraries, open space renovation and maintenance, neighborhood police patrols, a network of fire stations including EMT responders, and various transportation management efforts. For FY03 specific enhancements include Porter Square Street/Sidewalk enhancement project \$250 000, improvements to Lowell School Playground \$410 000, Water Play repairs \$150 000, replacement of the wood play structure at Dana Park \$385 000, and construction of a skate park \$200 000. The Concord/Alewife Planning Study \$125 000 will begin the discussion of future use of the northwestern area of the City. Furthermore, both the operating and capital PWD budgets continue to contain funds for an aggressive street and park tree planting and pruning program. The Arts Council's Public Art Conservation and Maintenance Program continues to be level funded at \$35 000, and capital projects have been budgeted for with the 1% for Arts allocation in mind. Also, funds have been included in the Historical Commission budget to continue the Oral History Program with East Cambridge being the third area of the City (oral histories of North Cambridge and Central Square have been published in recent years) to be included in this series. While interviews for the East Cambridge project are taking place, the author is conducting forums in the neighborhoods adjacent to Central Square to discuss all aspects of the book.

## ?? FOSTER CREATIVE APPROACHES TO TRAFFIC, PARKING AND TRANSPORTATION NEEDS OF RESIDENTS AND BUSINESSES

The FY03 proposed capital budget includes \$650 000 for traffic calming improvements, \$250 000 for design of street and sidewalk improvements in Porter Square, and the proposed street and sidewalk reconstruction allocation of \$2 636 365. The street and sidewalk allocation has increased significantly over the FY02 allocation of \$937 350 and will enable reconstruction and resurfacing of a number of streets and includes traffic claming and street tree planting as appropriate. It is our goal to effectively utilize tax dollars in conjunction with Chapter 90 and SPOF funds whenever possible to coordinate construction with sewer separation and reconstruction to minimize citizen disruption and inconvenience and maximize use of funds. A portion of this funding will improve access to sidewalks for persons with disabilities.

The parking improvements allocation \$340 000 will fund ongoing enhancements to the “closed loop” signal system and the installation of Light Emitting Diodes (LED signals), additional countdown pedestrian signals at various locations, and funding for the 3<sup>rd</sup> and final phase of the Green Street Garage improvements which will also include necessary structural repairs and water protection on the roof of the Central Square branch library.

Ongoing work such as the reconstruction of Cambridge Street, the redesign of Lafayette Square and the completion of design and transportation analysis for Harvard Square which will address pedestrian, bicycle and vehicular traffic patterns and urban design features such as lighting, street furniture and plazas, and will enhance the City for the benefit of our citizens and visitors.

## ?? MAXIMIZE THE BENEFITS OF NEW AND EXISTING ECONOMIC DEVELOPMENT AND UNIVERSITY ACTIVITIES TO IMPROVE THE LIFE OF THE CITY

Without new economic development, the City would be forced to reduce services and/or increase taxes to the Proposition 2 ½ limit in future years. As we continue to function within the confines of Proposition 2 ½ it is imperative that we respond to the current economy and optimize opportunities for our community. This office anticipates concluding negotiations regarding the in-lieu-of-tax payment agreement during FY03. The newly formed City Council Standing Committee on University Relations also will continue to develop strategies to achieve this goal.

The proposed FY03 Budget continues to support development of public/private partnerships and training opportunities geared toward the new economy through the Office of Workforce Development by expanding employment and training opportunities for Cambridge adult and youth residents and to assess and respond to the unmet needs of the local workforce and employers through forging alliances among employers, community-based organizations, and the schools and post-secondary educational institutions and by providing research and development services to them. Further, the reinvigorated Rindge School of Technical Arts (RSTA) continues to be supported with the capital allocation of \$1 090 000 appropriated in April for the FY03 school year. The now accredited school will use \$940 000 for departmental equipment and \$150 000 for remodeling and repairs to the CRLS building. Our support for the RSTA program will provide our youth with valuable experience and the skills necessary to compete in today’s job market.

The City continues to sponsor the Retail Best Practices Program which offers support to smaller businesses and retail outlets by offering workshops and providing support services covering a range of topics including visual merchandizing and marketing enhancements among others, with the goal of fostering small business growth in the City. The Capital budget includes \$175 000 for façade improvements and signage and lighting improvements citywide, as well as to continue improvements on Cambridge Street and Central Square. The Employment Program Fund continues to finance the Just-A-Start Rehabilitation Assistance Program that trains and employs Cambridge youths to provide a range of low-cost housing rehabilitation, energy conservation, and de-leading services throughout Cambridge in conjunction with the Cambridge Housing Authority.

## **OUTLOOK AND CONCLUSION**

While Cambridge is not immune from the current economic downturn, our enviably strong financial condition has left us better prepared to deal with slowed local revenue growth and cuts in state aid. The City's strong economic development program has bolstered the local tax base making the City financially independent and far less dependent on state aide than most Massachusetts cities. The sound financial practices of this and previous City Councils has left the City with substantial reserves and approximately \$30 000 000 in excess levy capacity that allows Cambridge the flexibility to respond to cuts in state aid. However, our financial strength and independence should not allow us to ignore the fact that the Commonwealth is a vital financial partner in the delivery of our services. In FY03, state aid will total between \$42 000 000 and \$46 000 000, roughly 14% of our total budget. While Cambridge is in a position to absorb reductions in state aid this year, repeated reductions would soon have a severe impact upon the City's finances.

In addition to the threat that reduced state aid brings to our financial well being, we must also be conscious of the fact that our ambitious capital improvement plan calls for the issuance of a significant amount of tax supported debt over the next 5 years. The amount, although high, does not pose a problem unless we become complacent and fail to control the growth of our operating budget. Finally as we work through these difficult financial times we must remember to avoid "quick fix" solutions that solve today's problems merely by moving them into future years.

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

Very truly yours,

Robert W. Healy  
City Manager

RWH/mec



# BUDGET CALENDAR

<b>December 11, 2001</b>	Briefing on FY03 budget preparations with City Manager. Distribution of budget notebook and materials. Meeting of departmental finance personnel with budget staff.	<b>January 25, 2002 thru March 4, 2002</b>	Formal department presentations to the City Manager.
<b>December 11, 2001 thru December 31, 2001</b>	All personnel analysis sheets must be reviewed for accuracy. All corrections and settlements must be placed on the personnel analysis sheets. All personnel analysis sheets must be returned to the Budget Office.	<b>March 11, 2002 thru March 15, 2002</b>	City Manager and Budget Staff final review of departmental budgets and supplementals.
<b>December 17, 2001 thru January 4, 2002</b>	Individual departmental meetings with Budget staff to review Benchmark YTD and Projected numbers. Review draft of Narrative, and Goals and Measures updates for FY03 Budget document (schedule to be determined).	<b>April 22, 2002</b>	Submission of the City Manager's Budget to the City Council.
<b>January 18, 2002</b>	Deadline for budget submission to the City Manager. Goals/Performance Measure Form as of 12/31/01.	<b>May 1, 2002 thru May 15, 2002</b>	Dates for public hearings on FY03 Budget. Goals/Performance Measures Form as of 3/31/02.
		<b>May 20, 2002</b>	Projected adoption Date.
		<b>June 5, 2002</b>	Deadline for City Council adoption of the Budget.
		<b>June 30, 2002</b>	City Manager's transmittal of chart of accounts and allotment plan (based on departmental work-plans) to the City Auditor for execution.
		<b>July 1, 2002</b>	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 FY03 was initiated in December, 2001. 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 FY03, the Budget staff continued to work with Departments on refining the budget format adopted in FY97; a format which emphasizes narratives which are quantifiable and concise. This is the seventh 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 FY03 budget some goals and measures were eliminated, replaced and/or expanded, resulting in goals and measures that are more comprehensive, significant or illustrative of the services and programs provided by City departments. Through continued use and constant updating, the budget continues to evolve into a more comprehensive document containing a goals and measures system that accurately reflects data concerning City systems.

In December, the City Manager convened a City-wide annual budget meeting attended by all department heads and finance personnel. At this meeting the City Manager gave a general overview of the state of the economy, discussed the budget format and outlined specific guidelines for the preparation of individual department budgets: COLA, Pensions and Health Insurance costs can increase as required; all Non-

Personnel operating items known to be increasing due to contractual terms must be absorbed

within the budget and not knowingly under-budgeted. Major 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 though the supplement request process remained the same with requests for new or expanded services submitted separately outside the base budget, it was emphasized that the FY03 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 18, 2001.

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

It is important to note that at this stage of the process, the City Manager increases and decreases budget based on the priorities of the City Council and the Administration. As the effects of the recession have had a dramatic impact on the State Budget and the amount of State aid that the City anticipates receiving in FY03 has not yet been

determined, preliminary estimates indicate that up to 10% of the approximately \$47.4 million that the City received in

FY02 will be cut. With this in mind, only \$144 500, or 7.6% of the departmental supplemental requests were funded. In the FY03 submitted budget, departmental budgets such as Water, Police, Veterans' and Traffic have been increased beyond the original budget guidelines.

During the months of March and early 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 FY03 budget to the City Council on April 22, 2002.

From May 1 - May 15, 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 5). The City Council is projected to adopt the FY03 budget on May 20, 2002. The Annual Budget for FY03 becomes effective July 1, 2002.

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 it 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

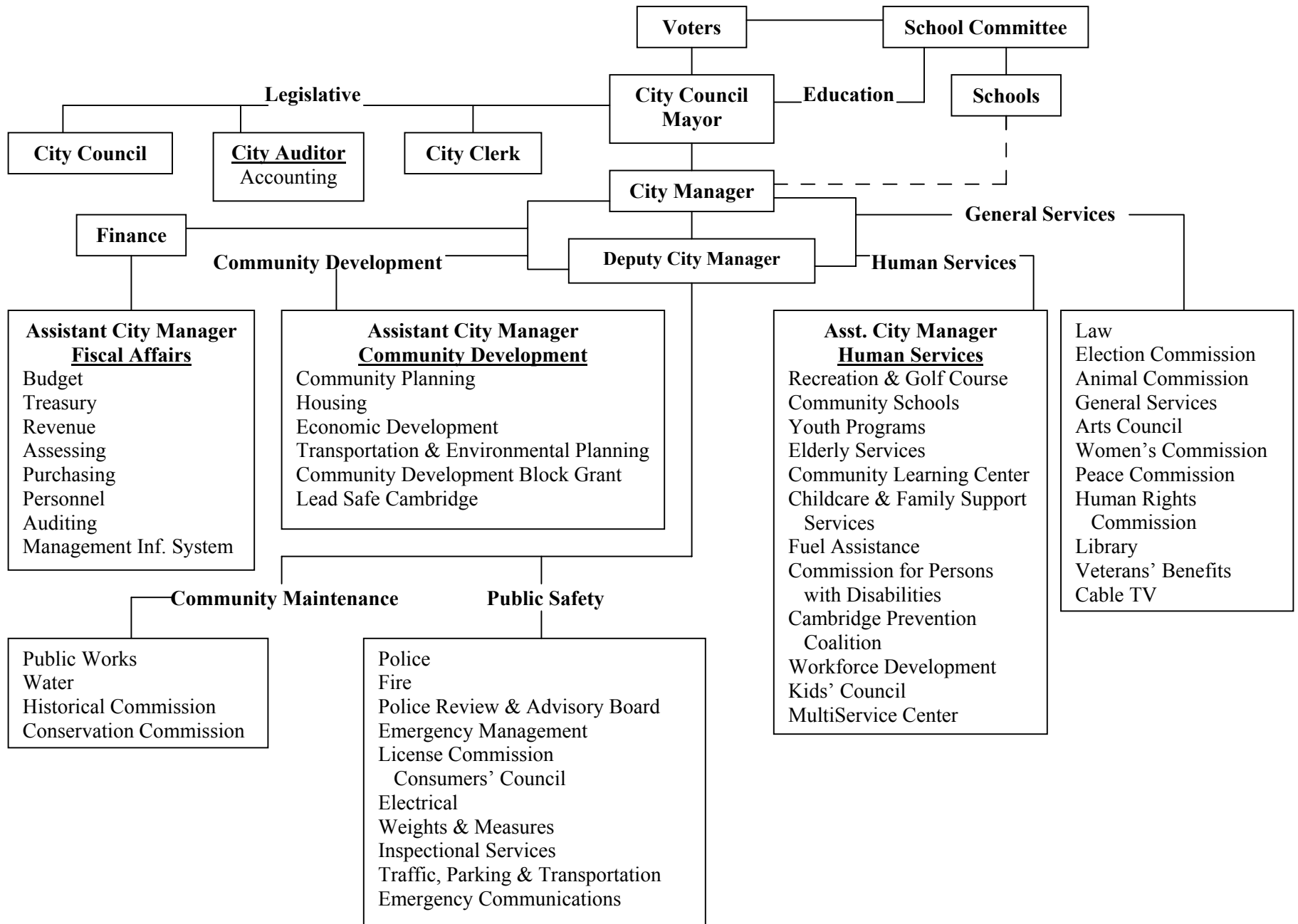
advertised, or at any time or place to which such public hearing may from time to time be adjourned, the city council shall hold a public hearing on the annual budget as submitted by the mayor, at which all interested persons shall be given an opportunity to be heard for or against the proposed expenditures 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

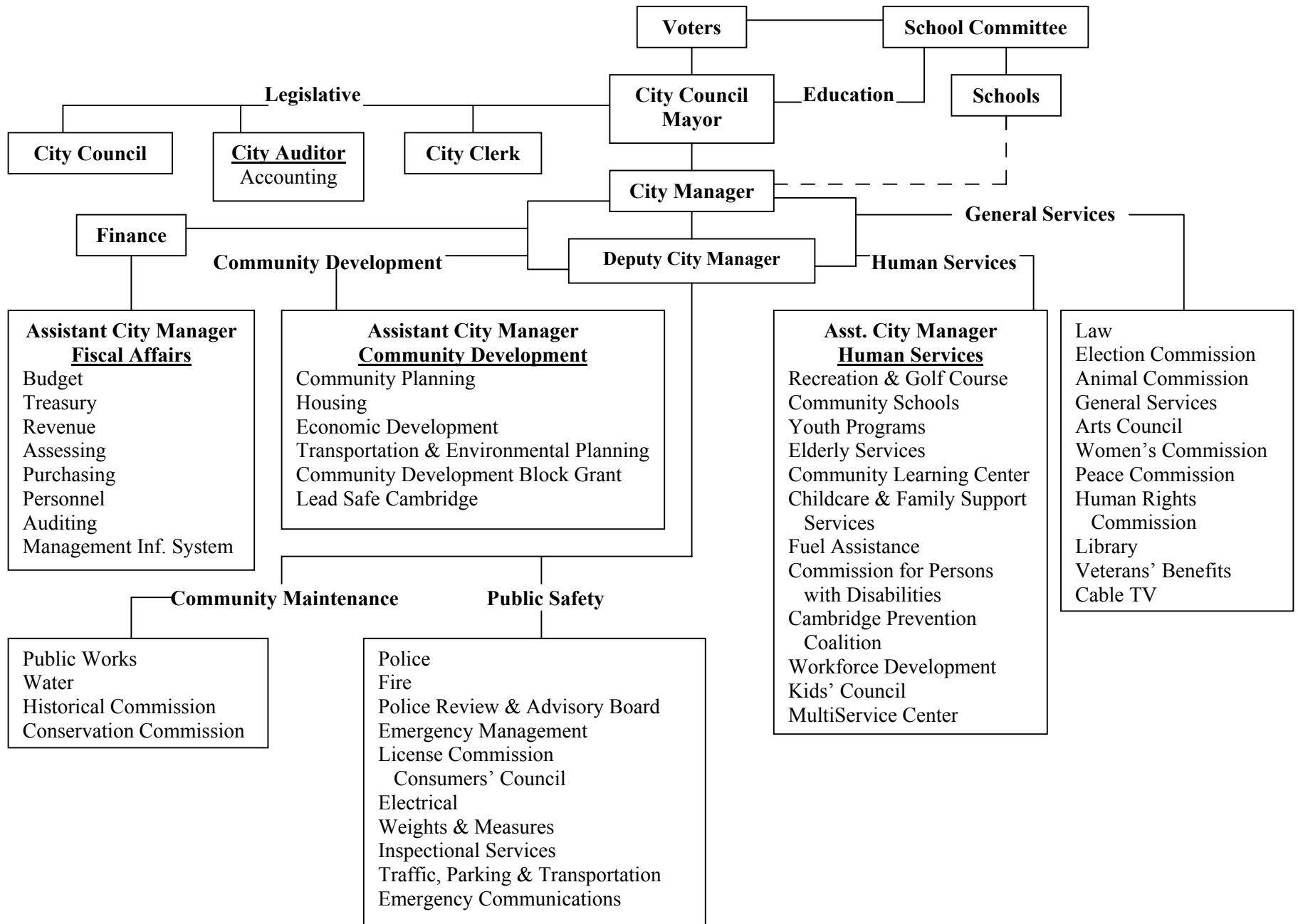
## City of Cambridge, Massachusetts





# ORGANIZATIONAL CHART

## City of Cambridge, Massachusetts



# GLOSSARY

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

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

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

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

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

**Annual Budget.** An estimate of expenditures for specific purposes during the fiscal year (July 1 - June 30) and the proposed means (estimated revenues) for financing those activities.

**Appropriation.** An authorization by the City Council to make obligations and payments from the treasury for a specific purpose.

**Arbitrage.** Investing funds borrowed at a lower interest cost in investments providing a higher rate of return.

**Assessed Valuation.** A valuation set upon real or personal property by the City board of assessors as a basis for levying taxes.

**Audit.** A study of the City's accounting system to ensure that financial records are accurate and in compliance with all legal requirements for handling of public funds, including state law and city charter.

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

**Basis of Budgeting.** See Budget Basis of Accounting.

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

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

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

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

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

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

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

**Cash Basis of Accounting.** Revenues are recorded when cash is received, (budget) as opposed to when susceptible to actual (GAAP).

**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 and county charges and reimbursements to the City as certified by the state director of accounts. Years ago this document was printed on cherry colored paper.

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

**Debt Limits.** The general debt limit of a city consists of normal debt limit, which is 2½% of the valuation of taxable property and a double debt limit which is 5% of that valuation. Cities and

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

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

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

**Department.** A principal, functional, and administrative entity created by statute and the City Manager to carry out specified public services.

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

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

**Enterprise Fund.** A fund established to account for operations that are financed and operated in a manner similar to private business enterprises. The intent is that the full costs of providing the goods or services be financed primarily through charges and fees thus removing the expenses from the tax rate.

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

**FY01 Actual.** FY01 actual numbers provided by departments based on the departments internal tracking methods.

**FY02 Budget.** Numbers stated in the FY02 budget document as the FY02 proposed figure for the performance measure. An “n/a” indicates a new measure, one previously not budgeted.

**FY02 Projected.** Estimate of what will be achieved in FY02 based on year-to-date performance.

**FY03 Proposed.** Estimated FY03 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, 2002 to June 30, 2003 is FY03.

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

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

**Fund Accounting.** Governmental accounting systems should be organized and operated on a fund basis. A fund is defined as a fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes

therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitation.

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

**GAAP.** See Generally Accepted Accounting Principles.

**General Fund.** The major municipality owned fund which is created with City receipts and which is charged with expenditures payable from such revenues.

**Generally Accepted Accounting Principles (GAAP).** A set of uniform accounting and financial reporting rules and procedures that define accepted accounting practice.

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

**Grant.** A contribution of assets by one governmental unit or other organization to another. Typically, these contributions are made to local governments from the state and federal government. Grants are usually made for specific purposes.

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

**Intrafund Transactions.** Financial transactions between activities within the same fund. An example would be a budget transfer.

**License and Permit Fees.** The charges related to regulatory activities and privileges granted by government in connection with regulations.

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

**N/A.** The information is not available or not applicable. See FY02 Budget.

**Non-Tax Revenue.** All revenue coming from non-tax sources including licenses and permits, intergovernmental revenue, charges for service, fines and forfeits and various other miscellaneous revenue.

**Operating Budget.** See budget (operating).

**Overlay.** The amount raised by the assessors in excess of appropriations and other charges for the purpose of creating a fund to cover abatements and exemptions.

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

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

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

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

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

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

**Procedure.** A method used in carrying out a policy or plan of action.

**Program.** Collections of work-related activities initiated to accomplish a desired end.

**Program Budget.** A budget format which organizes expenditures and revenues around the type of activity or service provided and specifies the extent or scope of service to be provided, stated whenever possible in precise units of measure.

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

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

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

**Rating Agencies.** This term usually refers to Moody's Investors Service, Standard and Poor's Corporation, and Fitch ICBA, Inc.

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

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

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

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

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

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

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

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

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

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

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

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

**Tax Rate.** The amount of tax levy stated per \$1 000 in value of the tax base. Prior to a 1978 amendment to the Massachusetts Constitution, a single tax rate applied to all of the taxable real and personal property in a city or town. The 1978 amendment allowed the legislature to create three classes of taxable property: 1) residential real property, 2) open space land, and 3) all other (commercial, industrial, and personal property), each of which may be taxed at a different rate. Within limits, cities and towns are given the option of determining the share of the levy to be borne by the different classes of property. The share borne by residential real property must be at least 65% of the full rate. The share of commercial, industrial, and personal property must not exceed 175% of the full rate. Property may not be classified until the state department of revenue has certified that all property has been assessed at its full value.

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

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

## A GENERAL PROFILE OF THE CITY OF CAMBRIDGE

The City of Cambridge is located in southeast Middlesex County across the Charles River from the City of Boston, and occupies a land area of 6.26 square miles. The City is bordered by the Towns of Watertown and Belmont on the west and by the Town of Arlington and the City of Somerville on the north. According to the 2000 Census, the City's population in calendar year 2000 was 101 355, down from a 1950 peak of 120 740, but up from the 1990 population of 95 802.

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

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

- Cambridge residents live closely together; only 10 US cities with a population over 50 000 are denser (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. Sixty-eight percent of all households are rented; 32% are owned. Approximately nine percent (9.1%) of homes are single family; 15.5% are two family; 12.7% are three families; 9% are in 4-8 unit buildings; 24.4% are in buildings of 9 or more units; 21.4% of units are condominiums; 6.3% are mixed use residential/commercial; and 1.6% are rooming houses. Fifteen percent (15%) of all units are publicly owned or subsidized (Source: 2001 Community Development Department).



- Nearly two thirds of all local jobs are in services (64%). Service employment is dominated by education, business including research and computer/software, engineering and management, and health services. Fifteen percent (15%) of all jobs are in rental and wholesale trade; 5% are in manufacturing. The largest employers in Cambridge include Harvard University, MIT, City of Cambridge, Cambridge Public Health Commission, IBM/Lotus Development, Federal Government, Mt. Auburn Hospital, Millenium Pharmaceuticals, Biogen and Genzyme. (Source: Cambridge Community Development Department and cited employers, 2001).
- Cambridge remains an innovator of new industries. Important high technology industries, many of them aided by MIT, include computer software, artificial intelligence, optical instruments, advanced materials and biotechnology.
- The fastest growing sector of the economy is now services, including computer software and management consulting, and life sciences, including biotechnology firms, medical laboratories and medical instrument makers.

# FACTS ON FILE

## GENERAL

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

## POPULATION CHARACTERISTICS

(Source: 2000 US Census Bureau)

	1980	1990	2000
White	82.3%	75.3%	68.1%
Black	10.9%	13.5%	11.9%
Asian	3.8%	8.4%	11.9%
American Indian	0.2%	0.3%	.3%
Two or more races in combination	n/a	n/a	4.6%
Other	2.8%	2.5%	3.2%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
Hispanic Origin	4.8%	6.8%	7.4%

*Persons of Hispanic origin may be of any race.*

## GOVERNMENT

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

## HOUSING

Type of House	Average Value	# of Parcels
One family	\$731 067	3 586
Two family	\$568 640	3 049
Three family	\$572 497	1 551
Condominium	\$341 164	8 508

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

## GENERAL INFORMATION

Number of registered voters in Cambridge 57 281  
 (Source: City's Record as of 01/29/02)  
 Number of Parks & Play areas: 78  
 Number of Youth Centers: 5  
 Number of Community Schools: 14  
 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 College  
 Cambridge College

## THE TEN LARGEST EMPLOYERS IN THE CITY:

(Source: Cambridge Community Development Department and cited employers, 2001)

Rank	Name of Employer	Nature of Business	Number of 2000 Employees
1.	Harvard University	Education	8 403
2.	MIT	Education	7 426
3.	City of Cambridge	Government	3 018
4.	Cambridge Public Health Commission	Medical	1 729
5.	Lotus Dev. Corp./IBM	Computer Software	1 620
6.	Federal Government	Government	1 485
7.	Mt. Auburn Hospital	Medical	1 476
8.	Millenium Pharmaceuticals	Biotechnology	1 348
9.	Biogen, Inc.	Biotechnology	1 155
10.	Genzyme Corporation	Biotechnology	1 112



# TAX FACTS

## ASSESSMENTS ( In Millions)

Fiscal Year	Real Property	Personal Property	Total
2002	16 532.0	305.1	16 837.1
2001	12 410.1	293.0	12 703.1
2000	10 763.2	274.8	11 038.0
1999	9 286.6	256.2	9 542.8
1998	7 254.7	249.0	7 503.7
1997	7 006.1	236.0	7 242.1
1996	6 783.0	227.0	7 010.0
1995	6 533.4	221.5	6 754.9
1994	6 576.2	213.8	6 790.0
1993	6 852.0	200.6	7 052.6

## TAX RATES

Fiscal Year	Commercial Industrial	Residential	Full Value
2002	18.81	7.22	11.13
2001	23.39	9.21	14.05
2000	25.16	9.64	14.86
1999	27.25	11.05	16.66
1998	35.98	13.43	20.56
1997	35.78	13.02	20.45
1996	34.89	13.32	20.61
1995	34.86	14.17	21.39
1994	32.78	13.79	20.53
1993	28.40	13.33	18.94

## CITY LEVIES

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

# BUDGET BASIS OF ACCOUNTING

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

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

Proposed expenditure appropriations for all departments and operations of the City, except that of public schools, are prepared under the direction of the City Manager. School Department appropriations are acted upon directly by the School Committee up to the level of certain prior year school appropriations. The City Manager may recommend additional sums for school purposes. In addition, the City Manager may submit to the City Council such supplementary appropriation orders as are deemed necessary. The City Manager may amend appropriations within the above mentioned categories for a department without seeking City Council approval. The City Council may reduce or reject any item in the budget submitted by the City Manager but may not increase or add items without the recommendation of the City Manager.

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

The City's General and Water Funds budgets are prepared on a basis other than generally accepted accounting principles (GAAP basis). The actual results of operations are presented on a "budget (cash) basis" to provide a meaningful comparison of actual results with the budget. The major differences between the budget and GAAP basis are that:

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

# DEBT POSITION

## Based on outstanding debt June 30, 2002

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 all debt within ten years of the date of issue and allocating funds from reserve accounts to finance projects which would otherwise have been supported through bond proceeds. The City's rapid repayment schedule has given the City considerable flexibility to extend redemption schedules for long-life projects such as the construction of a new water treatment facility and ambulatory care center at The Cambridge Hospital. In addition, key debt ratios such as net direct debt to assessed value and net direct debt per capita are below nationally accepted standards. (see page II-19)

Fiscal Year	Total <sup>1</sup> Debt	Debt Payment	Interest	Required Appropriation
2002-03	213 554 858	25 825 664	9 559 324	35 384 988
2003-04	187 729 194	25 183 285	8 406 682	33 589 967
2004-05	162 545 909	23 421 176	7 271 206	30 692 382
2005-06	139 124 733	20 266 305	6 265 852	26 532 157
2006-07	118 858 428	19 344 148	5 360 867	24 705 015
2007-08	99 514 280	17 760 978	4 458 218	22 219 196
2008-09	81 753 302	16 679 157	3 631 062	20 310 219
2009-10	65 074 145	16 724 907	2 822 265	19 547 172
2010-11	48 349 238	13 824 238	2 067 348	15 891 586
2011-12	34 525 000	7 290 000	1 548 136	8 838 136
2012-13	27 235 000	4 030 000	1 275 210	5 305 210
2013-14	23 205 000	4 035 000	1 093 549	5 128 549
2014-15	19 170 000	4 170 000	880 052	5 050 052
2015-16	15 000 000	4 000 000	678 563	4 678 563
2016-17	11 000 000	4 000 000	483 438	4 483 438
2017-18	7 000 000	4 000 000	287 813	4 287 813
2018-19	3 000 000	2 500 000	92 188	2 592 188
2019-20	500 000	500 000	14 063	514 063

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

# SUMMARY: OPERATING BUDGET (all funds)

<b>FY01 ACTUAL</b>	<b>FY02 PROJECTED</b>	<b>PROGRAM EXPENDITURES</b>	<b>FY03 BUDGET</b>
27 196 219	28 456 120	General Government	29 229 765
65 923 609	70 731 070	Public Safety	73 205 525
47 873 878	58 736 360	Community Maintenance & Development	64 109 250
16 557 724	18 140 395	Human Resource Development	19 061 295
105 521 653	112 952 345	Education	116 562 345
<u>27 269 779</u>	<u>28 225 805</u>	Intergovernmental	<u>29 981 390</u>
290 342 862	317 242 095		332 149 570

<b>FINANCING PLAN</b>	<b>FY03 BUDGET</b>
Taxes	201 268 535
Licenses & Permits	5 665 210
Fines & Forfeits	7 942 590
Charges for Service	50 442 395
Intergovernmental Revenue	57 605 040
Miscellaneous Revenue	<u>9 225 800</u>
	332 149 570

# SUMMARY: GENERAL GOVERNMENT

<b>FY01 ACTUAL</b>	<b>FY02 PROJECTED</b>	<b>PROGRAM EXPENDITURES</b>	<b>FY03 BUDGET</b>
392 418	390 905	Mayor	439 380
1 296 765	1 645 825	Executive	1 334 115
818 315	868 755	City Council	986 245
612 685	641 445	City Clerk	686 220
2 183 947	1 675 635	Law	1 775 835
7 033 771	7 486 160	Finance	8 100 640
12 565 463	13 373 210	Employee Benefits	13 319 720
869 623	868 550	General Services	957 530
622 621	692 070	Election	703 070
611 060	619 845	Public Celebrations	676 615
		Reserve	37 500
<u>189 551</u>	<u>193 720</u>	Animal Commission	<u>212 895</u>
27 196 219	28 456 120		29 229 765

<b>FINANCING PLAN</b>	<b>FY03 BUDGET</b>
Taxes	9 108 815
Licenses & Permits	38 000
Fines & Forfeits	284 800
Charges for Service	620 660
Intergovernmental Revenue	13 216 590
Miscellaneous Revenue	<u>5 960 900</u>
	29 229 765



# SUMMARY: PUBLIC SAFETY

<b>FY01 ACTUAL</b>	<b>FY02 PROJECTED</b>	<b>PROGRAM EXPENDITURES</b>	<b>FY03 BUDGET</b>
25 251 320	26 347 375	Fire	27 188 135
26 720 889	28 797 260	Police	29 768 400
6 260 531	7 261 060	Traffic, Parking & Transportation	7 708 930
69 809	73 080	Police Review & Advisory Board	75 290
1 948 737	2 020 380	Inspectional Services	2 185 795
674 046	642 075	License	677 135
103 349	90 860	Weights & Measures	92 045
2 143 348	2 436 135	Electrical	2 424 770
104 589	113 485	Emergency Management	136 950
<u>2 646 991</u>	<u>2 949 360</u>	Emergency Communications	<u>2 948 075</u>
65 923 609	70 731 070		73 205 525

<b>FINANCING PLAN</b>	<b>FY03 BUDGET</b>
Taxes	50 157 710
Licenses & Permits	5 342 210
Fines & Forfeits	7 301 540
Charges for Service	5 187 595
Intergovernmental Revenue	3 481 365
Miscellaneous Revenue	<u>1 735 105</u>
	73 205 525

# SUMMARY: COMMUNITY MAINTENANCE & DEVELOPMENT

FY01 ACTUAL	FY02 PROJECTED	PROGRAM EXPENDITURES	FY03 BUDGET
19 189 406	20 590 030	Public Works	21 619 100
12 567 540	15 869 365	Water	17 114 245
3 795 376	4 105 190	Community Development	4 504 600
352 635	436 945	Historical	380 495
59 293	41 220	Conservation	79 080
66 997	74 745	Peace Commission	72 735
365 753	707 020	Cable T.V.	854 710
<u>11 476 878</u>	<u>16 911 845</u>	Debt Service	<u>19 484 285</u>
47 873 878	58 736 360		64 109 250

FINANCING PLAN	FY03 BUDGET
Taxes	25 760 585
Licenses & Permits	285 000
Fines & Forfeits	176 250
Charges for Service	26 179 420
Intergovernmental Revenue	10 803 200
Miscellaneous Revenue	<u>904 795</u>
	64 109 250

# SUMMARY: HUMAN RESOURCE DEVELOPMENT

FY01 ACTUAL	FY02 PROJECTED	PROGRAM EXPENDITURES	FY03 BUDGET
4 245 120	4 720 690	Library	4 951 900
11 697 308	12 703 430	Human Services	13 365 205
133 211	143 005	Women's Commission	146 110
134 997	141 395	Human Rights Commission	147 490
<u>347 088</u>	<u>431 875</u>	Veterans	<u>450 590</u>
16 557 724	18 140 395		<u>19 061 295</u>

FINANCING PLAN	FY03 BUDGET
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Taxes	15 185 155
Fines & Forfeits	80 000
Charges for Service	2 283 600
Intergovernmental Revenue	<u>1 512 540</u>
	<u>19 061 295</u>

# SUMMARY: INTERGOVERNMENTAL

FY01 ACTUAL	FY02 PROJECTED	PROGRAM EXPENDITURES	FY03 BUDGET
14 194 604	14 139 115	M.W.R.A.	15 718 780
5 477 175	7 488 690	Cherry Sheet Assessments	7 664 610
<u>7 598 000</u>	<u>6 598 000</u>	Cambridge Health Alliance	<u>6 598 000</u>
27 269 779	28 225 805		<u>29 981 390</u>

FINANCING PLAN	FY03 BUDGET
Taxes	13 810 270
Charges for Service	<u>16 171 120</u>
	29 981 390

# SUMMARY: EDUCATION

FY01 ACTUAL	FY02 PROJECTED	PROGRAM EXPENDITURES	FY03 BUDGET
105 521 653	112 952 345	Public School	116 562 345

FINANCING PLAN	FY03 BUDGET
Taxes	87 246 000
Fines & Forfeits	100 000
Intergovernmental Revenue	28 591 345
Miscellaneous Revenue	625 000
	<u>116 562 345</u>

**OPERATING BUDGET  
- Summary**

ACTUAL FY01	PROJECTED FY02		BUDGET FY03
181 380 861	193 590 600	TAXES	201 268 535
11 788 380	5 745 600	LICENSES AND PERMITS	5 665 210
7 772 500	7 936 500	FINES AND FORFEITS	7 942 590
43 717 205	48 288 350	CHARGES FOR SERVICES	50 442 395
59 363 004	58 591 735	INTERGOVERNMENTAL REV.	57 605 040
<u>10 432 793</u>	<u>9 214 605</u>	MISCELLANEOUS REVENUE	<u>9 225 800</u>
314 454 743	323 367 390		332 149 570

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

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

FISCAL YEAR	TAXES	LICENSES & PERMITS	FINES & FORFEITS	CHARGES FOR SERVICES	INTER- GOVERN- MENTAL	MISCELLA- NEOUS
FY03	60.6	1.7	2.4	15.2	17.3	2.8
FY02	60.3	1.7	2.3	14.2	18.5	3.0
FY01	60.5	1.7	2.3	13.7	18.7	3.1
FY00	59.4	1.5	2.4	12.6	19.0	5.1
FY99	60.9	1.6	2.5	12.6	19.5	2.9

ACTUAL FY01	PROJECTED FY02		BUDGET FY03
157 770 435 6 731 305 5 908 331 5 651 401 1 204 660 513 476 <u>3 601 253</u> 181 380 861	171 320 600 7 250 000 5 100 000 4 800 000 1 100 000 420 000 <u>3 600 000</u> 193 590 600	<b>REAL PROPERTY TAX</b> <b>PERSONAL PROPERTY TAX</b> <b>MOTOR VEHICLE EXCISE TAX</b> <b>HOTEL/MOTEL EXCISE TAX</b> <b>CORPORATION EXCISE TAX</b> <b>PENALTIES &amp; DELINQ. INT.</b> <b>IN-LIEU OF TAX PAYMENTS</b>	<b>178 853 535</b> <b>7 500 000</b> <b>4 900 000</b> <b>5 000 000</b> <b>1 000 000</b> <b>415 000</b> <u><b>3 600 000</b></u> <b>201 268 535</b>

**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. The next revaluation will occur in FY05.

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

<b>ACTUAL FY01</b>	<b>PROJECTED FY02</b>	<b>BUDGET FY03</b>
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**TAXES  
- Real Property Tax**

**157 770 435**      **171 320 600**      **REAL PROPERTY TAX**      **178 853 535**      **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.

<b>Fiscal Year</b>	<b>Tax Levy</b>	<b>Overlay Reserve Abatements</b>	<b>Net Tax Levy (1)</b>	<b>Collections During Fiscal Year Payable (2)</b>	
				<b>Amount</b>	<b>% of Net Levy</b>
FY02	187 444 551	4 261 178	183 183 373	-	-
FY01	178 484 966	4 290 541	174 194 425	173 621 734	99.7%
FY00	164 020 845	4 270 845	159 750 000	161 042 071	100.8%
FY99	159 000 006	4 250 006	154 750 000	155 715 163	100.6%
FY98	154 303 550	4 250 000	150 053 550	150 900 173	100.6%

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

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

<b>Fiscal Year</b>	<b>Net Tax Levy (1)</b>	<b>Overlay Reserve</b>		<b>During Fiscal Year of Each Tax Levy Abatements</b>
		<b>Amount</b>	<b>% of Total Levy</b>	
FY02	183 183 373	4 261 178	2.3	-
FY01	174 194 425	4 290 541	2.4	862 698
FY00	159 750 000	4 270 845	2.7	1 133 600
FY99	154 750 000	4 250 006	2.7	1 463 755
FY98	150 053 550	4 250 000	2.8	947 980



ACTUAL FY01	PROJECTED FY02		BUDGET FY03	TAXES - Personal Property Tax																														
6 731 305	7 250 000	<p align="center"><b>PERSONAL PROPERTY TAX</b></p> <p>PERSONAL PROPERTY TAX. The Board of Assessors determines the value of all taxable personal property for 2 744 accounts. The personal property tax is projected to produce roughly five percent of the City's total property tax revenue. The delinquency rate has rarely exceeded one percent, mainly because the ten largest accounts pay approximately seventy five 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>	7 500 000	<p align="center"><b>PERSONAL PROPERTY TAX.</b></p> <p>The Board of Assessors determines the value of all taxable personal property for 2 744 accounts. The personal property tax is projected to produce roughly five percent of the City's total property tax revenue. The delinquency rate has rarely exceeded one percent, mainly because the ten largest accounts pay approximately seventy five 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"><b>TEN HIGHEST PERSONAL PROPERTY TAXPAYERS (FY02)</b></p>																																		
<table border="0"> <tr> <td data-bbox="630 641 1228 673">NSTAR Electric</td> <td data-bbox="1228 641 1465 673"></td> <td data-bbox="1465 641 1971 673">1 301 500</td> </tr> <tr> <td data-bbox="630 673 1228 706">Verizon</td> <td data-bbox="1228 673 1465 706"></td> <td data-bbox="1465 673 1971 706">1 002 339</td> </tr> <tr> <td data-bbox="630 706 1228 738">NSTAR Gas Company</td> <td data-bbox="1228 706 1465 738"></td> <td data-bbox="1465 706 1971 738">413 274</td> </tr> <tr> <td data-bbox="630 738 1228 771">NSTAR Trans</td> <td data-bbox="1228 738 1465 771"></td> <td data-bbox="1465 738 1971 771">304 950</td> </tr> <tr> <td data-bbox="630 771 1228 803">MIRANT Power Company</td> <td data-bbox="1228 771 1465 803"></td> <td data-bbox="1465 771 1971 803">220 400</td> </tr> <tr> <td data-bbox="630 803 1228 836">AT&amp;T / Cable of Massachusetts</td> <td data-bbox="1228 803 1465 836"></td> <td data-bbox="1465 803 1971 836">112 100</td> </tr> <tr> <td data-bbox="630 836 1228 868">Level 3 Communications</td> <td data-bbox="1228 836 1465 868"></td> <td data-bbox="1465 836 1971 868">159 201</td> </tr> <tr> <td data-bbox="630 868 1228 901">Alkermes, Inc.</td> <td data-bbox="1228 868 1465 901"></td> <td data-bbox="1465 868 1971 901">124 564</td> </tr> <tr> <td data-bbox="630 901 1228 933">Arthur D. Little, Inc.</td> <td data-bbox="1228 901 1465 933"></td> <td data-bbox="1465 901 1971 933">78 880</td> </tr> <tr> <td data-bbox="630 933 1228 966">Genuity Solutions Inc.</td> <td data-bbox="1228 933 1465 966"></td> <td data-bbox="1465 933 1971 966">57 152</td> </tr> </table>					NSTAR Electric		1 301 500	Verizon		1 002 339	NSTAR Gas Company		413 274	NSTAR Trans		304 950	MIRANT Power Company		220 400	AT&T / Cable of Massachusetts		112 100	Level 3 Communications		159 201	Alkermes, Inc.		124 564	Arthur D. Little, Inc.		78 880	Genuity Solutions Inc.		57 152
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ACTUAL FY01	PROJECTED FY02		BUDGET FY03	<b>TAXES</b> <b>- Motor Vehicle Excise Tax</b>
<b>5 908 331</b>	<b>5 100 000</b>	<p style="text-align: center;"><b>MOTOR VEHICLE EXCISE TAX</b></p> <p>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 FY02, the City sent out approximately 63 000 excise bills.</p> <p><b>REGISTRY NON RENEWAL SYSTEM.</b> 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.</p> <p><b>ONLINE EXCISE TAX PAYMENT SYSTEM.</b> The City implemented a Web-based payment system that allows excise taxpayers to pay their bill over the Internet. Taxpayers can use their American Express, Visa or MasterCard credit cards, or have the amount deducted from their checking account, to make payment.</p> <p style="text-align: center;"><b>FIVE YEAR HISTORY MOTOR VEHICLE EXCISE TAX</b></p>	<b>4 900 000</b>	<p><b>EXCISE TAX RECEIPTS.</b> State law sets the motor vehicle excise rate at \$25 per \$1 000 valuation.</p>

ACTUAL FY01	PROJECTED FY02		BUDGET FY03
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**TAXES**  
**- Hotel/Motel Tax**

<b>5 651 401</b>	<b>4 800 000</b>	<b>HOTEL/MOTEL EXCISE TAX</b>	<b>5 000 000</b>
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**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. The City has historically used conservative estimates for this revenue, guarding against unforeseen economic downturns.

**FIVE YEAR HISTORY HOTEL/MOTEL TAX**

ACTUAL FY01	PROJECTED FY02		BUDGET FY03
1 204 660	1 100 000	<p data-bbox="751 201 1199 228"><b>CORPORATION EXCISE TAX</b></p> <p data-bbox="646 349 1955 492">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.</p> <p data-bbox="926 534 1707 561"><b>FIVE YEAR HISTORY CORPORATION EXCISE TAX</b></p>	1 000 000

**TAXES**  
**- Corporation Excise Tax**

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



|

ACTUAL FY01	PROJECTED FY02		BUDGET FY03	TAXES - Penalties and Delinquent Interest
513 476	420 000	<p data-bbox="726 201 1199 228"><b>PENALTIES AND DELINQ. INT.</b></p> <p data-bbox="646 315 1955 526">rates. State law dictates the interest rate for taxes, whereas City ordinance sets the rate for water/sewer charges. Overdue real and personal property taxes are charged 14 percent from the original billing date. Tax title accounts are charged 16 percent from the tax-taking date or the certification date. The interest rate for delinquent excise tax accounts is 12 percent from the due date. The interest rate on delinquent water/sewer services is 18 percent per annum. Water interest is reported in the Water Fund and is not included in the above estimate.</p> <p data-bbox="646 573 1955 784"><b>PENALTY CHARGES.</b> If real and personal property taxes are not paid by May 1<sup>st</sup> in the year of the tax, a demand for payment notice (\$5) is sent to all delinquent taxpayers. Delinquent motor vehicle taxpayers are sent a demand (\$5), a warrant (\$5) and two separate notices from a deputy tax collector (\$9, \$14). The deputy collectors' earnings come solely from delinquent penalty charges in-lieu of a salary. Demands and warrants are not issued for delinquent water/sewer service accounts but are subject to a lien on the corresponding real estate tax bill.</p> <p data-bbox="646 833 1955 976">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 (\$75.20), preparation and recording of the tax-taking document (\$35), actual posting of the notice (\$4), the certificate of redemption fee (\$30), land court registration fee (\$310) and legal fees (\$500).</p>	415 000	<p data-bbox="1482 201 1955 228"><b>DELINQUENT INTEREST.</b> The City receives interest on overdue taxes and water/sewer service</p>

ACTUAL FY01	PROJECTED FY02		BUDGET FY03	TAXES - In-Lieu of Tax Payments
3 601 253	3 600 000	<p align="center"><b>IN-LIEU OF TAX PAYMENTS</b></p> <p>over half of the land 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 16.6 cents per square foot of property. Harvard University and the City have had an in-lieu-of agreement since 1990 that ties Harvard’s annual payments to increases in income at Harvard’s affiliate housing buildings.</p>	3 600 000	<p><b>IN-LIEU OF TAX PAYMENTS.</b> Cambridge taxpayers are constrained by the fact that slightly</p>
			<hr/> <p><b>MAJOR IN-LIEU OF TAXPAYERS IN CAMBRIDGE</b></p> <hr/> <p>President and Fellows of Harvard  Massachusetts Institute of Technology  Whitehead Institute</p>	<p align="right"><b>FY01 PAYMENTS</b></p> <p align="right">1 408 980  1 083 403  367 308</p>

ACTUAL FY01	PROJECTED FY02		BUDGET FY03
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1 730 717	1 881 500		
<u>10 057 663</u>	<u>3 864 100</u>		
11 788 380	5 745 600		

**LICENSES AND PERMITS**  
- Summary

**LICENSE** 1 805 010  
**PERMITS** 3 860 200  
5 665 210

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

to engage in the activity for a specified period. The primary licensing agency in the City is the License Commission, which consists of the Police Chief, 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 order. 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 FY01	PROJECTED FY02		BUDGET FY03
6 531	7 000	MILK	7 000
724 985	725 000	ALCOHOLIC BEVERAGES	723 010
35 168	41 000	COMMON VICTUALER	37 000
11 913	8 200	BUILDERS/BUILDING	8 200
173 422	170 000	LODGING HOUSE	175 000
220 063	222 000	GARAGE/GASOLINE	222 000
5 866	5 500	SHOPS AND SALES	5 500
75 667	76 300	HACKNEY	76 300
81 410	83 000	MOTOR VEHICLE RELATED	83 000
179 891	180 000	ENTERTAINMENT	180 000
86 834	84 000	HEALTH RELATED	79 000
15 165	14 500	MARRIAGE	14 500
7 399	7 500	DOG LICENSES	7 500
14 695	13 500	STREET PERFORMERS	13 500
54 500	200 000	POLE AND CONDUIT	130 000
4 350	4 000	TOBACCO	4 000
1 250	1 500	DISPOSAL	1 500
16 006	16 000	MISCELLANEOUS	16 000
450	2 000	RECREATION CAMPS	2 000
9 905	10 500	NEWSPAPER BOXES	10 000
5 247	10 000	MULTI FAMILY INSPECTIONS	10 000
<u>1 730 717</u>	<u>1 881 500</u>		<u>1 805 010</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 \$5.

**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 FY03 revenues from liquor licenses. At this time, there is no increase projected for FY03 licenses.

TYPE	NO.	FEE	REVENUE
All Alcoholic Brewery	2	3 160	6 320
All Alcoholic Restaurant, 7 days, 1 a.m.	92	3 160	290 720
All Alcoholic Restaurant, 7 days, 1:30 a.m.	1	3 530	3 530
All Alcoholic Restaurant, 7 days, 2 a.m.	32	3 905	124 960
Wine/Malt Brewery 7 days	1	2 000	2 000
Wine/Malt Restaurant 7 days	47	2 000	94 000
Wine/Malt Restaurant 6 days	1	1 632	1 632
All Alcoholic Package Store	22	2 000	44 000
Wine/Malt Package Store	16	1 500	24 000
All Alcoholic Hotels, over 100 rooms	10	6 300	63 000

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	10 200
Fees generated from annual licenses			708 050
Fees generated from one day/transfer fees			<u>14 960</u>
<b>Total Projected Alcohol Fees</b>			<b>\$723 010</b>

**COMMON VICTUALER.** The common victualer license, issued by the License Commission, allows food 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 100-300 persons and over.

**BUILDERS/BUILDING 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 134 active lodging houses in the City, 109 being college/university dormitories and houses.

**GARAGE/STORAGE OF FLAMMABLES.** The fee for this permit, which is issued by the License Commission is graduated and based on the capacity of fuel stored and, in parking garages, the number of cars licensed to be parked on the premises. The majority of the revenue in this category is generated from large parking garages located throughout the city; the balance is collected from gas stations and other facilities with fuel storage.

**SHOPS AND SALES.** The License Commission issues licenses for 40 antique stores (\$91), 4 auctioneers (\$60), and 25 second hand dealers (\$60). One day auction sales, which are charged at a rate of \$10 per day, are also covered by this category. The total revenue for these categories is estimated at \$5 500.

**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. The revenue estimated for this license classification is \$180 000.

**HEALTH RELATED.** The Inspectional Services Department issues a wide variety of licenses primarily related to the serving, processing and disposal of food. These licenses are estimated to produce \$79 000 in revenue in FY03.

**MARRIAGE RELATED.** The City Clerk issues marriage licenses to couples intending to marry. The FY03 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. In FY03, revenue for this source is estimated at \$7 500.

**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 ordinance regulating noise levels in Harvard Square.

**POLE AND CONDUIT.** The City charges a fee for each digging site and/or pole authorized by the Pole and Conduit Commission. The increased revenue reflects a change in the fee structure which now charges based on the number of streets per application.

**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, through code 105 CMR 420.00, 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.

**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 FY01	PROJECTED FY02		BUDGET FY03
8 952 190	2 900 000	BUILDING	2 800 000
56 379	50 000	GAS	50 000
308 340	200 000	WIRING	175 000
126 366	70 000	PLUMBING	70 000
98 216	100 000	STREET	75 000
213 402	250 000	STREET OBSTRUCTION	250 000
54 944	50 000	PLAN REVIEW	200 000
59 423	50 000	SPRINKLER	50 000
131 597	155 000	PLACE OF ASSEMBLY	155 000
15 504	13 500	OCCUPANCY CERTIFICATIONS	13 000
6 905	5 300	AIR RIGHTS/PUBLIC WAYS	5 300
330	300	FIREARM ID/DEALER	400
938	1 000	REVOLVER	1 000
774	1 000	SUNDAY	500
<u>32 355</u>	<u>18 000</u>	FIRE	<u>15 000</u>
10 057 663	3 864 100		3 860 200

**LICENSES AND PERMITS**  
- Permits

**BUILDING PERMITS.** The Inspectional Services Department issues building permits to qualified individuals and companies to do repairs, alterations, new construction, or demolitions in the city. The cost of permits is based on the estimated cost of the project: \$10 per thousand. 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 gas fitting work for a specified job.

**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 \$4 for each additional fixture.

**STREET PERMITS.** The Public Works Department issues street permits for the obstruction and for excavation of a public right of way. The estimate for FY03 is based on approximately 1 500 excavation permits at \$50 and 600 obstruction permits at \$25 per permit.

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

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

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

**PLACE OF ASSEMBLY.** The Inspectional Services Department inspects the capacity of churches, dormitories, hospitals, clinics, apartment houses, and schools and issues Certificates of Inspection (CIs). Inspections are made as required under the provision of the State Building Code to insure that buildings have emergency lighting, proper egresses, and other safety requirements. The fee is based on building capacity. The Building Code also requires multi-family residences (3 units or more) to be inspected on a 5 year cycle. The inspection fee, as specified in the Building Code, is \$75 per building plus \$2 per dwelling unit.

**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.

**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 a wide variety of permits ranging from permission to sell Christmas trees to permission to blast dynamite.

ACTUAL FY01	PROJECTED FY02		BUDGET FY03
71 735	80 000	LIBRARY	80 000
7 166 332	7 300 000	PARKING	7 305 290
415 003	450 000	MOVING VIOLATIONS	450 000
112 195	100 000	FALSE ALARMS	100 000
3 445	2 500	ANIMALS	3 300
3 790	4 000	BICYCLE	4 000
<u>7 772 500</u>	<u>7 936 500</u>		<u>7 942 590</u>

**FINES & FORFEITS**

**LIBRARY FINES.** The revenue estimate from library fines for FY03 is \$80 000. A fine of \$.10 per day is placed on overdue library books, \$.02 per day on children's titles and \$1 per day on videos.

**PARKING FINES.** The collection of parking fines continues to be an important source of revenue to the City. Parking fund revenues are used to partially fund the budgets of eleven City departments. The timely collection of fines as supported by a computerized collection and processing database, the boot program and the fact that violators are prohibited from renewing their drivers' license and registration until all outstanding tickets are paid in full. Some fines for violations were increased in FY02.

**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 Police Department charges for false alarms exceeding three in a calendar year. On the third police response the following fines are assessed: third alarm = \$20, 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.

ACTUAL FY01	PROJECTED FY02		BUDGET FY03
5 019 038	5 875 000		5 387 580
14 476 392	15 015 000	PARKING	16 221 660
20 480 915	22 425 000	WATER UTILITY REVENUE	24 058 915
3 368 191	3 658 185	SEWER SERVICE CHARGE	3 701 575
372 669	1 315 165	FEES	1 072 665
43 717 205	48 288 350	OTHER CHARGES FOR SERVICE	50 442 395

**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 FY03, service charges and user fees will account for 15.2% 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 FY01	PROJECTED FY02		BUDGET FY03
1 967 987	2 400 000	METER COLLECTION	2 400 000
240 236	240 000	PARKING LOTS	240 000
2 399 158	2 800 000	PARKING GARAGES	2 312 580
47 015	55 000	USE OF METERS	55 000
312 216	315 000	RESIDENT STICKERS	315 000
<u>52 426</u>	<u>65 000</u>	BOOT REMOVAL FEES	<u>65 000</u>
<b>5 019 038</b>	<b>5 875 000</b>		<b>5 387 580</b>

**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. Not included in the above amount is \$380 000 in revenue used in the funding of city capital projects. The following chart shows a three-year history of the distribution of parking fund revenues:

PARKING FUND ALLOCATIONS	FY01	FY02	FY03
Finance	23 950	23 950	23 950
Law	100 000	100 000	100 000
Police	3 143 045	3 143 045	3 543 045
Traffic, Parking & Transportation	6 627 540	7 181 550	7 658 930
Public Works	638 460	638 460	638 460
Community Development	421 895	421 895	421 895
General Services	4 000	4 000	4 000
School	100 000	100 000	100 000
Cherry Sheet Assessments	467 420	467 420	452 340
Executive	180 000	180 000	180 000
Employee Benefits	122 000	-	69 000
Debt Service	-	31 250	176 250
	<b>11 828 310</b>	<b>12 291 570</b>	<b>13 367 870*</b>

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

**ON-STREET PARKING METER COLLECTIONS.** This revenue is derived from on-street meter collections. The rate is \$.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 \$.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 2<sup>nd</sup> & 3<sup>rd</sup> hours / \$2 each remaining hour). There are 1 384 parking spaces in the facilities. The monthly fee is \$140.

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

**RESIDENT STICKERS.** To control commuter parking in residential areas, the Traffic, Parking & Transportation Department issues resident parking stickers to Cambridge residents to allow them to park in permit only areas. FY03 resident parking permit fee is \$8.00.

**BOOT REMOVAL FEE.** This fee is assessed by the Traffic, Parking & Transportation Department for the removal of the boot, a device used to immobilize cars belonging to parking ticket scofflaws with five or more outstanding tickets. Estimated revenue for FY03 is \$65 000.

## **FIVE YEAR PARKING FUND ANALYSIS**

ACTUAL FY01	PROJECTED FY02		BUDGET FY03	CHARGES FOR SERVICES - Water
12 537 834	13 200 000	<b>WATER USAGE</b>	14 131 660	<b>WATER USAGE.</b> The municipally owned and operated public water utility system provides water to the residents of Cambridge. The City changed its method of billing for water and sewer use from a flat rate
553 558	430 000	<b>MISC. WATER CHARGES</b>	455 000	
<u>1 385 000</u>	<u>1 385 000</u>	<b>RETAINED EARNINGS</b>	<u>1 635 000</u>	
14 476 392	15 015 000		16 221 660	

to an increasing block rate. The block rate encourages water conservation and provides a more equitable billing system. The City has also converted to a quarterly billing system. The new rates are effective for all water consumed as of April 1, 2002. The FY03 rates represent a 7.1% increase in water rates and a 11.6% increase in sewer rates producing a 9.9% overall water/sewer bill increase.

BLOCK	ANNUAL CONSUMPTION	WATER RATE	SEWER RATE
1	0-40 Ccf	2.53	4.65
2	41-400 Ccf	2.73	4.93
3	401-2 000 Ccf	2.88	5.30
4	2001-10 000 Ccf	3.07	5.71
5	over 10 000 Ccf	3.32	6.06

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.

The Water Fund revenues will also be used in four City departments in FY03: Finance (\$185 000); Conservation (\$14 870); Public Works (\$147 000); and Community Development (\$30 000).

**MISCELLANEOUS WATER CHARGES.** The Water Department receives miscellaneous revenue from service renewals, hydrant rentals, cross connection inspections, and meter replacements. These categories are expected to total \$455 000 in FY03.

**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 FY03, \$1 635 000 will offset costs. An additional \$1 000 000 which does not appear in retained earnings figure above, has been set aside to fund improvements to the water system in the capital budget.

ACTUAL FY01	PROJECTED FY02		BUDGET FY03	CHARGES FOR SERVICES - Sewer Service														
<p>20 284 510  <u>196 405</u>  20 480 915</p>	<p>22 175 000  <u>250 000</u>  22 425 000</p>	<p>SEWER SERVICE CHARGE  SEWER CONNECTION FEE</p>	<p>24 033 915  <u>25 000</u>  24 058 915</p>	<p><b>SEWER SERVICE CHARGE.</b>  Each year, the City authorizes a sewer service charge to shift sewer expenditures away from property taxes. Initiation of this charge makes</p>														
<p>the City eligible for sewer construction grants from the Environmental Protection Agency. 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 FY03 sewer rate can be found on the preceding Water revenue page. The sewer service revenue is allocated as follows:</p>																		
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">SEWER SERVICE CHARGE ALLOCATIONS</th> <th style="text-align: right;">AMOUNT</th> </tr> </thead> <tbody> <tr> <td style="text-align: right;">Finance</td> <td style="text-align: right;">185 000</td> </tr> <tr> <td style="text-align: right;">Public Works</td> <td style="text-align: right;">1 743 680</td> </tr> <tr> <td style="text-align: right;">Debt Service</td> <td style="text-align: right;">6 356 455</td> </tr> <tr> <td style="text-align: right;">Massachusetts Water Resources Authority</td> <td style="text-align: right;">15 718 780</td> </tr> <tr> <td style="text-align: right;">Community Development</td> <td style="text-align: right;"><u>30 000</u></td> </tr> <tr> <td></td> <td style="text-align: right;">24 033 915</td> </tr> </tbody> </table>					SEWER SERVICE CHARGE ALLOCATIONS	AMOUNT	Finance	185 000	Public Works	1 743 680	Debt Service	6 356 455	Massachusetts Water Resources Authority	15 718 780	Community Development	<u>30 000</u>		24 033 915
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Community Development	<u>30 000</u>																	
	24 033 915																	
<p><b>SEWER CONNECTION FEE.</b> 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. The \$250 000 FY02 projection is due to the large amount of housing construction both commercial and residential activity in Cambridge. Due to the inconsistencies of this revenue, the City will continue its conservative revenue approach by estimating \$25 000 in FY03.</p>																		

ACTUAL FY01	PROJECTED FY02		BUDGET FY03
218 185	180 795	ADMINISTRATIVE	175 975
737 153	793 500	PUBLIC SAFETY	796 500
295 086	284 000	ELECTRICAL	284 000
1 161 915	1 282 780	HUMAN SERVICES	1 293 030
888 162	1 059 910	CHILDCARE	1 097 570
<u>67 690</u>	<u>57 200</u>	HEARING/FILING	<u>54 500</u>
<b>3 368 191</b>	<b>3 658 185</b>		<b>3 701 575</b>

**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.

ACTUAL FY01	PROJECTED FY02		BUDGET FY03
90 032	87 000	<b>CERTIFIED COPIES</b>	<b>88 000</b>
24 910	900	<b>MORTGAGE CERTIFICATES</b>	<b>70</b>
54 505	50 000	<b>MUNICIPAL LIENS</b>	<b>45 000</b>
4 608	6 000	<b>DOCUMENT SALES</b>	<b>6 000</b>
24 485	16 765	<b>PHOTOCOPY/REPRODUCTION</b>	<b>16 765</b>
815	740	<b>DOMESTIC PARTNERS</b>	<b>740</b>
<u>18 830</u>	<u>19 390</u>	<b>MISC. CLERK'S FEES</b>	<u>19 400</u>
218 185	180 795		<b>175 975</b>

**CHARGES FOR SERVICES  
- Fees/Administrative**

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

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

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

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

**REPRODUCTION SERVICES.** A number of departments charge for the reproduction of department records and reports. In accordance with the regulations of the State Supervisor of Public Records (950 CMR 32.06, authorized by the Massachusetts General Laws Chapter 66, section 1, par. 10), the City limits the fee for photocopying public records to 20 cents per page, with certain exceptions. Exceptions include the Police and Fire Departments, which charge \$5 for copies of official reports. This fee is in accordance with General Laws Chapter 477, Acts of 1982. The breakdown by department: Police \$12 000; Fire \$1 000; Inspectional Services \$2 000; Library \$1 500; and License \$265.

**DOMESTIC PARTNERS.** The City Clerk issues a certificate of Domestic Partnership. The FY03 fee is \$15 per certificate.

**MISCELLANEOUS CITY CLERK CHARGES.** The City Clerk collects fees for the issuance of miscellaneous certificates such as physician and business registrations and constable fees. The estimated revenue from these fees in FY03 is \$19 400.

ACTUAL FY01	PROJECTED FY02		BUDGET FY03	CHARGES FOR SERVICES - Fees/Public Safety
26 445	26 500	SEALING INSPECTION	26 500	<p><b>SEALING INSPECTION.</b> In accordance with Massachusetts General Laws, Chapter 48, the Sealer of Weights and Measures tests for accuracy and seals commercially used measurement devices. The estimated revenue is \$26 500.</p> <p><b>TOWING SURCHARGE.</b> The City receives ten percent of each towing charge paid in the City. The revenue is used in the Police budget and is estimated at \$75 000 for FY03.</p>
76 290	75 000	TOWING SURCHARGE	75 000	
351 706	400 000	POLICE DETAIL SURCHARGE	400 000	
9 106	10 000	AGENCY FEE	10 000	
		BOARDING/RAZING FEES	20 000	
28 720	20 000	SMOKE DETECTORS	15 000	
182 728	200 000	RESCUE SERVICE FEES	200 000	
12 420	22 000	INSPECTIONAL DETAILS	20 000	
<u>49 738</u>	<u>40 000</u>	FIRE DETAIL SURCHARGE	<u>30 000</u>	
737 153	793 500		796 500	



ACTUAL FY01	PROJECTED FY02		BUDGET FY03	CHARGES FOR SERVICES - Fees/Electrical
81 642 192 782 <u>20 662</u> 295 086	69 000 200 000 <u>15 000</u> 284 000	FIRE ALARM BOX CHARGE SIGNAL MAINTENANCE FEE CUT-OUT/PLUG-OUT FEE	69 000 200 000 <u>15 000</u> 284 000	<b>FIRE ALARM BOX CHARGE.</b> The Electrical Department receives an annual fee of \$300 for every private master fire alarm box connected to the City's alarm system.
<b>SIGNAL MAINTENANCE FEE.</b> The Electrical Department assesses a fee to disconnect or reconnect a privately-owned master box on private buildings if the service was provided after hours. This fee reimburses the City for overtime costs.				
<b>CUT-OUT/PLUG-OUT FEE.</b> The Electrical Department assesses a fee of \$25.00 to private concerns for the disconnection and reconnection of private systems to the City's system for repairs and maintenance to the private system. This fee is assessed for disconnects and reconnects that exceed three in one week.				

ACTUAL FY01	PROJECTED FY02		BUDGET FY03
66 383	69 000	SWIMMING POOLS	73 425
708 266	680 000	GOLF COURSE	660 325
59 643	66 335	RECREATIONAL ACTIVITIES	66 335
11 155	10 000	ATHLETIC LEAGUES	10 000
4 225	4 000	SPECIAL NEEDS	4 000
14 720	14 500	SENIOR ACTIVITIES	20 000
33 545	46 350	FIELD PERMITS	46 350
263 978	392 595	COMMUNITY SCHOOL	392 595
		SENIOR CENTER MEALS	20 000
<u>1 161 915</u>	<u>1 282 780</u>		<u>1 293 030</u>
			<u>RESIDENT</u>
			<u>NON RESIDENT</u>
		per swim (child)	\$ 1.00
		per swim (adult)	3.25
		yearly (child)	40.00
		yearly (adult)	165.00
		yearly (family)	175.00
		monthly pass (adult)	45.00
			\$ 1.25
			5.00
			N/A
			265.00
			N/A
			N/A

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

**POOLS.** The Department of Human Service Programs receives revenue for the use of the War Memorial and Gold Star swimming pools. The Gold Star, open in July and August, charges a flat rate of .75 cents per admission. The War Memorial pool fee schedule for FY03 is as follows:

**GOLF COURSE.** In FY03, 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 2002. Not included in the FY03 revenue estimate are Golf Course fees used in the capital budget: \$40 000.

	<u>RESIDENT</u>	<u>NON RESIDENT</u>
weekdays (9 holes)	\$ 14.00	\$ 17.00
weekdays (18 holes)	24.00	27.00
weekends/holidays (9 holes)	21.00	21.00
weekends/holidays (18 holes)	35.00	35.00
monthly	300.00	450.00
yearly	550.00	850.00
juniors	225.00	345.00
seniors	275.00	850.00
senior plus	400.00	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 and neighborhood schools. The revenue from this wide range of classes is used to pay instructors and cover minimum equipment costs.

**ATHLETIC LEAGUES.** In FY03, the Department of Human Service Programs will sponsor men's and women's softball leagues (40 teams) and basketball leagues (20 teams) in the summer. The Recreation division charges \$280 per softball team and \$50 per summer league basketball 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 field permit policy was established two years ago. A fee of \$50 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 collected 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.

ACTUAL FY01	PROJECTED FY02		BUDGET FY03	CHARGES FOR SERVICES - Fees/Childcare Tuition
888 162	1 059 910	<b>CHILDCARE TUITION</b>	<b>1 097 570</b>	<b>CHILDCARE TUITION.</b> The Department of Human Service Programs administers childcare programs serving approximately 281 children throughout the city. Pre-school programs are held at King, East Cambridge, Morse and Longfellow (full-time) Haggerty (part-time) and Fitzgerald Schools. After-school programs are located at the Graham and Parks, Fletcher, Morse, King, Maynard and Fitzgerald Schools. The fees projected for FY03 are \$280 per month for after-school care and \$640 per month for full-time pre-school enrollment. Revenue from tuitions are used to fund teachers' salaries and benefits, classroom and teaching supplies, equipment purchases, food, substitute teachers, special events, and field trip transportation. The FY03 increase in childcare revenue is due to program cost increases.

ACTUAL FY01	PROJECTED FY02		BUDGET FY03
45 622	33 000		30 000
1 243	1 200	BOARD OF ZONING APPEALS	1 500
<u>20 825</u>	<u>23 000</u>	CONSERVATION COMMISSION	<u>23 000</u>
67 690	57 200	LICENSE HEARING FEES	<u>54 500</u>

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

**BOARD OF ZONING APPEALS.** Fees are collected for petitioning the Board of Zoning Appeals for variances and special permits which offer relief for situations in conflict with zoning laws.

**CONSERVATION COMMISSION.** Under Massachusetts General Laws, Chapter 131, section 40, any individual attempting to dredge or alter lands bordering water must apply to the local Conservation Commission or City Council. The State law determining the filing fees has been changed from a flat rate to a sliding scale based on location and the nature of the proposed activity.

**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 FY01	PROJECTED FY02		BUDGET FY03	CHARGES FOR SERVICES - Other
31 514	35 000		35 000	<b>RUBBISH TICKETS.</b> Commercial
227 425	275 000	RUBBISH TICKETS	275 000	establishments in Cambridge pay a
2 660	2 500	CEMETERY FEES	2 500	fee based on a sliding scale for
86 840	975 000	ANIMAL BOARDING	732 500	rubbish pick-up by the Public Works
24 230	25 000	MUNICIPAL ACCESS FEES	25 000	Department.
	2 665	WHITE GOODS	2 665	
<u>372 669</u>	<u>1 315 165</u>	SALE OF COMPOST	<u>1 072 665</u>	<b>CEMETERY FEES.</b> The Public
				Works Department maintains the
				Cambridge Cemetery. The services provided by the department include the opening of graves for a
				standard fee of \$520.
				<b>ANIMAL BOARDING.</b> The Animal Commission is reimbursed by dog owners for kennel costs
				when a dog has been picked up by the City Animal Control Officer.
				<b>MUNICIPAL ACCESS FEE.</b> The Cable Television Department receives semi-annual payments
				from AT&T for support of municipal programming. The previous cable license provided for the
				payment to be made directly to CCTV. The FY02 projected revenue includes the first CCTV payment
				made in the budget. The FY03 revenue will decline over current year as a result of a recent Federal
				Communication Ruling on Internet Service.
				<b>WHITE GOODS.</b> City residents wishing to have their large appliances picked up and disposed of by
				Public Works are required to obtain an orange-colored sticker, costing \$15 per appliance or \$10 for
				senior citizens. There are approximately 30 appliances picked up each week.
				<b>SALE OF COMPOST.</b> The Recycling Division of the Department of Public Works sells home
				composting bins to residents. Two models are available: the Earth Machine, which sells for \$16, and
				the Soilmaker, for \$25.

ACTUAL FY01	PROJECTED FY02		BUDGET FY03
3 494 713	4 466 500	<b>FEDERAL GRANTS</b>	<b>1 860 600</b>
1 733 607	4 405 880	<b>STATE GRANTS</b>	<b>4 551 875</b>
45 566 273	41 763 555	<b>STATE CHERRY SHEET REV.</b>	<b>43 633 880</b>
<u>8 568 411</u>	<u>7 955 800</u>	<b>OTHER INTERGOV. REVENUE</b>	<u><b>7 558 685</b></u>
59 363 004	58 591 735		<b>57 605 040</b>

**INTERGOVERNMENTAL REV.  
- Summary**

**GRANT FUND.** In FY03, the City will continue to accept, appropriate, and expend grants in a special revenue fund. Grants are accepted and appropriated year-round by the City Council at the time of notification by the grantor to the City.

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

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

ACTUAL FY01	PROJECTED FY02		BUDGET FY03	INTERGOVERNMENTAL REV. - Federal Grants
3 420 303 70 210 4 200 <hr/> 3 494 713	4 030 000 333 000 3 500 <u>100 000</u> 4 466 500	COM. DEV. BLOCK GRANT EMERGENCY MGMT. REIMB. VETERANS' REIMBURSEMENT COPS AHEAD	1 766 590 90 510 3 500 <hr/> 1 860 600	<p><b>FEDERAL GRANTS.</b> The following federal grants will be appropriated in the FY03 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.</p> <p><b>COMMUNITY DEVELOPMENT BLOCK GRANT.</b> Federal block grant assistance is provided to local community development programs to improve physical living conditions for people, to expand and improve community services, and to promote the diversity and vitality of local neighborhoods. The FY03 allocation of the CDBG fund is as follows: Community Development, \$1 144 680; Department of Human Service Programs, \$616 910 and Historical Commission, \$5 000. The FY03 budgeted amount represents only that portion of CDBG funds used in operating budgets; the Public Investment Budget includes an additional \$2 089 420.</p> <p><b>EMERGENCY MANAGEMENT REIMBURSEMENT.</b> The federal government reimburses the City for one-half of all emergency management expenditures. The FY02 projected figure includes reimbursement for the March 2001 snowstorms.</p> <p><b>VETERANS' GRANT.</b> In FY03, the Department of Veterans' Services and Benefits will receive approximately \$3 500 in reimbursements from the Veterans' Administration for burial plot payments.</p> <p><b>POLICE COPS AHEAD GRANT.</b> In FY02, the City received 25% funding for three police officer positions through the Community Oriented Policing-Accelerated Hiring, Education and Development (COPS AHEAD) program, sponsored by the US Department of Justice. FY02 was the final year of a 3 year grant reimbursement distributed at 75%, 50% and 25%. The FY02 projected also included FY01 reimbursement received in FY02 .</p>

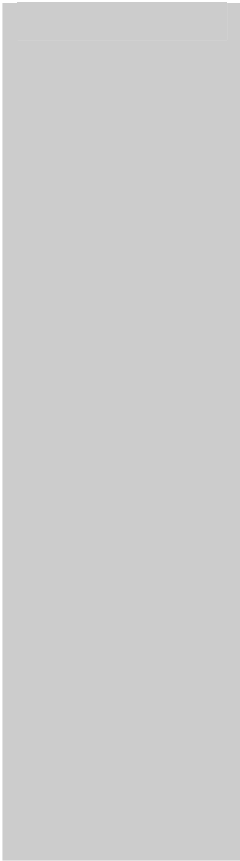


ACTUAL FY01	PROJECTED FY02		BUDGET FY03	INTERGOVERNMENTAL REV. - State Grants
23 676		<b>ADDITIONAL VOTING HOURS</b>	<b>22 950</b>	<b>STATE GRANTS.</b> The following state grants will be appropriated in the General Fund in FY03. All other state grants will be appropriated in the grant fund during the course of the fiscal year.
229 741	230 000	<b>REIMB/NON-CONTRIB PENSIONS</b>	<b>230 000</b>	
23 500	27 000	<b>CONSUMERS' COUNCIL GRANT</b>	<b>27 000</b>	
1 427 950	4 119 710	<b>STATE MWPAT SUBSIDY</b>	<b>4 242 755</b>	
<u>28 740</u>	<u>29 170</u>	<b>MASS. CULTURAL COUNCIL</b>	<u>29 170</u>	
1 733 607	4 405 880		<b>4 551 875</b>	
<p><b>ADDITIONAL VOTING HOURS.</b> In FY03, the state will fund additional voting hours for the November 2002 Presidential Election.</p>				
<p><b>STATE REIMBURSEMENT FOR NON-CONTRIBUTORY PENSIONS.</b> The state reimburses the Employee Benefits budget for cost-of-living increases granted to non-contributory pensioners.</p>				
<p><b>CONSUMERS' COUNCIL.</b> 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.</p>				
<p><b>STATE WATER POLLUTION ABATEMENT TRUST SUBSIDY.</b> 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 figure increased slightly from \$4 119 710 in FY02 to \$4 242 755 in FY03 due to the City receiving two additional loans from the State Revolving Fund.</p>				
<p><b>MASSACHUSETTS CULTURAL COUNCIL.</b> The Arts Council will receive a state grant for operating support, off-setting administration and programming costs.</p>				

ACTUAL FY01	PROJECTED FY02		BUDGET FY03
<b>38 330 415</b> <b>5 994 922</b> <u><b>1 240 936</b></u> <b>45 566 273</b>	<b>36 915 155</b> <b>3 609 230</b> <u><b>1 239 170</b></u> <b>41 763 555</b>	<b>SCHOOL/LOCAL AID</b> <b>EDUCATION REIMBURSEMENT</b> <b>GEN. GOVT REIMB/DISTRIB</b>	<b>36 633 710</b> <b>5 761 000</b> <u><b>1 239 170</b></u> <b>43 633 880</b>
<p>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-three City departmental operating budgets.</p>			

**INTERGOVERNMENTAL REV.  
- State Cherry Sheet Revenue**

**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



<u>DEPARTMENT</u>	<u>FY03</u>	<u>DEPARTMENT</u>	<u>FY03</u>
Mayor's Office	\$ 32 000	Weights & Measures	\$ 17 925
Executive	163 865	Electrical	207 865
City Council	14 110	Public Works	2 281 130
City Clerk	19 300	Community Development	16 185
Law	50 000	Peace Commission	23 450
Finance	1 840 840	Debt Service	510 000
Employee Benefits	6 542 095	Library	422 150
General Services	94 825	Human Services	266 265
Elections	82 250	Women's Commission	9 960
Public Celebrations	16 500	Veterans' Benefits	193 755
Fire	863 000	School Department	<u>27 691 345</u>
Police	2 275 065	<b>TOTAL</b>	<b>\$43 633 880</b>

ACTUAL FY01	PROJECTED FY02		BUDGET FY03
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**STATE CHERRY SHEET REV.  
- School/Local Aid**

<p>8 008 094  <u>30 322 321</u>  38 330 415</p>	<p>6 295 960  <u>30 619 195</u>  36 915 155</p>	<p>SCHOOL AID  LOCAL AID</p>	<p>6 014 515  <u>30 619 195</u>  36 633 710</p>
<p><b>LOCAL AID.</b> The major state Cherry Sheet line item is “Additional Assistance” to communities, estimated to be \$30 619 195 in FY03. This unrestricted aid, which also includes state lottery aid, is projected to be level funded for FY03 budget purposes.</p>			

**SCHOOL AID.** In FY03, the School Department anticipates receiving \$6 014 515 in Chapter 70 school aid. This represents a decrease of \$281 445 from the prior fiscal year, attributed to a projected increase in Charter School assessment.

ACTUAL FY01	PROJECTED FY02		BUDGET FY03
599 627	604 350	SCHOOL TRANSPORTATION	604 350
4 913 624	2 700 340	SCHOOL CONSTRUCTION	4 852 110
35 312	31 135	SCHOOL LUNCH PROGRAM	31 135
165 475		TUITION FOR STATE WARDS	
<u>280 884</u>	<u>273 405</u>	CLASS SIZE REDUCTION	<u>273 405</u>
5 994 922	3 609 230		5 761 000

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

**SCHOOL TRANSPORTATION.** Under Massachusetts General Laws (MGL), Chapter 71, section 7A, municipalities are reimbursed for prior year expenses for general pupil transportation. Reimbursement is provided only for pupils transported more than 1.5 miles, one way, to and

from school, and is subject to a \$5 per pupil local share deductible. Chapter 71A, section 8, and Chapter 71B, section 13 and 14, reimburse for bilingual and special needs transportation, with special needs transportation not being subject to the 1.5 mile requirement. Chapter 71, section 37D, reimburses for the costs of transporting pupils for the purpose of eliminating racial isolation and imbalance, also without a mileage requirement. The Cherry Sheet projection is \$604 350.

**SCHOOL CONSTRUCTION.** The School Assistance Acts, as amended in 1976 (Chapter 511) provides for the reimbursement of school construction projects that involve: the replacement of unsound or unsafe buildings; the prevention or elimination of overcrowding; prevention of the loss of accreditation; energy conservation projects; and the replacement of, or remedying of, obsolete buildings. The Law establishes formulas (involving equalized valuation, school population, construction costs, and interest payments) for reimbursement of costs that include fees, site development, construction, and original equipping of a school. Cambridge qualifies for 90% reimbursement under this program as a result of its Magnet School/Voluntary Desegregation Program. The Cherry Sheet reimbursement amount is estimated at \$4 852 110.

**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. The Cherry Sheet estimate is \$31 135.

**TUITION FOR STATE WARDS.** At the time of print there was no approved funding for this category.

**CLASS SIZE REDUCTION.** This new School related Cherry Sheet item was appropriated by the State in FY01 to reduce class size. This aid is not part of the on going chapter 70 formula and therefore is categorized separately on the cherry sheet.

ACTUAL FY01	PROJECTED FY02		BUDGET FY03
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140 485	118 500
855 000	910 000
38 145	65 855
69 242	17 310
92 382	90 920
45 682	36 585
<u>1 240 936</u>	<u>1 239 170</u>

	<b>LIBRARY AID</b>	<b>118 500</b>
	<b>POLICE CAREER INCENTIVE</b>	<b>910 000</b>
	<b>VETERANS' BENEFITS</b>	<b>65 855</b>
	<b>HIGHWAY FUND</b>	<b>17 310</b>
	<b>REAL ESTATE ABATEMENTS</b>	<b>90 920</b>
	<b>ELDERLY TAX EXEMPTIONS</b>	<b>36 585</b>
		<u><b>1 239 170</b></u>

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

**LIBRARY AID.** This sum is made up *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* of 14.54 cents for each loan made to residents

of other Massachusetts towns. The funding is contingent upon the municipal library being certified annually by the Massachusetts Board of Library Commissioners as meeting the minimum standards of library service as established for its population category. The FY03 Cherry Sheet reimbursement amount is estimated at \$118 500.

**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. The FY03 Cherry Sheet projection is \$910 000 for this program.

**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 one-half of the total expenditures of veterans' benefits. The estimate is \$65 855 based on increased expenditures in the Veterans Benefits account.

**HIGHWAY FUND DISTRIBUTION.** The Commonwealth maintains a highway fund, which consists of all receipts of a motor vehicle nature, gasoline excise tax, and road funding. Under MGL, Chapter 81, section 31, a portion of this fund is allocated as reimbursements to municipalities for streets and roads. The FY03 Cherry Sheet projection is \$17 310.



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**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 \$40 000, with the value of that portion of the applicant's domicile which exceeds two dwelling units having to be counted in the calculation of total assets. The base amount of the exemption allowed is \$210.72 for fiscal year 2000. 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 excess of the base amounts of the exemptions.

The Cherry Sheet reimbursement for these categories is projected at \$90 920 for FY03.

**ELDERLY EXEMPTION.** Under Clause 41C, persons over seventy with yearly maximum earnings of \$13 637 for a single person or \$15 735 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 \$29 372, or married, in excess of \$31 470 excluding the first three dwelling units of the domicile, receive a base exemption of \$500. This can be increased up to \$1 000 depending upon the applicant's tax increase. The estimated amount of state reimbursement for FY03 is \$36 585.

ACTUAL FY01	PROJECTED FY02		BUDGET FY03	INTERGOVERNMENTAL REV. - Miscellaneous Intergovernmental Revenue
1 581 374	950 000	<p style="text-align: center;"><b>MEDICAID REIMBURSEMENT CAMBRIDGE HEALTH ALLIANCE</b></p> <p><b>CAMBRIDGE HEALTH ALLIANCE.</b> Bonds issued in the past for renovations to the Cambridge Hospital and construction of a new ambulatory care center are legal obligations of the City and principal and interest payments on these loans are included in the Debt Service budget. In FY03, 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, \$4 078 685; and Debt Service, \$2 580 000.</p>	900 000	<p><b>SCHOOL MEDICAID REIMBURSEMENT.</b> This revenue source reflects reimbursements or special education medical costs for Medicaid eligible students. In FY03, the reimbursement estimate is \$900 000.</p>
<u>6 987 037</u>	<u>7 005 800</u>		<u>6 658 685</u>	
8 568 411	7 955 800		7 558 685	

ACTUAL FY01	PROJECTED FY02		BUDGET FY03
3 486 038	2 570 000		
64 641	80 110	<b>INTEREST EARNINGS</b>	<b>2 570 000</b>
1 800 000	1 800 000	<b>RENT/SALE OF CITY PROPERTY</b>	<b>75 110</b>
<u>5 082 114</u>	<u>4 764 495</u>	<b>FREE CASH</b>	<b>1 800 000</b>
10 432 793	9 214 605	<b>OTHER MISC. RECEIPTS</b>	<b><u>4 780 690</u></b>
			<b>9 225 800</b>

**MISCELLANEOUS REVENUES**  
- Summary

**MISCELLANEOUS REVENUES.**  
The General Fund includes a variety of revenues that cannot be categorized in the other five accounting designations. Interest earnings on investments, rental income from City property and transfers from non-operating budget funds comprise the bulk of revenues in this category.

Miscellaneous revenues total 2.9% of the FY03 General Fund budget.

ACTUAL FY01	PROJECTED FY02		BUDGET FY03	MISCELLANEOUS REVENUES - Interest Earnings
3 486 038	2 570 000	<p style="text-align: center;"><b>INTEREST EARNINGS</b></p> <p>investments. Interest rates and interest earnings are subject to market conditions. Interest from the Parking Fund (\$425 000) 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 FY03.</p> <p>Interest income is used to offset expenditures in: Finance (\$2 100 000); Community Development/ Parking Fund (\$256 895); Traffic, Parking &amp; Transportation (\$168 105); and Public Works (\$45 000).</p>	2 570 000	<p><b>INTEREST EARNINGS.</b> The City regularly invests temporarily idle cash and receives interest on these</p>

ACTUAL FY01	PROJECTED FY02		BUDGET FY03	MISCELLANEOUS REVENUES - Rent/Sale of City Property
24 006	28 810	RENT OF CITY PROPERTY	28 810	RENT OF CITY PROPERTY. In FY03, the City will receive rent from the news stand in Harvard Square (\$28 810). These funds are used as an offset to the Public Works budget.
<u>40 635</u>	<u>51 300</u>	SALE OF CITY PROPERTY	<u>46 300</u>	
64 641	80 110		75 110	
<p><b>SALE OF CITY PROPERTY.</b> Revenue is received from the sale of lots and graves at the City cemetery. The price of a single lot is \$400 and an individual must be a resident of Cambridge at the time of death. Revenue from this source is estimated at \$45 000 in FY03. The Animal Commission receives revenue from the sale of stray dogs and cats. The FY03 revenue estimate is \$900. In addition, the Cable Office charges for the tape duplication of various municipal programs. The \$20 charge covers the duplication and tape cost and will generate approximately \$400 in FY03.</p>				

ACTUAL FY01	PROJECTED FY02		BUDGET FY03	MISCELLANEOUS REVENUES - Free Cash
1 800 000	1 800 000	<p style="text-align: center;"><b>FREE CASH</b></p> <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 FY03 a portion of free cash will be used as a revenue in the Police Department \$1 500 000 and the School Department \$300 000 budgets. Not included in the above amount is \$3 100 000 in revenue used in the funding of City Capital Projects.</p>	1 800 000	<p><b>APPROPRIATING FREE CASH.</b> Under Massachusetts General Laws, Chapter 80, "free cash" is certified</p>

ACTUAL FY01	PROJECTED FY02		BUDGET FY03	MISCELLANEOUS REVENUES - Other Miscellaneous Revenue
2 600	6 225	<b>RESTITUTION</b>	2 000	<b>RESTITUTION.</b> This revenue
20 095	15 000	<b>TELEPHONE COMMISSIONS</b>	15 000	source represents restitution
3 140	31 500	<b>ROYALTIES</b>	35 500	payments made by defendants to the
40 510	25 000	<b>MISC. SCHOOL RECEIPTS</b>	25 000	court and is based on an average of
3 860 000	3 860 000	<b>CLAIMS TRUST TRANSFER</b>	3 860 000	\$17.50 per hour for court time costs
959 400	571 755	<b>SCHOOL DEBT STAB. TRANSFER</b>	300 000	for a police officer.
126 369	185 015	<b>SECTION 108 LOAN PAYMENT</b>	473 190	
50 000	50 000	<b>TRAFFIC MITIGATION FUNDS</b>	50 000	<b>TELEPHONE COMMISSIONS.</b>
20 000	20 000	<b>HODAG PROGRAM INCOME</b>	20 000	Verizon pays the City a commission
5 082 114	4 764 495		4 780 690	on public pay telephones. The
				Electrical Department receives the
				revenue for all outdoor public tele-
				phones and the revenue from indoor pay phones goes to the department in which the phone is located.
				In FY03, the total revenue for this category is estimated at \$15 000.
				<b>ROYALTIES.</b> The Historical Commission offsets expenditures with royalties received from outside
				sales of its 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 substantial
				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.
				For FY03 the total revenue is estimated at \$35 500.
				<b>MISCELLANEOUS SCHOOL RECEIPTS.</b> This revenue is generated from tuition charged to
				parents of non-resident students who have been attending the Cambridge Public Schools.
				<b>CLAIMS TRUST TRANSFER.</b> In an effort to lessen the impact of health insurance 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 costs. It is expected that the balance in
				this fund will continue to grow in FY03 notwithstanding the transfer to the General Fund. 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.
				<b>SCHOOL DEBT STABILIZATION TRANSFER.</b> This fund was established to enable the school
				system to avoid severe fluctuations in the financial impact of capital construction project revenue.

**SECTION 108 LOAN REPAYMENT.** During FY95, the City entered into a loan 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, 2002 and February, 2003.

**TRAFFIC MITIGATION FUNDS.** The New England Development Company and their subsidiaries will contribute approximately \$50 000 to the City in FY03 to implement traffic mitigation measures set forth in their development agreement with the City.

**HODAG PROGRAM INCOME.** The City receives interest on a rental housing construction loan granted by HUD. This interest must be used for similar housing purposes and is budgeted in the Community Development Department.



**GENERAL SERVICES  
- Summary**

ACTUAL FY01	PROJECTE D FY02	BUDGET FY03
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448 131	471 545	<b>TELEPHONE</b>	462 990
230 304	145 985	<b>MAILING</b>	235 090
<u>191 188</u>	<u>251 020</u>	<b>PRINTING</b>	<u>259 450</u>
869 623	868 550		957 530

**PURPOSE & OVERVIEW:**  
General Services acts as a centralized point for budgeting the costs of telephone, mailing and printing expenses for all City departments. The Telephone budget

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

**FY02 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:**

- Renegotiated long distance contract resulting in savings of \$66 000.
- Upgraded telephone equipment in the Election Commission, Police Department, Public Works Department and City Clerk’s office.
- Reviewed each piece of equipment in the Print Shop to identify machines that are in need of service or upgrade.
- Created a new reporting system for tracking printing jobs, services and paper for a more meaningful measure of performance.
- Worked towards connecting the Print Shop to the City’s e-mail system so that staff may notify the departments electronically when print jobs are ready for pick-up.

**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 seven City departments which budget for, and reimburse this budget for actual telephone usage. This division continues to work with Verizon and other vendors to improve the quality of service and to maintain or

INTRODUCED BY CITY MANAGER ROBERT W. HEALY

AN ORDER CONCERNING APPROPRIATION FOR THE FISCAL YEAR BEGINNING JULY 1, 2002

ORDERED: That the following sums, designated as appropriations, are hereby appropriated in the General Fund of the City of Cambridge.

FUNCTION	DEPARTMENT	SALARIES & WAGES	OTHER ORDINARY MAINTENANCE	TRAVEL & TRAINING	EXTRA ORDINARY EXPENDITURES	CITY APPRO- PRIATION	STATE ASSESS- MENT	GRAND TOTAL
<b>GENERAL GOVERNMENT</b>								
	Mayor	307 440	111 440	20 500		439 380		439 380
	Executive	903 150	401 000	29 965		1 334 115		1 334 115
	City Council	906 345	41 900	38 000		986 245		986 245
	City Clerk	624 740	60 730	750		686 220		686 220
	Law	1 006 935	509 225	259 675		1 775 835		1 775 835
	Finance	5 767 620	2 079 240	175 980	77 800	8 100 640		8 100 640
	Employee Benefits	12 719 100	600 620			13 319 720		13 319 720
	General Services	362 600	594 930			957 530		957 530
	Election	481 795	219 005	2 270		703 070		703 070
	Public Celebrations	373 120	302 370	1 125		676 615		676 615
	Reserve		37 500			37 500		37 500
	Animal Commission	<u>200 180</u>	<u>12 595</u>	<u>120</u>		<u>212 895</u>		<u>212 895</u>
	<b>TOTAL</b>	<b>23 653 025</b>	<b>4 970 555</b>	<b>528 385</b>	<b>77 800</b>	<b>29 229 765</b>	<b>_____</b>	<b>29 229 765</b>
<b>PUBLIC SAFETY</b>								
	Fire	26 154 895	606 490	331 750	95 000	27 188 135		27 188 135
	Police	28 491 550	824 850	161 500	290 500	29 768 400		29 768 400
	Traffic, Parking & Transportation	4 759 890	2 854 640	19 400	75 000	7 708 930		7 708 930
	Police Review & Advisory Board	63 070	9 220	3 000		75 290		75 290
	Inspectional Services	2 026 870	107 100	51 825		2 185 795		2 185 795
	License	607 245	61 090	8 800		677 135		677 135
	Weights & Measures	82 520	7 780	1 745		92 045		92 045
	Electrical	961 020	1 440 580	1 670	21 500	2 424 770		2 424 770
	Emergency Management	123 215	13 635	100		136 950		136 950
	Emergency Communications	<u>2 762 215</u>	<u>166 010</u>	<u>15 850</u>	<u>4 000</u>	<u>2 948 075</u>		<u>2 948 075</u>
	<b>TOTAL</b>	<b>66 032 490</b>	<b>6 091 395</b>	<b>595 640</b>	<b>486 000</b>	<b>73 205 525</b>	<b>_____</b>	<b>73 205 525</b>

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I - 2	Budget/Summary	IV - 50	Management Information System
IV - 247	Cable TV	IV - 2	Mayor's Office
IV - 329	Cambridge Health Alliance	IV - 327	M.B.T.A
III - 21	Charges for Service	III - 47	Miscellaneous Revenue
IV - 327	Cherry Sheet Assessments	II - 6	Organizational Chart
IV - 17	City Clerk	II - 30	Parking Fund/Projected Balance
IV - 15	City Council	II - 29	Parking Fund/Three Year History
I - 1	City Manager's Submitted Budget Message	IV - 243	Peace Commission
IV - 61	Collective Bargaining	IV - 56	Pensions
IV - 205	Community Development	IV - 31	Personnel
IV - 147	Community Maint. & Dev./Summary	IV - 89	Police
IV - 239	Conservation Commission	IV - 118	Police Review & Advisory Board
IV - 128	Consumer Council	II - 32	Position List
II - 18	Debt Position	IV - 307	Positive Edge
IV - 250	Debt Service	IV - 71	Public Celebrations
IV - 323	Education/Summary	IV - 13	Public Information Office
IV - 65	Election Commission	V - 1	Public Investment Program
IV - 135	Electrical	IV - 81	Public Safety/Summary
IV - 142	Emergency Communications	IV - 148	Public Works
IV - 138	Emergency Management	IV - 40	Purchasing
IV - 53	Employee Benefits/Summary	IV - 77	Reserve
IV - 226	Environmental Program	IV - 45	Revenue
IV - 5	Executive	IV - 324	Schools
II - 15	Facts on File	III - 5	Taxes
IV - 22	Finance/Summary	II - 16	Tax Facts
II - 20	Financial Charts	IV - 9	Tourism
III - 1	Financing Plan/Summary	IV - 106	Traffic, Parking & Transportation
III - 19	Fines and Forfeits	IV - 48	Treasury
IV - 82	Fire	IV - 319	Veterans' Benefits & Services
II - 30	General Fund/Projected Balance	IV - 193	Water Department
II - 25	General Fund/Three Year History	II - 30	Water Fund/Projected Balance
IV - 1	General Government/Summary	II - 27	Water Fund/Three Year History
II - 13	General Profile of City	IV - 326	Water Resources Authority
IV - 62	General Services	IV - 132	Weights & Measures
II - 7	Glossary	IV - 310	Women's Commission
IV - 232	Historical Commission	IV - 270	Workforce Development Office
IV - 253	Human Resource Development/Summary		
IV - 314	Human Rights		

FUNCTION	DEPARTMENT	SALARIES & WAGES	OTHER ORDINARY MAINTENANCE	TRAVEL & TRAINING	EXTRA ORDINARY EXPENDITURES	CITY APPRO- PRIATION	STATE ASSESS- MENT	GRAND TOTAL
<b>COMMUNITY MAINTENANCE AND DEVELOPMENT</b>								
	Public Works	13 236 655	7 646 820	100 625	635 000	21 619 100		21 619 100
	Community Development	3 669 750	666 780	35 200	132 870	4 504 600		4 504 600
	Historical Commission	352 315	27 380	800		380 495		380 495
	Conservation Commission	74 330	3 865	885		79 080		79 080
	Peace Commission	60 105	11 280	1 350		72 735		72 735
	Cable T.V.	360 410	490 850	3 450		854 710		854 710
	Debt Service		216 000		19 268 285	19 484 285		19 484 285
	<b>TOTAL</b>	<u>17 753 565</u>	<u>9 062 975</u>	<u>142 310</u>	<u>20 036 155</u>	<u>46 995 005</u>		<u>46 995 005</u>
<b>HUMAN RESOURCE DEVELOPMENT</b>								
	Library	4 000 870	867 880	36 650	46 500	4 951 900		4 951 900
	Human Services	10 973 625	2 293 630	72 950	25 000	13 365 205		13 365 205
	Women's Commission	135 250	9 860	1 000		146 110		146 110
	Human Rights Commission	142 735	2 825	1 930		147 490		147 490
	Veterans	220 490	49 300	180 800		450 590		450 590
	<b>TOTAL</b>	<u>15 472 970</u>	<u>3 223 495</u>	<u>293 330</u>	<u>71 500</u>	<u>19 061 295</u>		<u>19 061 295</u>
	<b>CITY TOTAL</b>	<b>122 912 050</b>	<b>23 348 420</b>	<b>1 559 665</b>	<b>20 671 455</b>	<b>168 491 590</b>		<b>168 491 590</b>
<b>EDUCATION</b>								
	Schools Operating	<u>84 162 950</u>	<u>23 474 200</u>	<u>574 155</u>	<u>8 351 040</u>	<u>116 562 345</u>		<u>116 562 345</u>
	<b>TOTAL</b>	<b>84 162 950</b>	<b>23 474 200</b>	<b>574 155</b>	<b>8 351 040</b>	<b>116 562 345</b>		<b>116 562 345</b>
<b>INTERGOVERNMENTAL</b>								
	Massachusetts Water Resources Authority		15 718 780			15 718 780		15 718 780
	Cherry Sheet Assessments						7 664 610	7 664 610
	Cambridge Health Alliance		6 598 000			6 598 000		6 598 000
	<b>TOTAL</b>		<u>22 316 780</u>			<u>22 316 780</u>	<u>7 664 610</u>	<u>29 981 390</u>
	<b>GRAND TOTALS</b>	<b>207 075 000</b>	<b>69 139 400</b>	<b>2 133 820</b>	<b>29 022 495</b>	<b>307 370 715</b>	<b>7 664 610</b>	<b>315 035 325</b>

**BE IT FURTHER ORDERED:** That the city appropriations and state assessments in the General Fund are to be financed by estimated revenues drawn from the following sources:

<b>FUNCTION</b>	<b>DEPARTMENT</b>	<b>TAXES</b>	<b>LICENSES &amp; PERMITS</b>	<b>FINES &amp; FORFEITS</b>	<b>CHARGES FOR SERVICE</b>	<b>INTER- GOVERN- MENTAL REVENUE</b>	<b>MISCELL- ANEOUS REVENUE</b>	<b>GRAND TOTAL</b>
	Mayor	407 380				32 000		439 380
	Executive	990 250		180 000		163 865		1 334 115
	City Council	972 135				14 110		986 245
	City Clerk	544 210	14 500		108 210	19 300		686 220
	Law	1 625 835	2 500	97 500		50 000		1 775 835
	Finance	3 720 850			438 950	1 840 840	2 100 000	8 100 640
	Employee Benefits	(1 460 060)			69 000	10 850 780	3 860 000	13 319 720
	General Services	858 705		4 000		94 825		957 530
	Election	595 870			2 000	105 200		703 070
	Public Celebrations	617 445	13 500			45 670		676 615
	Reserve	37 500						37 500
	Animal Commission	198 695	7 500	3 300	2 500		900	212 895
	<b>TOTAL GENERAL GOVT.</b>	<b>9 108 815</b>	<b>38 000</b>	<b>284 800</b>	<b>620 660</b>	<b>13 216 590</b>	<b>5 960 900</b>	<b>29 229 765</b>
	Fire	26 054 135	15 000	10 000	246 000	863 000		27 188 135
	Police	21 405 390	91 900	2 557 285	1 936 760	2 275 065	1 502 000	29 768 400
	Traffic, Parking & Transportation		157 500	4 734 255	2 599 070		218 105	7 708 930
	Police Review & Advisory Board	75 290						75 290
	Inspectional Services	(1 314 705)	3 428 500		72 000			2 185 795
	License	(1 022 440)	1 649 310		23 265	27 000		677 135
	Weights & Measures	47 620			26 500	17 925		92 045
	Electrical	1 917 905			284 000	207 865	15 000	2 424 770
	Emergency Management	46 440				90 510		136 950
	Emergency Communications	2 948 075						2 948 075
	<b>TOTAL PUBLIC SAFETY</b>	<b>50 157 710</b>	<b>5 342 210</b>	<b>7 301 540</b>	<b>5 187 595</b>	<b>3 481 365</b>	<b>1 735 105</b>	<b>73 205 525</b>

FUNCTION	DEPARTMENT	TAXES	LICENSES & PERMITS	FINES & FORFEITS	CHARGES FOR SERVICE	INTER GOVERN- MENTAL REVENUE	MISCELL- ANEOUS REVENUE	GRAND TOTAL
	Public Works	16 238 355	85 000		2 895 805	2 281 130	118 810	21 619 100
	Community Development	2 641 840	200 000		225 000	1 160 865	276 895	4 504 600
	Historical Commission	339 995				5 000	35 500	380 495
	Conservation Commission	62 710			16 370			79 080
	Peace Commission	49 285				23 450		72 735
	Cable T.V.	121 810			732 500		400	854 710
	Debt Service	<u>6 306 590</u>		<u>176 250</u>	<u>6 464 955</u>	<u>6 063 300</u>	<u>473 190</u>	<u>19 484 285</u>
	TOTAL COMMUNITY MAINTENANCE & DEV.	25 760 585	285 000	176 250	10 334 630	9 533 745	904 795	46 995 005
	Library	4 448 250		80 000	1 500	422 150		4 951 900
	Human Services	10 199 930			2 282 100	883 175		13 365 205
	Women's Commission	136 150				9 960		146 110
	Human Rights Commission	147 490						147 490
	Veterans	<u>253 335</u>				<u>197 255</u>		<u>450 590</u>
	TOTAL HUMAN RESOURCE DEVELOPMENT	15 185 155		80 000	2 283 600	1 512 540		19 061 295
	CITY TOTAL	100 212 265	5 665 210	7 842 590	18 426 485	27 744 240	8 600 800	168 491 590
EDUCATION	Schools Operating	<u>87 246 000</u>		<u>100 000</u>		<u>28 591 345</u>	<u>625 000</u>	<u>116 562 345</u>
	SCHOOL TOTAL	87 246 000		100 000		28 591 345	625 000	116 562 345
INTERGOVERNMENTAL	Massachusetts Water Resources Authority				15 718 780			15 718 780
	Cherry Sheet Assessments	7 212 270			452 340			7 664 610
	Cambridge Health Alliance	<u>6 598 000</u>						<u>6 598 000</u>
	TOTAL INTERGOVERN.	13 810 270			16 171 120			29 981 390
	GRAND TOTALS	201 268 535	5 665 210	7 942 590	34 597 605	56 335 585	9 225 800	315 035 325

**CITY COUNCIL  
CITY OF CAMBRIDGE  
SUBMITTED APRIL 22, 2002**

**INTRODUCED BY CITY MANAGER ROBERT W. HEALY**

**AN ORDER CONCERNING APPROPRIATION FOR THE FISCAL YEAR BEGINNING JULY 1, 2002**

**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	4 600 815	3 177 350	23 255	9 312 825	17 114 245		17 114 245

**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				15 844 790	1 269 455		17 114 245

**INTRODUCED BY CITY MANAGER ROBERT W. HEALY  
AN ORDER CONCERNING APPROPRIATION FOR THE FISCAL YEAR BEGINNING JULY 1, 2002**

**ORDERED:** That the following sums are hereby appropriated in the Public Investment Fund of the City of Cambridge.

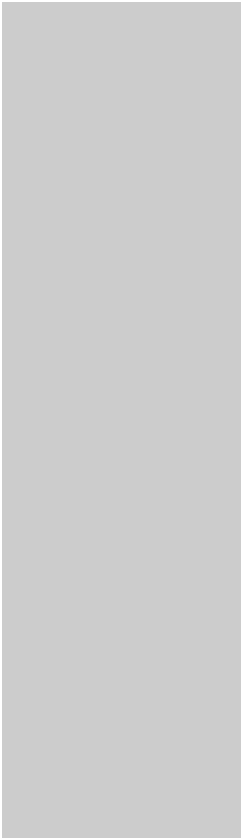
FUNCTION	PROJECT	APPROPRIATIONS	FUNCTION	PROJECT	APPROPRIATIONS
<b>GENERAL GOVERNMENT</b>			<b>COMMUNITY MAINT. &amp; DEV. (cont.)</b>		
	Acquisition of Personal Computers	100 000		Cambridgeport Roadway Design	91 000
	Technology Upgrades	<u>525 000</u>		Concord/Alewife Planning Study	125 000
		625 000		Porter Square Pedestrian Enhancements	250 000
<b>PUBLIC SAFETY</b>				Façade Improvement Program	175 000
	Fire Vehicles/Equipment	530 000		Employment Program Fund	280 000
	Police Equipment/Renovations	380 000		Housing Rehab & Development	1 664 330
	Radio Replacement/Technology Upgrades	<u>71 000</u>		Neighborhood Business Development	50 000
		981 000		Public Art Conservation Fund	<u>35 000</u>
<b>COMMUNITY MAINTENANCE &amp; DEV.</b>					<u>11 596 158</u>
	Public Building Renovations	660 000	<b>HUMAN RESOURCE DEVELOPMENT</b>		
	Streets/Sidewalks Reconstruction	2 636 365		Parks & Recreation	1 455 090
	Cemetery Improvements	82 000		Accessibility Improvements	<u>50 000</u>
	Park and Cemetery Tree Pruning	125 000			1 505 090
	Parking Improvements	340 000	<b>EDUCATION</b>		
	Water System Improvements	1 000 000		School Equipment/Renovations	<u>666 000</u>
	Sewer Reconstruction	3 432 463			666 000
	Traffic Calming Design/Construction	650 000			
				<b>TOTAL</b>	<b>15 373 248</b>

**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	2 985 000	Street Preservation Offset Fund	1 724 955
Free Cash	3 100 000	Block Grant	2 089 420
Parking Fund	340 000	Chapter 90	661 410
Sewer Service Charge	1 000 000	MWRA Grant	2 432 463
Retained Earnings/Water Fund	1 000 000	Golf Course Fees	<u>40 000</u>
			<u>15 373 248</u>







reduce overall costs.

**FY03 GOALS**

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

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of calls for repair	292	275	275	275
2. Initial response within 24 hours	90%	90%	90%	90%

**MAILING**

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

**FY03 GOALS**

- *GOAL 1: Ensure morning mail to City departments is distributed in a timely manner.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Process mail the same day in which it is received	98%	98%	98%	99%

**PRINTING**

**PURPOSE & OVERVIEW:** The four-person staff is responsible for providing basic printing needs such as binding, collating, duplication and basic graphic services for all City departments. It is also responsible for printing several major City documents including the Annual Budget. The staff also produces numerous pamphlets, forms, and booklets.

**FY03 GOALS**

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

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of orders printed in-house	1 225	1 225	1 225	1 330
2. Number of major documents printed and bound	35	35	35	40
3. Number of envelopes printed	850 000	850 000	850 000	850 000

- *GOAL 2: Educate City departments about the products and services offered by the print shop; some services are free of charge.*
- *GOAL 3: Closely monitor the amount of paper kept in stock to allow for better inventory control.*
- *GOAL 4: Create convenient products for City departments use.*

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

**STATUTORY ANALYSIS.** Salaries and Wages, \$362 600; and Other Ordinary Maintenance, \$594 930.

ACTUAL FY01	PROJECTE D FY02		BUDGET FY03
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**OFFICE OF THE MAYOR**

<p>323 183 13 535 50 494 <u>5 206</u> 392 418</p>	<p>299 345 15 500 69 500 <u>6 560</u> 390 905</p>	<p style="text-align: center;">ADMINISTRATION GOVERNMENTAL RELATIONS CEREMONIAL FUNCTIONS COMMUNITY LEADERSHIP</p>	<p>342 820 20 500 70 500 <u>5 560</u> 439 380</p>
<p><b>PURPOSE &amp; OVERVIEW:</b> Upon organization of each new City Council, the Councilors elect one of their members to serve as Mayor. The Mayor serves as chief legislative officer, presiding over all meetings of the Council. The Mayor also serves as chair of the School Committee. The Mayor provides leadership to the community.</p> <p>The Mayor's Office serves as a resource for residents seeking information and addresses concerns regarding city government and municipal services. Offering immediate assistance to these inquiries is a top priority of the Mayor and his staff.</p> <p>The Mayor and the Mayor's staff have a broad range of duties and responsibilities. These include the organization, sponsorship and implementation of diverse citywide public events and celebration throughout the year and conducting public policy research, drafting legislation and serves as a liaison between City, federal and state agencies, community groups and citizens. The Mayor serves as the City's official receiver of visiting dignitaries and distinguished visitors.</p> <p><b>FY02 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:</b></p> <p><b>EDUCATION</b></p> <ul style="list-style-type: none"> <li>• Worked with the School Committee and the Superintendent to establish a clear and distinguished goal of quality instruction in every classroom supported by excellent leadership.</li> <li>• Worked with the School Committee and the Superintendent to implement policies that would address concerns raised in the Spence Report. A management report presented to Cambridge Public Schools Superintendent Bobbie D'Alessandro on January 8, 2002, in response to a request for a strategic analysis of the staffing and organizational structures encompassing all Central Office, Support Service, and Curriculum Leadership/Supervision programs in the system.</li> <li>• Organized and presided over first of a kind joint City Council/School Committee meeting to</li> </ul>			



| discuss issues of mutual concern.

## **HOUSING**

- Along with members of the Council, initiated the development of housing policies that meet the needs of moderate, middle, and low-income families and individuals.

## **LIVABLE COMMUNITY**

- Responded to concerns raised relative to quality of life issues across the city.

## **TOWN GOWN RELATIONS**

- Established the City Council's Committee on University Relations in an effort to create a positive dialogue to bring into focus such issues as long term planning, in lieu of tax agreements and philanthropic policies.
- Initiated and developed along with the residents of Area IV a neighborhood beautification and safety walk which brought together the District Attorney, community members and City department heads and staff.
- Sponsored a number of civic celebrations that support Council policy goals and our rich diversity.
- Worked with Council members to provide support and assistance around Council Policy.

## **FY03 GOALS**

- *GOAL 1: Develop a full literacy program designed to help children learn to read and to unite families and the community in order to enable children to be successful readers.*
- *GOAL 2: Continue the Development and Implementation of a policy on University Relations.*
- *GOAL 3: Coordinate and facilitate the development of a Council policy on affordable housing that includes both moderate and middle-income families and individuals.*

- *GOAL 4: Coordinate and facilitate review of public policy issues facing the City including housing, transportation, economic development, and employment and use the Mayor's Office to coordinate the analysis and development of important public policy initiatives.*
- *GOAL 5: Improve workforce development by continuing to meet with and encourage local employers to provide employment opportunities to Cambridge residents.*
- *GOAL 6: Continue to work as a liaison between the City Council and School Committee on issues involving both bodies.*
- *GOAL 7: 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.*

**FINANCING PLAN.** This budget is supported by \$407 380 in property taxes, and \$32 000 in cherry sheet revenue.

**STATUTORY ANALYSIS.** Salaries and Wages, \$307 440; Other Ordinary Maintenance, \$111 440; and Travel and Training, \$20 500.



ACTUAL FY01	PROJECTED FY02		BUDGET FY03
794 739	1 048 660		875 475
280 000	305 000	LEADERSHIP	305 000
117 846	166 250	TOURISM	
104 180	125 915	POSITIVE EDGE	
<u>1 296 765</u>	<u>1 645 825</u>	PUBLIC INFORMATION OFFICE	<u>153 640</u>
			<u>1 334 115</u>

**EXECUTIVE**

**PURPOSE & OVERVIEW:** The City Manager is the Chief Administrative 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 re-

sponsible 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 on an on-going basis, 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:** As part of the City's continuing effort to more effectively coordinate the delivery of youth services, the operation of the Positive Edge program has been moved to the Human Services Department.

**FY02 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.

?? Continued to provide leadership in areas regarding City policy which included participating in the ongoing regional truck study, a collaboration between Cambridge, Boston, Watertown, Somerville and Belmont, to create a viable solution to our regional trucking issues.

?? Through the appointment of the Community Preservation Act Committee, made formal recommen-

dations to the City Council for additional funding of affordable housing, historical preservation and open space acquisition under the Community Preservation Act.

- ?? Led the community process for design of the new Area 4 Open Space, including the Fletcher-Maynard Academy School Playground, Squirrel Brand Park, and the 238 Broadway/Harvard Street playground. Began the Danehy Park renovation community process.
- ?? Completed the exterior renovation of the City Hall building and grounds. Completed the process for remediation, demolition, and prepared for reconstruction of the City Hall Annex at 57 Inman Street, the design of which began in the Spring. The building was designed as a “green building” using the LEED Green Building Rating System <sup>TM</sup> (LEED: Leadership in Energy and Environmental Design).
- ?? Hired a design team for the construction of the new Main Library. Planning commenced in spring of 2002. The fully renovated building will include a major addition that will preserve the historical integrity of the building and surrounding grounds.
- ?? Continued to work with the Metropolitan District Commission (MDC) on a unique partnership where the City will provide funds to renovate Magazine Beach Park in exchange for priority scheduling for Cambridge residents, which will provide us the opportunity to prioritize Cambridge youth sports at the site.
- ?? Began joint planning process with City of Somerville on issues of storm water management for Beacon Street and participated in discussions of issues related to the future development of North Point.
- ?? Completed the planning and design for the Northeast Sector of Fresh Pond Reservation which includes the new Neville Manor Park and Lusitania Field. This comprehensive plan is slated for fall 2002 implementation.
- ?? Organized the sixth Annual Danehy Park Family Day held in September 2001. Many City employees generously volunteered their Saturday to help make this event a great success. Family Day provides Cambridge’s residents an opportunity to enjoy free rides and food, experience the arts, learn about public safety, and enjoy the outdoors on our award winning recycled open space facility.

- ?? Received the Women's Transportation Seminar (WTS) National Employer of the Year Award for 2001, presented to the City of Cambridge for commitment to the highest standards of transportation excellence and the professional advancement of women.
- ?? Received the WTS Boston Employer of the Year Award for 2001.
- ?? Received the American Council of Engineering Companies (ACEC) of Massachusetts 2002 Gold Award, presented to the City of Cambridge for Achievement of Professional Design Excellence for the Walter J. Sullivan Water Purification Facility.
- ?? Received the American Council of Engineering Companies (ACEC) of Massachusetts 2002 Gold Award, presented to the City of Cambridge Department of Public Works for Achievement of Professional Design Excellence for Sewer Separation and Stormwater Management Improvements.
- ?? Produced the FY01 City of Cambridge Annual Report, continuing the quick and easy reading format that features department overviews and highlights.
- ?? Published and distributed Cambridge at a Glance Community Newsletter.
- ?? Created a new guide to City of Cambridge Resources and Services.
- ?? Worked closely with the City's Web Administrator on numerous improvements to the City of Cambridge Web site to make it easier for users to navigate and quickly find the information they need.
- ?? Utilized the City Web site as a key communications vehicle to disseminate City news and information on regular basis. Following the tragedies of September 11, 2001, worked with staff to create a special area on the Web site that provided important information on resources, special messages from the City Manager regarding security and helpful links for further information from other agencies.
- ?? The Public Information officer continued to serve as the main City liaison to the media.
- ?? Produced the quarterly employee newsletter.

- ?? Continued to issue a weekly e-mail update to employees regarding City news.
- ?? 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 Firefighter examination, launching recruitment campaigns targeting under-represented, protected status groups. Also prepared Cambridge residents in test taking skills for the exam.
- ?? Worked with the Affirmative Action Advisory Committee (AAAC) to revise plan goals based on updated census figures specific to the City of Cambridge.
- ?? Established, in cooperation with Simmons College Sociology Department, an internship opportunity for an undergraduate student to gain an understanding of affirmative action in a municipal setting. This intern had the opportunity to work with some of the larger City departments on an employee self-identification project.

**FY03 GOALS:**

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

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of requests tracked in automated complaint system	970	950	990	970
2. Number of requests resolved	906	890	925	910
3. Number of requests outstanding	64	60	65	60

*GOAL 2: The City Manager will continue to chair the Affordable Housing Trust Fund, which over the years has leveraged millions of dollars in private and other public funds resulting in the creation or rehabilitation of numerous family units, single room occupancies, and special needs housing.*

*GOAL 3: Provide oversight for all capital construction and renovation projects including all open space projects, elementary school design and renovations, roadway improvements, and municipal facilities. The Deputy City Manager chairs the designer selection process for all capital projects.*

*GOAL 4: Work towards identifying a suitable location for a new Police Station, a West Cambridge Youth Center, the relocation of the Public Works/Water Department storage yards, and for additional open space.*

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

This year, the Cambridge Office for Tourism marks its seventh year anniversary. It has been a challenging year for the entire tourism and hospitality industry with the impact of the tragic events of September 11<sup>th</sup> on the nation and the world. In response to the ensuing downturn in the travel industry, COT was asked to participate in the Tourism Task Force formed by the Greater Boston Convention and Visitors Bureau. Cambridge Tourism Office then formed a Marketing Task Force for Cambridge to reevaluate our marketing strategy. Our revised goal after these events was to redirect our marketing efforts to a targeted “drive

market” coming from within a 300-mile radius and to form strategic alliances with restaurants, hotels and attractions to develop enticing packages for that market.

Over the past three years, the Tourism Office has been fortunate to obtain additional funding from outside grant sources which has enabled us to produce the first video presentation of the City. Additionally, in partnership with the Cambridge Chamber of Commerce, we have completed a new Dining Guide to the City which has been extremely popular with the public. The Office for Tourism was invited to become a member of the Board of Directors for the Cambridge Chamber of Commerce. Also, COT gave a presentation to the Cambridge Rotary Club to update the members of the Cambridge business community on the efforts of the Cambridge Office for Tourism and the state of the tourism industry. COT has been very successful in securing extensive press exposure for our new publications and marketing efforts as well as for many smaller local non-profit organizations that sponsor events in Cambridge. The Cambridge Tourism Web site continues to gain popularity with over 1.5 million hits in FY02 and serves as a major source of visitor requests for the City. The Tourism Web site address: <http://www.cambridge-usa.org>

*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.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Total number of visitor requests for information via telephone, e-mail, and at information booth	102 000	112 000	102 000	110 000
2. Number of brochures distributed at state visitor centers and area hotels	175 000	180 000	130 000	175 000
3. Number of Calendar of Events distributed to visitors and local residents	40 000	40 000	48 000	48 000
4. Number of journalists, travel agents, and tour operators who participated in a tour	160	200	120	150

5. Total number of hits on the Cambridge Tourism Web site	1 000 000	1 100 000	1 500 000	1 500 000
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*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.*

**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 quarterly reports to the Massachusetts Commission Against Discrimination (MCAD); and prepares annual reports for the Equal Employment Opportunity Commission (EEOC).

In 1983, the City established a Minority Business Enterprise Program (MBE). The Affirmative Action Office monitors construction contracts in excess of \$50 000 to ensure that at least 10 percent of sub-contract business goes to State Office of Minority Business & Women Association (SOMBWA) certified businesses.

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

	<b>FY01</b>	<b>FY02**</b>	<b>FY02</b>	<b>FY03**</b>
<b>PERFORMANCE MEASURES</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>PROPOSED</b>

1. Percent people of color in Cambridge workforce*	25.5%	25.5%	25.5%	25.5%
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*GOAL 1: (continued)*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02** BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03** PROPOSED</b>
2. Percent people of color employed in City workforce	26.5%	25.5%	27%	25.5%
3. Percent women in Cambridge workforce*	49.9%	49.9%	49.9%	49.9%
4. Percent women employed in City workforce	39.6%	49.9%	41%	49.9%
5. Percent people of color in EEO categories:				
Officials & Administrators	16.7%	16.3%	17%	16.3%
Professionals	18.1%	15.6%	17%	15.6%
Technicians	19.7%	20.7%	20%	20.7%
Protective Services	24.7%	25.5%	25%	25.5%
Paraprofessionals	36.7%	25.5%	36%	25.5%
Administrative support	36.5%	25.5%	35.5%	25.5%
Skilled craft	17.2%	16.4%	17%	16.4%
Service Maintenance	31.5%	25.5%	30%	25.5%
* Based on 1990 Census Data				
** 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*

*of color and women in their departments; this analysis will take labor market statistics and the anticipated number of vacancies into consideration. Assist departments in recruiting and hiring processes to ensure a diverse pool of qualified applicants.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of departments met with to set goals	20	20	20	25
2. Meet with all departments that are hiring Department Heads, Professionals and Administrators	100%	n/a	100%	100%

## **PUBLIC INFORMATION OFFICE**

**PURPOSE & OVERVIEW:** The Public Information Officer (PIO) serves as the City's main liaison to the media, assisting them in obtaining information and interviews and serving as City spokesperson when needed. The PIO also assists City departments in promoting their programs, services and events through a variety of communication vehicles, including the City's Web site and the Municipal Channel, in addition to traditional media outlets. In an effort to provide a more unified public information program, the PIO maintains regular contact with the public information officers for Police, School and Public Health departments. This office is responsible for producing various publications, including the City of Cambridge Annual Report. The PIO also communicates relevant City information to employees on a regular basis.

## **FY03 GOALS**

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

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Produce semi-annual Community Newsletter, number of issues	1	2	1	2
2. Publish Manager's Messages on Web, number of postings	4	4	6	6
3. Produce/distribute news releases and media advisories, number of	62	60	65	60
4. Produce the City's Annual Report	1	1	1	1

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

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Issue weekly PIO update to employees	68	60	60	65
2. Produce employee newsletters, number of issues	4	4	3	4

*GOAL 3: Respond to media inquiries in a timely manner.*

*GOAL 4: Continue to improve the City's Web site. Work on making it easier for non-technical employees to post information on their respective department's Web pages.*

*GOAL 5: Respond to community inquiries via e-mail in a timely manner. Identify community relations opportunities and customer service improvements.*

**FINANCING PLAN.** This budget is supported by \$496 460 in property taxes; \$163 865 in cherry sheet revenue; \$493 790 in hotel/motel tax; and \$180 000 in parking fines.

**STATUTORY ANALYSIS.** Salaries and Wages, \$903 150; Other Ordinary Maintenance, \$401 000; and Travel and Training, \$29 965.

ACTUAL FY01	PROJECTED FY02		BUDGET FY03
<p>653 000 136 798 <u>28 517</u> 818 315</p>	<p>666 420 169 335 <u>33 000</u> 868 755</p>	<p><b>POLICY MAKING/LEGISLATION</b> <b>COUNCIL SERVICES</b> <b>GOVERNMENTAL RELATIONS</b></p>	<p><b>700 135</b> <b>248 110</b> <b><u>38 000</u></b> <b>986 245</b></p>

**CITY COUNCIL**

**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-

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.

**POLICY-MAKING/LEGISLATION.** Every two years, the City Council is elected at-large by the proportional representation electoral process. Upon organization of each new Council, the members elect a Mayor and a Vice-Mayor, with the Mayor serving as the Council’s chief legislative officer. The Council organizes into committees which have become increasingly active over the past few years, providing much of the research and legislative analysis on major policy issues before the Council.

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

**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.

**FY02 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:**

- ?? Facilitated the smooth transition from the 2000-2001 City Council to the 2002-2003 City Council.
- ?? Worked with the City Clerk, Deputy City Clerk and MIS Department to upgrade and improve the City Council Web site.



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?? Completed successfully by office staff, a three part in-house course on the City's PeopleSoft Financial Information system (FIS).

### **FY03 GOALS**

*GOAL 1: Provide high quality ongoing services to residents.*

*GOAL 2: Preserve and expand the supply of permanent affordable housing, supporting socio-economic diversity.*

*GOAL 3: Strengthen and support public education and other learning in Cambridge for the benefit of residents of all ages.*

*GOAL 4: Improve and simplify public access to City services and provide more and better opportunities for the public to participate in governing.*

*GOAL 5: Foster community. Support opportunities for citizens to know each other within their neighborhoods and across the city.*

*GOAL 6: Support neighborhood preservation and enhancement.*

*GOAL 7: Foster creative approaches to traffic, parking and transportation needs of residents and businesses within the context of growing congestion, and the need to improve air quality.*

*GOAL 8: 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, \$972 135; and cherry sheet revenue, \$14 110.

**STATUTORY ANALYSIS.** Salaries and Wages, \$906 345; Other Ordinary Maintenance, \$41 900; and Travel and Training, \$38 000.

ACTUAL FY01	PROJECTED FY02		BUDGET FY03
612 685	641 445	<p style="text-align: center;"><b>CITY CLERK</b></p> <p><b>PURPOSE &amp; OVERVIEW:</b> As charged by statute and ordinance, the City Clerk's Office records, pre-serves and communicates vital information. Its responsibilities in the area of vital statistics encompass providing documents and information regarding the vital statistics of citizens' individual lives and particular business recordations required by statute. The City Clerk's Office also provides records, information and parliamentary assistance to enable the City Council to fulfill its legislative purposes and to fully inform the public regarding City Council actions. In addition, the City Clerk's Office keeps many of the official records of the City and responds to a variety of inquiries from the public.</p> <p><b>FY02 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:</b></p> <p>?? Implemented a new electronic recording and indexing system for marriage intentions and certificates, and increased utilization of computer technology in production of certified copies of all categories of vital records.</p> <p>?? Provided staff support for the Ordinance Committee as it completed a comprehensive citywide downzoning.</p> <p>?? Worked with the City Manager's Office and the MIS Department to increase the amount of information on the City of Cambridge Web site about City Council actions and decisions.</p> <p>?? Began reviewing our archival storage techniques to improve long term storage methods.</p> <p>?? Repaired and rebound record and index books in need of restoration due to age and use.</p> <p>?? Worked with the Cambridge Archives Committee and its consultant on plans for improving record management throughout City departments.</p> <p>?? Participated in City Hall pilot of extended hours on Monday evenings.</p>	686 220

**CITY CLERK**

**PURPOSE & OVERVIEW:** As charged by statute and ordinance, the City Clerk's Office records, pre-

serves and communicates vital information. Its responsibilities in the area of vital statistics encompass providing documents and information regarding the vital statistics of citizens' individual lives and particular business recordations required by statute. The City Clerk's Office also provides records, information and parliamentary assistance to enable the City Council to fulfill its legislative purposes and to fully inform the public regarding City Council actions. In addition, the City Clerk's Office keeps many of the official records of the City and responds to a variety of inquiries from the public.

**FY02 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:**

- ?? Implemented a new electronic recording and indexing system for marriage intentions and certificates, and increased utilization of computer technology in production of certified copies of all categories of vital records.
- ?? Provided staff support for the Ordinance Committee as it completed a comprehensive citywide downzoning.
- ?? Worked with the City Manager's Office and the MIS Department to increase the amount of information on the City of Cambridge Web site about City Council actions and decisions.
- ?? Began reviewing our archival storage techniques to improve long term storage methods.
- ?? Repaired and rebound record and index books in need of restoration due to age and use.
- ?? Worked with the Cambridge Archives Committee and its consultant on plans for improving record management throughout City departments.
- ?? Participated in City Hall pilot of extended hours on Monday evenings.





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**FY03 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.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of records recorded, indexed and certified	37 180	38 547	34 800	34 800
2. Number of licenses issued	2 080	4 000	2 100	2 100
3. Evaluate adequacy of City Clerk long-term storage vaults and investigate possible enhancement	n/a	n/a	10%	100%

*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.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Agenda ready for distribution 72 hours prior to regular City Council meeting	100%	95%	100%	100%
2. Notification of Council actions completed 38 hours after meeting	100%	95%	100%	100%
3. Permanent bound record produced within 12 months after completion of legislative year	50%	75%	50%	75%
4. Update the Municipal Code and distribute updates to subscribers; number of updates	2	2	2	2
5. Eliminate City Council record backlog	0%	30%	10%	10%

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

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
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	4	n/a	5	10

**FINANCING PLAN.** This budget is supported by property taxes, \$544 210; marriage licenses, \$14 500; fees, \$19 400; certified copies, \$88 000; mortgages, \$70; domestic partnerships, \$740; and cherry sheet, \$19 300.

**STATUTORY ANALYSIS.** Salaries and Wages, \$624 740; Other Ordinary Maintenance, \$60 730; and Travel and Training, \$750.

ACTUAL FY01	PROJECTE D FY02		BUDGET FY03
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**LAW DEPARTMENT**

<p>1 475 100 <u>708 847</u> 2 183 947</p>	<p>1 456 835 <u>218 800</u> 1 675 635</p>	<p><b>LEGAL COUNSEL DAMAGES</b></p>	<p>1 525 835 <u>250 000</u> 1 775 835</p>
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**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, one part-time attorney, 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 specialization in response to increasingly complex legal considerations associated with municipal issues.

**FY02 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:**

- Continued representation of the City in all pending and newly filed litigation matters.
- Continued frequent outreach and training to various departments regarding measures to improve risk analysis and control.
- Focused significant resources on analysis, review, and advice relating to: major proposed zoning amendments; cable television license renewal and transfer; large project developments; expiring use buildings; sewer/storm drain reconstruction; truck issues; utility infrastructure issues; and provided legal advice on contracting issues related to all major public construction projects, and advice as to the acquisition and disposition of real estate.

**FY03 GOALS**

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

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of cases referred to outside counsel	4	-	5	-
2. Number of written opinions and City Council Order responses issued	44	-	30	-
3. Number of claims filed against City	240 46	- -	250 50	- -
4. Number of lawsuits filed against City				

■ *GOAL 2: Serve as a resource for other departments by providing training on issues such as civil rights, ethics, conflict of interest, public records, the open meeting law, compliance with financial disclosure laws and zoning laws, when appropriate.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of training sessions conducted	5	7	7	7
2. Number of employees in attendance	46	35	75	50
3. Number of departments affected	17	10	17	10

**FINANCING PLAN.** This budget is supported by \$100 000 in parking funds; \$50 000 in cherry sheet revenue; and \$1 625 835 in property taxes.

**STATUTORY ANALYSIS.** Salaries and Wages, \$1 006 935; Other Ordinary Maintenance, \$509 225; and Travel and Training, \$259 675.

<b>ACTUAL FY01</b>	<b>PROJECTE D FY02</b>	<b>BUDGET FY03</b>
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424 431	516 350	<b>ADMINISTRATION</b>	416 815
291 468	301 245	<b>BUDGET</b>	334 095
1 213 251	1 305 255	<b>PERSONNEL</b>	1 417 465
1 383 908	1 280 410	<b>ASSESSORS</b>	1 390 110
439 530	462 065	<b>PURCHASING</b>	496 520
409 404	456 250	<b>AUDITING</b>	556 865
545 553	548 995	<b>REVENUE</b>	531 625
481 673	414 420	<b>TREASURY</b>	433 310
		<b>MANAGEMENT INFORMATION</b>	
		<b>SYSTEMS</b>	2 523 835
<u>1 844 553</u>	<u>2 201 170</u>		<u>8 100 640</u>
7 033 771	7 486 160		

**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.

**FY02 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:**

- Prepared the FY03 Budget and posted it on the City's Web site to increase public access to this information.
- Received for the 16<sup>th</sup> 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 16<sup>th</sup> consecutive year.
- Implemented an in-house training program to educate end users in PeopleSoft Financials.
- Conducted a \$32.6 million bond sale for the financing of sewer reconstruction, the remainder of the new water treatment facility, street reconstruction, and renovations to the City Hall Annex, City Hall, and the Fieldhouse at CRLS. The City's Aaa bond rating allowed the City to sell these bonds at the low interest rate of 3.91%.



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- Introduced an Adoption Assistance Program.
- Created a new look and feel for the City's Web site, in conjunction with the MIS Department and the Public Information Officer, which improve navigation and usability for Cambridge residents, business, and visitors.
- Piloted a supervisory development training program with the Department of Human Services.
- Increased participation in the tuition assistance program by expanding on tuition advance/forward funding options.
- Assigned each Assistant Buyer specific departments to facilitate timely and efficient processing of requisitions.
- Trained Assistant Buyers on effectively navigating through the State's Contract system, COMPASS, to enable departments to purchase goods and services as needed.
- Upgraded Purchasing's Web site to allow vendors to download bid documents and forms.
- Completed the state required triennial certification of values. Total value increased from \$12 703 137 530 to \$16 837 087 126.
- Implemented parking ticket, water/sewer and excise bill on-line payment capability for Cambridge residents that accepts both checks and credit card payment via the Web.
- Contacted owners of unclaimed checks issued by the City of Cambridge. Worked with taxpayers to prove their ownership. Over \$200 000 in unclaimed checks were returned to rightful owners.
- Modified the billing and collection system to include the Community Preservation Act surcharge.
- Enhanced City's intranet site, Common Ground, to provide employee information, on-line self service capability, and created on-line employee charitable campaign.
- Provided public access to updated FY02 Real Estates Values via the City Web site.



- Provided remote access to City's email system via Web browser capability.
- Developed GIS applications to generate maps and review Congressional Districting from Census 2000.
- Analyzed GIS data from the 2000 US Census to determine new Cambridge voting wards and precincts.
- Provided faster access to GIS maps for City departments and walk-in counter requests.
- Upgraded GIS Web server for improved Internet access to City GIS Web site.
- Creation of demographic atlas depicting US 2000 Census data.
- Successfully upgraded PeopleSoft Financials from version 7.51 to 7.52.

FINANCING PLAN	DETAIL	SUMMARY
<b>TAXES</b>		
Property Tax	(4 164 360)	
Motor Vehicle Tax	4 900 000	
Hotel/Motel Tax	2 570 210	
Penalties & Delinquent Interest	415 000	
		<b>3 720 850</b>
<b>CHARGES FOR SERVICES</b>		
Parking Fund Parking Usage	23 950	
Sewer Service Charges	185 000	
Municipal Lien Certificates	45 000	
Water Fund Transfer	185 000	
		<b>438 950</b>
<b>INTERGOVERNMENTAL</b>		
Cherry Sheet Local Aid Distribution	1 713 335	
Cherry Sheet Loss of Taxes (abatements)	90 920	
Cherry Sheet Loss of Taxes (elderly exempt)	36 585	
		<b>1 840 840</b>
<b>MISCELLANEOUS</b>		
Interest Earnings	2 100 000	
		<b><u>2 100 000</u></b>
		<b>8 100 640</b>

**STATUTORY ANALYSIS.** Salaries and Wages, \$5 767 620; Other Ordinary Maintenance, \$2 079 240; Travel and Training, \$175 980; and Extraordinary Expenditures, \$77 800.

<b>ACTUAL FY01</b>	<b>PROJECTE D FY02</b>	<b>BUDGET FY03</b>
------------------------	--------------------------------	------------------------

261 664  
162 767  
424 431

341 350  
175 000  
516 350

**LEADERSHIP  
INDEPENDENT AUDIT**

226 815  
190 000  
416 815

**PURPOSE & OVERVIEW:** The Administration Division of the Finance Department provides leadership to the operating divisions of the Department, as well as policy direc-

tion for staff and coordination with other City departments, state and federal regulatory agencies. In addition, the annual independent audit of the City's financial records is budgeted in this division. The audit is performed in accordance with generally accepted accounting principles, and assures potential purchasers of the City's notes and bonds of the City's fiscal soundness; the independent auditor also makes recommendations to improve the City's financial management.

**FY03 GOALS**

- *GOAL 1: Replace the existing Financial Information System (FIS), in various stages, with enhanced software and hardware features not available with the current system. While various departments will be responsible for assisting with the implementation of the new FIS system, the Finance/Administration Department will provide comprehensive management to ensure the success of this project.*

PERFORMANCE MEASURES	FY01 ACTUAL	FY02 BUDGET	FY02 PROJECTED	FY03 PROPOSED
1. Percent completion of the system				
a. Budget	15%	100%	25%	75%
b. Revenue & Billing System	0%	50%	25%	75%

- *GOAL 2: Provide professional development and technical training for all employees of the*

*Finance, Administrative, Revenue and Treasury Divisions.*

PERFORMANCE MEASURES	FY01 ACTUAL	FY02 BUDGET	FY02 PROJECTED	FY03 PROPOSED
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1. Number of hours of training for each employee	15	15	10	10
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■ *GOAL 3: Develop Web-based Revenue System for reviewing and paying various bills issued by the Finance Department.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Percent of completion	50%	100%	90%	100%

<b>ACTUAL FY01</b>	<b>PROJECTE D FY02</b>	<b>BUDGET FY03</b>
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291 468

301 245

**BUDGET 334 095**

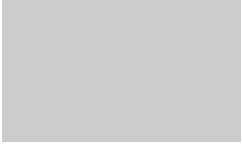
**PURPOSE & OVERVIEW:** The primary responsibility of the Budget Office is to prepare the annual operating and capital budgets for submission by the City Manager to the City Council as required by Chapter 44 of the Massachusetts General Laws. In order to produce a fiscally sound budget for an upcoming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

**FY03 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 FY03 Budget Document through quarterly reviews.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Average number of meetings per department while developing the annual budget	6	9	8	8

- *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.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Date Budget submitted to Council	4-23-01	4-22-02	4-22-02	4-21-03

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

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of transfers processed	793	850	700	700
2. Process City Council appropriations or transfers within 48 hours of notification from the City Clerk	99%	98%	98%	98%

■ *GOAL 5: Coordinate the anticipated sale of General Obligation bonds to finance a wide range*

*of capital projects. As in previous bond sales, staff will work with the City's fiscal advisors and bond counsel to prepare the Official Statement as well as all other required documents including presentations made to credit rating agencies.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Value of bonds issued	\$32.8 M	\$39.9 M	\$32.6 M	\$30.7 M
2. Number of issues	1	1	1	1

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

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of days from submitted budget to transmission on the Web	5	2	2	2

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



<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of training classes	1	n/a	10	10

- *GOAL 8: Identify and review a budget application that is user friendly and will integrate with ease into our overall financial systems structure.*

ACTUAL FY01	PROJECTE D FY02	BUDGET FY03
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851 274	945 775
187 733	202 480
<u>174 244</u>	<u>157 000</u>
1 213 251	1 305 255

ADMINISTRATION	1 043 910
INSURANCE	216 555
EMPLOYEE BENEFITS	<u>157 000</u>
	1 417 465

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

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

**FY03 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	FY01 ACTUAL	FY02 BUDGET	FY02 PROJECTED	FY03 PROPOSED
1. Number of community agencies and organizations contacted regularly to “get the word out” regarding City job opportunities	243	250	240	235
2. Total applicants, all positions	3 270	3 600	3 600	3 600
3. Total job postings	213	175	175	175
4. Track applicants for source of job/position information; percent tracked	80%	95%	95%	95%

■ *GOAL 1: (continued)*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
5. Number of outreach events, such as career fairs, meetings with community groups, civil service exam preparation, in which Personnel representatives participate	14	12	18	18
6. Percentage of new employees successfully completing initial six month employment period	93%	95%	95%	95%

■ *GOAL 2: Assist the City Manager, Affirmative Action Director, and departments with 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.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Provide training sessions city-wide and to specific departments on Personnel policies and procedures	7	8	8	8
2. Number of Cambridge residents submitting applications or résumés (excluding Labor Service)	735	750	750	750
3. Percent of new hires who are Cambridge residents	78%	70%	70%	70%
4. Number of (voluntarily self-identified) people in racially protected groups submitting applications or resumes (excluding Labor Service)	341	375	375	350
5. Number of (voluntarily self-identified) women submitting applications or resumes (excluding Labor Service)	294	325	325	300

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

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Total attendance at all training events (includes internal workshops and external programs paid through Personnel budget)	1 422*	1 000	1 000	1 000
2. Number of attendees at management development workshops and performance management training	417	250	250	250
3. Number of courses offered on improving customer service skills of City employees	n/a	6	6	6
4. Provide and/or participate in providing diversity training events and activities (number of events/activities)	16	12	12	12
5. Number of courses and workshops offered in general skills development, business skills, technical skills, career development opportunities, and health, safety and lifestyles	131*	60	60	60
6. Number of employees receiving tuition assistance or funding for professional conference attendance (funded through Personnel Department account)**	150	85	85	100
* Includes grant-funded ergonomics training				
** 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.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of City collective bargaining agreements open/settled	5/7	0/0	0/1	0/2
2. Number of City collective bargaining agreements unsettled one year after expiration	2	0	0	0
3. Number of City grievances reaching third step	15	40	40	30
4. Number of City grievances resolved by arbitration	3	10	10	8
5. Maintain and modify as needed essential Personnel policy documents. Use Web site and hard-copy distribution methods to ensure access to up-to-date information	90%	100%	100%	100%

- *GOAL 5: Provide high quality comprehensive health insurance plans and other appropriate benefit programs for employees and retirees, at reasonable cost, with changes at, or below the relevant inflation rate; increase participation of Medicare eligible retirees in HMOs.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Percentage of Medicare eligible retirees in HMOs	33%	32%	32%	35%
2. Cost per contract (employees and retirees)	\$4 895	\$5 535	\$5 535	\$6 137

■ *GOAL 5: (continued)*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
3. Codify employees' and retirees' eligibility rules and guidelines for health and life insurance	n/a	25%	25%	75%
4. Provide and/or participate in providing wellness training events and activities (number of events/activities)	4	n/a	4	4

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

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Total new workers' comp claims resulting in time lost from work	15	30	30	30
2. Percentage of workers' comp claimants with earning capacity	30%	30%	30%	30%
3. Total number of unemployment claims filed	139	130	130	139
4. Number of administrative hearings held on unemployment claims disputed by City	n/a	4	8	8
5. Total unemployment claim findings where City's position was upheld	n/a	3	6	6

<b>ACTUAL FY01</b>	<b>PROJECTE D FY02</b>		<b>BUDGET FY03</b>
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**1 383 908**

**1 280 410**

**ASSESSORS**

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.

**FY03 GOALS**

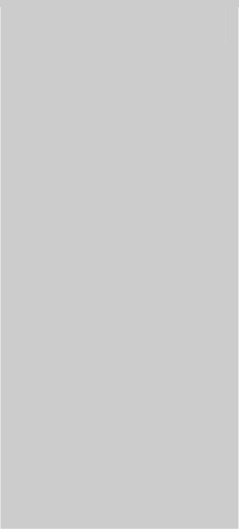
- *GOAL 1: Ensure the accuracy of real property valuation through the routine re-inspection of all houses on an eight-year cycle and the annual inspection of all sale properties, all properties for which building permits have been taken out for renovations and property upgrades, and all abatement application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

**PERFORMANCE MEASURES**

**1 390 110**

**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.

	<b>FY01</b>	<b>FY02</b>	<b>FY02</b>	<b>FY03</b>
<b>PERFORMANCE MEASURES</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>PROPOSED</b>



1. Number of 1, 2 & 3 family houses with attempted inspections	1 640	1 000	1 800	3 000
2. Number of 1, 2 & 3 family houses with interior inspections	167	600	600	700
3. Number of interior apartment building inspections attempted	87	75	200	250
4. Number of interior apartment building inspections accomplished	5	50	20	50
5. Number of condominium unit inspections attempted	876	400	500	500
6. Number of condominium unit inspections accomplished	99	300	300	400
7. Number of commercial buildings inspected	165	150	150	150



■ *GOAL 1: (continued)*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
<b>UNIT COST MEASURES*</b>				
1. Cost per residential inspection	\$ 90	\$135	\$250	\$258
2. Cost per commercial inspection	\$220	\$175	\$150	\$155
* Interior inspections only				

■ *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.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of deeds processed	2 794	3 200	2 800	3 000
2. Number of residential sales verification mailers	1 020	1 200	1 200	1 000
3. Number of commercial sales verification mailers	70	70	40	40
4. Number of apartment building Income & Expense requests mailed	960	1 000	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 FY03.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of existing accounts inspected	551	550	820	500
2. Number of new accounts listed and inspected	235	201	175	170

■ *GOAL 3: (continued)*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
3. Number of personal property accounts surveyed	2 867	2 690	2 741	2 750

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

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of residential applications	450	700	1 800	1 800
2. Number of commercial applications	142	250	200	200
3. Number of Statutory & Residential Exemption applications	715	700	700	700
4. Number of motor vehicle excise applications	2 797	2 500	1 500	1 500
5. Number of personal property applications	181	180	190	200
<b>UNIT COST MEASURE*</b>				
1. Cost per motor vehicle excise abatement	\$35	\$35	\$35	\$36
* Does not include administrative overhead.				

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

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Digitize existing building pictures and build digital photo database	20%	25%	40%	50%

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

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Course/seminar attendance by the residential division staff members	1	14	5	6

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

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Send professionally designed informational brochure to all residential taxpayers	100%	100%	0%	100%

<b>ACTUAL FY01</b>	<b>PROJECTE D FY02</b>	<b>BUDGET FY03</b>
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439 530

462 065

**PURCHASING**

496 520

**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 Office also disposes of surplus property and oversees the Print Shop.

**FY03 GOALS**

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

	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
<b>PERFORMANCE MEASURES</b>				
1. Number of formal bids	85	75	75	75
2. Number of informal bids/quotes	125	100	100	100
3. Number of construction bids	28	30	30	35
4. Number of Request-for-Proposals (RFP's)	26	25	25	30
5. Number of purchase orders issued	13 450	13 500	13 500	14 000

- *GOAL 2: Confirm and issue purchase orders for purchases made independently by departments within 1 day.*

	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
<b>PERFORMANCE MEASURES</b>				
1. Purchase orders issued within 1 day	80%	85%	80%	80%

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

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Purchase orders issued within 2 days	80%	85%	85%	80%

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

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Quotes received within 3 weeks	95%	95%	90%	95%

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

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Timely mailing of notices of bid expiration to affected departments	90%	95%	90%	95%

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

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Documents on Common Ground	90%	100%	100%	100%

<b>ACTUAL FY01</b>	<b>PROJECTE D FY02</b>	<b>BUDGET FY03</b>
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409 404

456 250

**AUDITING**

556 865

**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.

**FY02 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:**

- Prepared City's annual financial statements entirely in-house.
- Implemented the upgrade of PeopleSoft General Ledger and Accounts Payable Financial Information System.
- Assisted in the preparation of the City's Comprehensive Annual Financial Report.
- Continued to teach basic training for other departments in new procedures related to PeopleSoft accounting/billpaying functions.

**FY03 GOALS**

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

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Implement system	0%	75%	80%	100%



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

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Develop policy and procedures manual City-wide	0%	100%	50%	75%
2. Develop “one stop shopping” service for vendor inquiries	0%	100%	50%	75%
3. Implement training program for Accounts Payable personnel in other departments	0%	100%	75%	100%

- *GOAL 3: Provide independent financial oversight for the City’s accounting system so that*

*financial transactions are recorded timely and accurately. Develop indicators to measure unit costs of the Department’s operations. Continue timeliness of postings prepared in one day at 90%.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of accounting adjustments	1 818	3 600	1 600	1 600
2. Percent posted within one day	91%	90%	90%	90%
3. Numbers of purchase orders processed	18 957	27 000	26 000	26 000
4. Percent posted within one day	91%	95%	90%	90%

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

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of invoices processed	57 563	68 000	65 000	65 000
2. Percent posted within one day	72%	70%	70%	70%



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

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of fund statements prepared according to GAAP	14	14	14	14
2. Number of days to prepare Annual Report	215	90	210	180
3. Number of audit findings:				
Total	0	1	0	0
New	0	0	0	0
Cleared	0	0	0	0
4. Number of days to prepare Schedule A	270	90	210	160

- *GOAL 6: Safeguard City contracts, surety bonds and insurance policies. Develop indicators for measuring the number of documents held, requests for documents and the length of time it takes to satisfy the request.*
- *GOAL 7: Conduct internal audits of cash control procedures of City departments and private contractors operating City facilities.*

<b>ACTUAL FY01</b>	<b>PROJECTE D FY02</b>	<b>BUDGET FY03</b>
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545 553

548 995

**REVENUE**      **531 625**

**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 two million bills and notices and processes over \$250 million in receipts. The office files for title accounts and works with the Legal Department to initiate tax title and foreclosure procedures for severely delinquent properties in order to protect the City's legal interests.

**FY03 GOALS**

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

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Percent of real estate levy collected	99%	99%	98%	99%
2. Percent of personal property levy collected	99%	99%	99%	99%
3. Percent of motor vehicle excise tax collected	91%	90%	90%	90%
4. Percent of water/sewer bills collected	99%	97%	99%	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.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
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1. Number of demands issued	2 171	1 700	1 700	1 700
2. Percent of real estate levy collected before demand notices and warrants are issued	98%	97%	97%	97%

■ *GOAL 2: (continued)*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
3. Number of accounts transferred to tax title	348	300	375	375
4. Average dollar value of tax title accounts	\$1938.78	\$2 000	\$2 725	\$2 725
5. Number of land court cases filed	4	40	0	10
6. Number of foreclosures	0	3	3	3

■ *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.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of excise accounts marked at Registry	3 585	3 500	3 500	3 500
2. Amount in severely delinquent (3-7 yrs) motor excise receivables	\$600 364	\$600 000	\$600 000	\$600 000

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

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of municipal lien certificates issued	3 517	3 700	3 500	3 500
2. Percent issued within 10 days	99%	99%	99%	99%

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

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Percent of real estate bills paid through automated clearing house	35%	35%	32%	30%
2. Percent of real estate bills paid via lockbox	48%	48%	45%	43%
3. Percent of real estate bills paid through in-house cashier	17%	17%	23%	22%
4. Percent of real estate bills paid via Web site	0	n/a	0	5%
5. Percent of personal property tax bills paid via lockbox	78%	78%	71%	75%
6. Percent of personal property bills paid via Web site	0	n/a	0	5%
7. Percent of motor excise tax bills paid via lockbox	86%	86%	75%	80%
8. Percent of motor excise tax bills paid via Web site	0	n/a	5%	10%
9. Percent of water/sewer bills paid via lockbox	81%	81%	85%	81%
10. Percent of water/sewer bills paid via Web site	0	n/a	2%	10%
<b>UNIT COST MEASURES</b>				
1. Cost per payment processed by lockbox	\$.128	\$.128	\$.125	\$.125
2. Cost per payment processed by in-house cashier	\$.25	\$.25	\$.17	\$.17
3. Cost per payment processed by Web	0	n/a	\$20	\$3.85

<b>ACTUAL FY01</b>	<b>PROJECTE D FY02</b>	<b>BUDGET FY03</b>
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295 804  
185 869  
481 673

230 925  
183 495  
414 420

**CASH MANAGEMENT**      235 105  
**PAYROLL MANAGEMENT**      198 205  
433 310

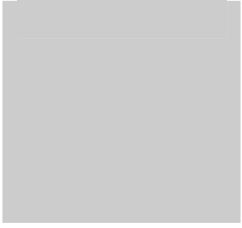
**PURPOSE & OVERVIEW:** The Treasury Division is comprised of two cost centers: Cash Management and Payroll. Cash Management is responsible for all City banking,

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 withholding spending arrangements, 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 over 10 000 W2s and 1099s.

**FY03 GOALS**

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

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of individual loan payments	55	60	42	45
2. Issue payments on time	100%	100%	100%	100%



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

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Percent of bank accounts reconciled within 20 days upon receipt	99%	99%	99%	100%
2. Percent of cash and investment accounts reconciled within 45 days after close of calendar quarter	99%	99%	99%	100%
3. Percent of state grant funds recorded within 60 days of receipt	90%	90%	90%	90%

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

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of 1099's issued	753	800	800	800
2. Percent of vendor files reviewed	99%	99%	99%	99%

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

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of payroll checks issued	160 334	180 500	165 000	165 000
2. Number of W2's issued	5 485	5 500	5 500	5 500



<b>ACTUAL FY01</b>	<b>PROJECTE D FY02</b>		<b>BUDGET FY03</b>
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**FINANCE  
- Management Information Systems**

<b>1 844 553</b>	<b>2 201 170</b>	<b>MANAGEMENT INFORMATION SYSTEMS</b>	<b>2 523 835</b>	<p><b>PURPOSE &amp; OVERVIEW:</b> The Management Information Systems (MIS) Department provides centralized information technology</p> <p>to approximately 925 users working in 42 departments located in 40 municipal buildings. MIS implements and supports enterprise-wide municipal computer applications. The largest of these applications includes the Finance and Payroll systems. Other applications include personnel, customer service, and Geographical Information System (GIS). The Department has directed the installation of a fiber optic network and developed the technology to link hundreds of users with each other, with centralized applications, and with the World Wide Web. MIS also provides project management support for the Citywide implementation of Hansen, a customer work order and infrastructure management system, and is directing the enhancement and deployment of a robust City Web site. The City Web site continues to expand as a tool for residents, employees, business owners and visitors of the City of Cambridge. It provides access to important City resources and information as well as the ability to transact business remotely through the new on-line payment options. Overall, MIS serves as technical consultants and provides desktop, network and systems management services for all City Departments.</p> <p><b>FY03 GOALS</b></p> <ul style="list-style-type: none"> <li>■ <i>GOAL 1: Maintain a high level of computer availability, application development, and user support.</i></li> </ul>		
		<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
		1. Number of user support requests completed	3 850	4 000	4 200	4 500
		2. Complete departmental requests for application changes within agreed time	98%	98%	98%	98%



- *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.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Conduct GIS User Group meetings	n/a	n/a	7	8
2. Conduct GIS Training classes and workshops	0	n/a	2	6
3. Develop interactive GIS Web page	0	n/a	90%	100%
4. 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.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Percent of “uptime” for the City network	99.5%	99.5%	99.8%	99.5%

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

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Provide content management tool for Internet/Intranet	0	n/a	50%	100%
2. Improve navigation and usability of Web site to increase activity on home page	0	n/a	50%	100%

■ *GOAL 4: (continued)*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
3. Add self service features to the Intranet for City departments and employees	0	n/a	1	4

■ *GOAL 5: Expand client/server Windows-based office automation system.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of desktop upgrades	40	10	75	100
2. Number of new PC's installed	120	65	130	50
3. Number of PC training classes conducted in Web use, e-mail and basic network use	15	75	75	75

■ *GOAL 6: PeopleSoft implementation.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Evaluate potential of implementing PeopleSoft budget or other vendor options and timeline to deliver	0	n/a	20%	100%

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

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Implement Water/Sewer and Excise bills	0	n/a	80%	100%
2. Implement Real Estate tax bills	0	n/a	20%	100%



**EMPLOYEE BENEFITS  
- Summary**

ACTUAL FY01	PROJECTED FY02	BUDGET FY03
11 346 574	11 286 450	<b>PENSIONS</b> 10 845 365
920 828	1 506 760	<b>INSURANCE</b> 1 634 355
<u>298 061</u>	<u>580 000</u>	<b>COLLECTIVE BARGAINING</b> <u>840 000</u>
12 565 463	13 373 210	13 319 720

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

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

**SIGNIFICANT BUDGET MODIFICATIONS:** Although the FY03 budget for the Insurance Division is higher than FY02, the total Employee Benefits budget is lower in FY03 due to the following factors: lower pension cost for the Cambridge Health Alliance due to the adoption of a new funding schedule; reduction in Non-Contributory Pension expenses resulting from fewer retirees receiving these benefits; dental benefits being fully budgeted in departmental accounts; and a lower Salary Adjustment budget since most unions have settled and cost-of-living allowances are included in departmental budgets.

**HEALTH COSTS INCREASE.** As can be seen from the chart below, health costs have increased \$7 560 740, or 34.2 % from FY99 to FY03. Of this amount, \$3 418 063, or 13.2%, is attributable to the increase from FY02 projected costs to FY03 budgeted amounts and reflects the increase in health care costs which is currently taking place in the Commonwealth.

	FY99 Actual	FY00 Actual	FY01 Actual	FY02 Budget	FY02 Projected	FY03 Budget	Variance FY99-03
Blue Cross / Medex	15 598 915	15 702 975	17 164 919	19 497 645	19 280 208	21 197 130	5 598 215
HCHP	3 665 405	3 777 595	4 106 867	4 192 750	4 104 391	5 136 670	1 471 265
Tufts	2 571 530	2 418 695	2 306 920	2 609 915	2 593 928	3 062 790	491 260
<b>TOTAL</b>	<b>21 835 850</b>	<b>21 899 265</b>	<b>23 578 706</b>	<b>26 300 310</b>	<b>25 978 527</b>	<b>29 396 590</b>	<b>7 560 740</b>

**PENSION FUNDING SCHEDULE ADOPTED.** The City recently adopted a new funding schedule in accordance with the provisions of Chapter 32, Section 22D of the Massachusetts General Laws which has resulted in a \$631 699 decrease in the FY03 appropriation from the previous year's level. The figures shown in the chart below compare FY02 and FY03 costs and include the reimbursement from the Cambridge Health Alliance for its share of the Pension Fund appropriation, with the total reflecting the amount shown on the funding schedule including the Early Retirement Incentive. An additional \$3 997 992 will be transferred from the Pension Reserve Fund to the Pension Fund to finance the cost of benefits for FY03, \$25 396 743. By adopting the provisions described above, the City is pursuing the most aggressive schedule available to cities and towns.

	<b>FY02</b>	<b>FY03</b>	<b>Variance</b>
City	13 746 065	13 338 160	(407 905)
Cambridge Health Alliance	4 200 500	4 078 685	(121 815)
Schools	2 645 740	2 569 015	(76 725)
Water	488 900	457 275	(31 625)
Cambridge Housing Authority	920 352	916 876	(3 476)
Cambridge Redevelopment Authority	<u>28 893</u>	<u>38 740</u>	<u>9 847</u>
	22 030 450	21 398 751	(631 699)

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

	<b>City Departments</b>	<b>Schools</b>	<b>Water</b>	<b>Cambridge Health Alliance</b>	<b>Employee Benefits</b>	<b>Total</b>
<b>Health Insurance</b>						
Blue Cross/Medex	\$ 10 209 345	\$6 698 135	\$479 375	-	\$3 810 275	\$21 197 130
Harvard Pilgrim	2 477 995	1 625 760	116 355	-	916 560	5 136 670
Tufts	1 472 635	966 165	69 145	-	554 845	3 062 790
<b>TOTAL</b>	<b>\$14 159 975</b>	<b>\$9 290</b>	<b>\$664 875</b>	<b>-</b>	<b>\$5 281</b>	<b>\$29 396</b>

060

680

590



	<b>City Departments</b>	<b>Schools</b>	<b>Water</b>	<b>Cambridge Health Alliance</b>	<b>Employee Benefits</b>	<b>Total</b>
<b>Pensions</b>						
Contributory	\$13 253 160	\$2 569 015	\$457 275	\$4 078 685	\$ 85 000	\$20 443 135
Non-Contributory	-	-	72 045	74 620	1 400 000	1 546 665
<b>TOTAL</b>	<b>\$13 253 160</b>	<b>\$2 569 015</b>	<b>\$529 320</b>	<b>\$4 153 305</b>	<b>\$1 485 000</b>	<b>\$21 989 800</b>

**FINANCING PLAN.** This budget is supported by the following revenues: property taxes, (\$7 060 060); corporation excise tax, \$1 000 000; in-lieu-of-tax payments, \$3 600 000; reimbursement for non-contributory cost-of-living allowances, \$230 000; Cambridge Health Alliance reimbursement, \$4 078 685; Cherry Sheet revenues, \$6 542 095; Claims Trust Fund Transfer, \$3 860 000; hotel/motel tax, \$1 000 000; and parking fund \$69 000.

**STATUTORY ANALYSIS.** Salaries and Wages, \$12 719 100; and Other Ordinary Maintenance, \$600 620.

ACTUAL FY01	PROJECTED FY02		BUDGET FY03	EMPLOYEE BENEFITS - Pensions
4 587 995	4 572 455		4 163 685	<b>PURPOSE &amp; OVERVIEW:</b> The
1 481 264	1 436 680	<b>RETIREMENT FUND</b>	1 400 000	Pensions budget is divided into three
<u>5 277 315</u>	<u>5 277 315</u>	<b>NON-CONTRIBUTORY PENSION</b>	<u>5 281 680</u>	sections: Retirement Fund, Non-
11 346 574	11 286 450	<b>RETIREEES' HEALTH INSURANCE</b>	<u>10 845 365</u>	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.
		<b>RETIREMENT BOARD</b>		
				<b>PURPOSE &amp; OVERVIEW:</b> 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 five 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.

**FY02 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:**

?? Conducted 141 private retirement sessions, 12 group retirement seminars, and 44 business meetings.

?? Processed 95 retirement applications, and added 599 new members to the system.

**RETIREMENT FUND.** In accordance with the provisions of Massachusetts General Law Chapter 32, Section 22, (7) (c), the Commissioner of the Public Employee Retirement Administration Commission has determined that the amount the City of Cambridge will appropriate for contributory pensions in FY03 is \$21 398 751. These funds are included in the departmental budgets.

The breakdown is as follows:

	<b>FY02</b>	<b>FY03</b>	<b>Variance</b>
City	13 746 065	13 338 160	(407 905)
Cambridge Health Alliance	4 200 500	4 078 685	(121 815)
Schools	2 645 740	2 569 015	(76 725)
Water	488 900	457 275	(31 625)
Cambridge Housing Authority	920 352	916 876	(3 476)
Cambridge Redevelopment Authority	<u>28 893</u>	<u>38 740</u>	<u>9 847</u>
	22 030 450	21 398 751	(631 699)

The assets of the Cambridge Retirement System, as of December 31, 2001, were reported at approximately \$478 757 373.

**NON-CONTRIBUTORY PENSION.** There are 78 former employees and spouses of former employees receiving non-contributory pensions.

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

ACTUAL FY01	PROJECTED FY02		BUDGET FY03
(380 466)		<b>BLUE CROSS/SHIELD</b>	
38 200		<b>HARVARD PILGRIM</b>	
724 840	906 140	<b>MEDICARE</b>	933 735
34 008		<b>MEDICARE PAYROLL TAX</b>	100 000
294 911	325 620	<b>LIFE INSURANCE</b>	325 620
20 000	20 000	<b>ACCIDENT INSURANCE</b>	20 000
115 145	200 000	<b>UNEMPLOYMENT COMP.</b>	200 000
55 000	55 000	<b>DISABILITY INSURANCE</b>	55 000
19 190		<b>TUFTS</b>	
<u>920 828</u>	<u>1 506 760</u>		<u>1 634 355</u>

**EMPLOYEE BENEFITS  
- Insurance**

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

in one cost center. The other cost centers provide funds for other types of insurance benefits including Medicare reimbursement, accident and life insurance, and unemployment compensation.

**HEALTH INSURANCE.** The City offers a variety of health maintenance organization (HMO) options including Blue Cross/Blue Shield's Blue Choice and HMO Blue, Harvard Pilgrim Health Plan, Tufts Associated Health Plan, and Aetna/US Health Care. Over 2 700 employees are covered by these plans. The City currently funds 88% of the costs with the remaining 12% paid by the employees.

**MEDICARE.** Medicare, through the Social Security Administration, becomes the primary insurer for our pensioned, eligible employees over 65. For those employees and their spouses, the City reimburses a portion of the premium cost for Part B.

**MEDICARE PAYROLL TAX.** Pursuant to federal law, all employees hired after April 1, 1986 are subject to a 1.45% payroll tax to pay for future Medicare coverage. The City is obligated to match this 1.45% payment. The largest portion of the City's obligation is included in departmental budgets with the amount shown in this cost center supplementing those allotments.

**LIFE INSURANCE.** Over 3 600 employees, both active and retired, are enrolled in basic, term life insurance. The City pays 75% of the premium.



|

**ACCIDENT INSURANCE.** Eligible Police and Fire employees may enroll in a supplemental accident life insurance plan. The plan is 75% paid for by the City.

**UNEMPLOYMENT COMPENSATION.** In Chapter 720 of the Acts of 1977, the Massachusetts Legislature extended unemployment compensation to eligible state and local government employees. The City provides a reimbursement method of payment to the Department of Employment and Training.

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

ACTUAL FY01	PROJECTED FY02		BUDGET FY03
63 817	90 000	<b>SALARY ADJUSTMENT</b>	840 000
<u>234 244</u>	<u>490 000</u>		_____
298 061	580 000		<b>DENTAL PLAN</b>

**EMPLOYEE BENEFITS  
- Collective Bargaining**

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

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

**SALARY ADJUSTMENT.** All estimated cost-of-living-allowances (COLA) for FY03 for unions which have not yet settled are included in this allotment. As of the date of the budget submission, this includes Local 25 Teamsters, Childcare, and Public Works Supervisors unions. The second component of this budget is the pre-paid legal services allotment for all Local 25 employees. It is important to note that the only expenditures made directly against this appropriation are for the pre-paid legal services. The COLA portion of this allotment provides funds for transfers to other departments that are not reflected in the projected FY02 figures but are included in the Budget FY03 amounts. In order to make a direct comparison between FY02 and FY03, it is necessary to compare the original FY02 appropriation of \$1 620 000 with the \$840 000 shown above. This comparison shows a decrease of \$780 000 (\$750 000 for COLA and \$30 000 for legal benefits) that is due primarily to including a larger portion of COLA in departmental budgets.

**DENTAL PLAN.** The FY03 budget has all dental costs allocated to departmental budgets. The total amount budgeted funds dental benefits for all full-time union and non-union employees as well as part-time Local 25 employees who are eligible for benefits.



**GENERAL SERVICES  
- Summary**

ACTUAL FY01	PROJECTE D FY02	BUDGET FY03
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448 131	471 545	<b>TELEPHONE</b>	462 990
230 304	145 985	<b>MAILING</b>	235 090
<u>191 188</u>	<u>251 020</u>	<b>PRINTING</b>	<u>259 450</u>
869 623	868 550		957 530

**PURPOSE & OVERVIEW:**

General Services acts as a centralized point for budgeting the costs of telephone, mailing and printing expenses for all City departments. The Telephone budget

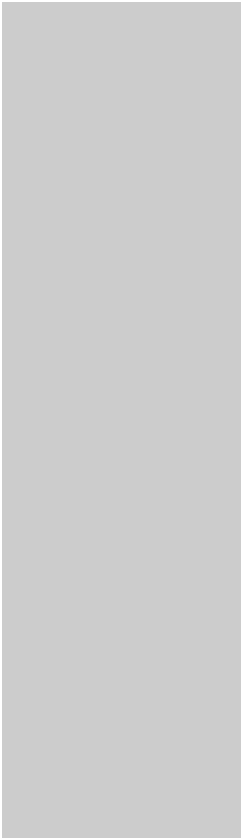
is managed by the Electrical Department; the Printing and Mailing budgets are managed by the Purchasing Department.

**FY02 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:**

- Renegotiated long distance contract resulting in savings of \$66 000.
- Upgraded telephone equipment in the Election Commission, Police Department, Public Works Department and City Clerk’s office.
- Reviewed each piece of equipment in the Print Shop to identify machines that are in need of service or upgrade.
- Created a new reporting system for tracking printing jobs, services and paper for a more meaningful measure of performance.
- Worked towards connecting the Print Shop to the City’s e-mail system so that staff may notify the departments electronically when print jobs are ready for pick-up.

**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 seven City departments which budget for, and reimburse this budget for actual telephone usage. This division continues to work with Verizon and other vendors to improve the quality of service and to maintain or



reduce overall costs.

**FY03 GOALS**

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

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of calls for repair	292	275	275	275
2. Initial response within 24 hours	90%	90%	90%	90%

**MAILING**

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

**FY03 GOALS**

- *GOAL 1: Ensure morning mail to City departments is distributed in a timely manner.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Process mail the same day in which it is received	98%	98%	98%	99%

**PRINTING**

**PURPOSE & OVERVIEW:** The four-person staff is responsible for providing basic printing needs such as binding, collating, duplication and basic graphic services for all City departments. It is also responsible for printing several major City documents including the Annual Budget. The staff also produces numerous pamphlets, forms, and booklets.

**FY03 GOALS**

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

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of orders printed in-house	1 225	1 225	1 225	1 330
2. Number of major documents printed and bound	35	35	35	40
3. Number of envelopes printed	850 000	850 000	850 000	850 000

- *GOAL 2: Educate City departments about the products and services offered by the print shop; some services are free of charge.*
- *GOAL 3: Closely monitor the amount of paper kept in stock to allow for better inventory control.*
- *GOAL 4: Create convenient products for City departments use.*

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

**STATUTORY ANALYSIS.** Salaries and Wages, \$362 600; and Other Ordinary Maintenance, \$594 930.

ACTUAL FY01	PROJECTED FY02		BUDGET FY03
152 092	163 280	<b>POLICY AND ADMINISTRATION</b>	206 715
295 449	298 705	<b>OFFICE OPERATIONS</b>	314 065
48 334	45 040	<b>ANNUAL CENSUS</b>	45 040
8 208	14 050	<b>VOTER REGISTRATION</b>	6 075
61 457		<b>PRIMARY ELECTION</b>	66 710
57 081		<b>GENERAL ELECTION</b>	64 465
	<u>170 995</u>	<b>MUNICIPAL ELECTION</b>	
<u>622 621</u>	692 070		<u>703 070</u>

**ELECTION COMMISSION**

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

istration of Chapter 55 of the Massachusetts General Laws, governing campaign and political finance reporting. In 1991, the Commission was also assigned the task of implementing Chapter 2.117 and 2.118 of the Cambridge Municipal Code, known as the "Ethics Ordinance."

**FY02 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:**

- ?? Achieved certification for City's computerized Proportional Representation (PR) election system, which uses precinct-based optical scanning and computer tabulation software. Certification followed successful conduct of two field tests monitored by Elections Division of the Office of the Secretary of the Commonwealth.
- ?? Conducted unprecedented hand-recount of computerized proportional representation election for School Committee. Ballot replicas were produced and matched to 17 666 ballots. Ballots were then tabulated in exact sequence in which originally counted to conform to statutory requirements. The recount, which extended over 14 days, confirmed results of original count and demonstrated accuracy and efficiency of computerized system.
- ?? Administered 2001 Municipal Election for City Council, School Committee, and Ballot Question (adoption of Community Preservation Act). Voter turnout was 31%, with 17 688 voters out of 56 798 casting ballots in 42 precincts. Ballot tabulation was conducted at the Central Square Senior Center.



?? Implemented enhanced capabilities of PR computer tabulation software to produce unofficial

results for City Council and School Committee on election night for the first time. Results were available by 10:30 p.m. and were distributed as well as being broadcast on municipal cable and posted on the City's Web site.

- ?? Expanded training for wardens and clerks in conjunction with staff from the Commission for Persons with Disabilities. Revised Election Day Handbook to include procedures for ensuring access and non-discriminatory treatment of persons with disabilities at the polls. Conducted similar training and revised training brochure for inspectors.
- ?? Mailed ballot question information prior to election to 40 881 voter households in the city. Included specimen ballots for City Council and School Committee and brochure describing proportional representation elections in Cambridge.
- ?? Promoted voter education through brochure on proportional representation voting in Cambridge municipal elections. Adapted brochure to produce poster-sized displays for City Hall and for polling places for the Municipal Election.
- ?? Increased public awareness of voter registration and Election Day in cooperation with Department of Public Works through signage at subway stations and at locations in all parts of the city. Designed and set up display window at Porter Square Shopping Center with voter registration and election day information, including explanation of proportional representation voting.
- ?? Processed in a timely and efficient manner a total of 12 432 voter registrations and changes to voter status in calendar year 2001. Entered voter history of Municipal Election in Commonwealth's Voter Registration Information System (VRIS).
- ?? Continued to monitor the City's 42 polling places in cooperation with Commission for Persons with Disabilities to ensure compliance with ADA guidelines for accessibility to handicapped voters.
- ?? Continued implementation of joint action plan with Commission for Persons with Disabilities to effect necessary changes, including improved signage directing voters to handicapped entrances to polling places; ensured handicapped parking and barrier-free path of travel from parking to poll area: installed

remedial structures such as doorbells, door handles, and rails for ramps; arranged for pre-election testing of handicapped lifts and elevators.

- ?? Accomplished reprecincting of city with reduction from 42 to 33 precincts. The city's reprecincting submission to the Local Elections District Review Commission (LEDRC) was approved without revision. In cooperation with MIS Department, developed electronic map for posting on City's Web page. Printed maps with new precincts and new legislative districts for public distribution. Planned polling place improvements in staffing, reduced costs, and efficiencies of operation.
- ?? Increased utilization and usefulness of Election Commission Web site by linking to Web site of the Office of the Secretary of the Commonwealth. Enabled voters to determine their ward, precinct, and polling place. Posted voter registration and election information. Posted absentee ballot applications, campaign and political finance reports, specimen ballots, ballot question text, and arguments pro and con. Posted unofficial and official results of election and results of School Committee recount.
- ?? Implemented 2002 annual City census required by State law to maintain accurate voter lists, to provide resident information to the Jury Commission, and to produce the 2002 Street List Book. Strengthened procedures to monitor and improve quality of response from multi-units to achieve goal of reducing number of voters made inactive. Instituted plan to include individual households in multi-unit dwellings in second census mailing to assess efficacy of direct contact with residents.
- ?? Administered City of Cambridge Ethics Ordinance; achieved 100% response to requests for Statements of Financial Interests from City officials who were required to file.
- ?? Administered pre-Election Campaign and Political Finance Reporting for all School Committee candidates and political committees. Conducted review of reports for completeness and accuracy. (City Council candidates filed with State as depository candidates beginning in May 2001, as a result of the city's population exceeding 100 000 according to the 2000 Federal Census.)



**FY03 GOALS**

*GOAL 1: Conduct Year 2002 annual City census required by State law to maintain accurate voter lists and to provide resident information to the Jury Commission. Access the full capabilities of the Commonwealth's computerized Voter Registration Information System (VRIS) to contact residents in individual households; maintain reduced data collection costs through two mailings to individual households; obtain resident information from owners/managers/condo officers of multi-unit dwellings (more than 8 units); explore alternative to exclusive reliance on management of multi-units by sending second mailing directly to residents; reduce percentage of inactive voters; acquire lists of residents from the Cambridge Housing Authority; procure lists of students from local colleges and universities; and produce the annual Street Listing.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of individual households contacted	26 080	26 000	26 080	26 080
2. Number of households in multi-unit dwellings contacted	16 928	18 000	16 928	16 928
3. Number of street list books produced	150	125	125	125
<b>UNITS COST MEASURES*</b>				
1. Cost per individual household				
2. Cost per household in multi-unit dwelling	\$ 0.98 \$ 0.08	\$ 0.95 \$ 0.08	\$ 0.98 \$ 0.08	\$ 0.98 \$ 0.08
3. Cost per street list book	\$35.00	\$38.00	\$38.00	\$38.00

*GOAL 2: Implement the spirit and letter of the Motor Voter Law by extending opportunities to register to vote to eligible residents through: 1) distribution of voter registration information and mail-in affidavit forms to over 70 sites city-wide; 2) voter registration outreach at community events and special occasions; 3) promotion of*

voter registration opportunities through the annual City census; 4) expansion of public awareness through use of City's Web page and citywide signage.

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of Registered Voters	56 566	60 000	56 798	57 281
2. Number of persons eligible to vote	76 480	70 000	76 480	76 480
3. Percentage of eligible persons who are registered	74%	86%	74%	75%
4. Number of sidewalk registrations	195	100	78	100
5. Number of mail-in registrations	12 432	10 000	7 000	10 000
6. Number of census registrations	138	500	500	500
<b>UNIT COST MEASURES</b>				
1. Cost per sidewalk registration	\$1.26	\$3.36	\$4.93	\$2.50
2. Cost per mail-in registration	\$0.36	\$0.36	\$0.36	\$0.36
3. Cost per census registration	\$0.72	\$0.72	\$0.72	\$0.72

*GOAL 3: Conduct State Primary and State General Elections in newly redistricted 33 precincts in accordance with statutory requirements. Use precinct-based optical scanning system and computer technology to tabulate ballots. Improve modem transmission from precincts to increase timeliness of tabulating ballots and reporting election results. Continue to ensure compliance with Americans for Disabilities act in new precincts by auditing them and taking remedial action when necessary. Strengthen and enhance pollworker training in cooperation with Commission for Persons with Disabilities to ensure pollworker sensitivity to voters with disabilities. Utilize media and citywide signage to increase voter turnout.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of state/federal elections	2	0	0	2
2. Cost per state/federal election	\$61 382	0	0	\$66 706

*GOAL 4: Adapt computerized proportional representation system to facilitate recount process and make it less costly and more timely. Develop processes, consistent with statutory requirements, regarding ballot sequencing and preserving path of ballot in recount.*

*GOAL 5: Notify voters in a timely manner prior to 2002 State Primary and State General Elections of changes in polling places due to redistricting conducted in 2001. Make new ward and precinct and legislative district maps available for public distribution.*

*GOAL 6: Expand use of available Web and Internet technology to improve services to voters  
and increase voter awareness of City government; make standard forms available on City's Web site, such as absentee ballot application; post election results.*

**FINANCING PLAN.** This budget is supported by \$2 000 in document sales; \$595 870 in property taxes; \$82 250 in cherry sheet revenue; and \$22 950 in additional voting hours.

**STATUTORY ANALYSIS.** Salaries and Wages, \$481 795; Other Ordinary Maintenance, \$219 005; and Travel and Training, \$2 270.

ACTUAL FY01	PROJECTED FY02		BUDGET FY03	PUBLIC CELEBRATIONS
370 104	375 075	CAMBRIDGE ARTS COUNCIL	434 665	<b>PURPOSE &amp; OVERVIEW:</b> The Cambridge Arts Council (CAC), established by Ordinance in 1974, is the City's Department of Public Celebrations. As outlined in its mission statement, CAC exists to: enhance the lives of the City's citizens through art; stimulate public awareness of and support for the arts;
37 756	26 760	HOLIDAY CELEBRATIONS	38 750	
200 000	200 000	MULTICULTURAL ARTS CENTER	200 000	
		EMPLOYEES' COMMITTEE		
3 200	3 200	ON DIVERSITY	3 200	
	<u>14 810</u>	CITY COUNCIL INAUGURAL		
<u>611 060</u>	619 845		<u>676 615</u>	
<p>preserve and celebrate the diverse cultural heritage of Cambridge; commission art; display art in public places; create artist employment opportunities; identify areas of city life in which the arts are lacking; serve as a liaison between organizations and coordinate services; sponsor festivals, celebrations, conferences and symposia to promote the arts; and develop ways to improve the aesthetic experience of living, working and playing in the city.</p>				
<p>The above mission statement guides the CAC's advisory board, the non-profit board, and staff as CAC initiates, develops and funds its arts programming. The Arts Council's priorities shift based on resources available but primary elements in all art initiatives are: 1) community involvement; 2) collaboration; 3) arts education; and 4) selection of participating artists by art professionals with community input.</p>				
<p><b>FY02 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:</b></p>				
<p>?? Produced a three-day-international conference on the topic <i>Conservation and Maintenance of Contemporary Public Art</i>. With funding from the National Endowment of the Arts, CAC invited participants from five countries and 60 cities in 22 states to converge in Cambridge in October 2001 to discuss relevant issues and share best-case scenarios for various projects. The conference was co-sponsored by the Harvard University Art Museums and the Cambridge Center for Adult Education.</p>				
<p>?? Worked with internationally renowned artist Mags Harries to complete the installation of a multi-faceted public art component for the Walter J. Sullivan Water Purification Facility at Fresh Pond. The project, <i>Drawn Water</i>, included a terrazzo floor design with a map of Cambridge highlighting</p>				

the water systems that support the Fresh Pond Reservoir. Additional features included an exterior water fountain linked to an interior cylinder of water and a series of artist-designed water access covers located throughout the 13 neighborhoods of Cambridge.

- ?? Introduced a public art education initiative for Cambridge youth entitled *Art Among Us* highlighting the process by which artworks are integrated into the City's public art collection. Participating students attended a series of workshops with artists, art conservators, architects and City employees to discuss issues involved in concept design, development and implementation of new Percent for Art projects. Students viewed artist-designed models, received first hand experience working with art conservators to restore existing public artworks and developed their own proposals for Cambridge-based public art projects.
- ?? Worked with artists, art conservators, community groups and other departments to complete five public art projects linked to the One Percent for Art Ordinance. Artworks include a large suspended sculpture by Michael Beatty installed in the atrium of the Fitzgerald School; two brightly colored seating alcoves by Lillian Hsu-Flanders at the Gately Youth Center; a series of construction pavers arranged in traditional quilt patters by Jane Goldman at Sheraton Square; an installation of cement bleachers at the Area 4 Youth Center by John Tagiuri; and, a 28-foot long mural at Paine Park created by Mela Lyman and neighborhood youth that includes images from a variety of world cultures.
- ?? Secured funding through the New England Foundation for the Arts and from the Massachusetts Cultural Council for the Igor Fokin Memorial, created by artist Konstantin Simoun, and dedicated in Brattle Square on September 22, 2001.
- ?? Received the largest number of applications in the history of the Grant Program and funded 35 projects that were recommended by a 15-member community review panel.
- ?? Hosted the 4<sup>th</sup> annual Grant Awards Celebration at Cambridge Rindge and Latin High School to celebrate the grantees and promote the excellent events and programming being presented in Cambridge during 2002 by Cambridge-based artists and cultural organizations.
- ?? Produced the 24<sup>th</sup> Cambridge River Festival in June, an event which provides presentation opportunities for members of the community, school groups, and local and regional artists. The theme *Rhythm &*

*Rhyme* featured performance poetry and provided a thematic tie for the musical stages and other components. CAC collaborated with the Cambridge Rotary Club to repeat the *Chalk on the Walk* street painting event and convened a new Folk Art Advisory committee to guide the Folk & Traditional art component which features dynamic demonstrations highlighting the vibrant culture that grows out of a community where the arts are tightly woven into the educational process and daily life.

**FY03 GOALS**

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

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of applications	78	80	103	100
2. Number of grant awards	28	30	35	35
3. Number of people who benefit	45 000	45 000	45 000	45 000
4. Number of grant-writing workshops and community meetings	17	20	35	35

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

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Estimated attendance	110 000	110 000	110 000	110 000
2. Number of artists presented	370	400	400	400
3. Number of arts organizations participating	47	45	45	45

*GOAL 3: Build community through the arts: produce the Summer in the City (SIC) concerts for*

*children and their families; advocate for Street Performers by enforcing the Street Performers Ordinance; and serve as a liaison amongst artists, organizations, businesses and the community to develop art audiences, art appreciation and employment opportunities for artists.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of SIC and other community arts events produced	15	15	15	18
2. Number of artists presented in all events	97	40	49	50
3. Estimated attendance at community art programs including SIC	61 000*	40 000	10 000	10 000
4. Number of collaborations/meetings with other organizations to promote the arts	56	45	45	45
5. Number of Streets Performer Permits issued	401	400	400	400
6. Number of Monitor Hours	528	700	700	700
* due to millennium celebrations				

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

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of permanent projects completed	2	10	8	5
2. Total number of artworks in the City	125		133	141

collection	135
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*GOAL 4: (continued)*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
3. Number of ongoing permanent projects	11	6	7	7
4. Number of meetings with community representatives	24	25	25	25
5. Number of artworks restored by artist or conservator	3		2	2
6. Total number of artworks receiving consistent maintenance	80	2	97	97
		100		

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

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of temporary art installations	5	5	5	3
2. Number of public art dedications				
3. Number of education workshops and programs	1 20	8 30	7 30	5 30
4. Number of educational resources and materials created	13	20	21	20
5. Number of Web pages prepared and				



maintained	25	25	25	65
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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 FY03.

**FINANCING PLAN.** This budget is supported by \$617 445 in property taxes; \$16 500 in cherry sheet revenue; \$29 170 in state grant; and \$13 500 in street performer permits.

**STATUTORY ANALYSIS.** Salaries and Wages, \$373 120; Other Ordinary Maintenance, \$302 370; and Travel and Training, \$1 125.

ACTUAL FY01	PROJECTED FY02		BUDGET FY03	RESERVE
		<p style="text-align: center;"><b>RESERVE</b></p> <p><b>PURPOSE &amp; OVERVIEW:</b> State law allows each city to establish a fund “to provide for extraordinary or unforeseen expenditures.” For FY03, the City has allocated \$37 500 for this purpose.</p> <p><b>FINANCING PLAN.</b> This budget is fully supported by property taxes.</p> <p><b>STATUTORY ANALYSIS.</b> Other Ordinary Maintenance, \$37 500.</p>	<p><b>37 500</b></p>	



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ACTUAL FY01	PROJECTED FY02		BUDGET FY03	ANIMAL COMMISSION
<p style="text-align: center;">78 414 <u>111 137</u> 189 551</p>	<p style="text-align: center;">81 995 <u>111 725</u> 193 720</p>	<p style="text-align: center;">ADMINISTRATION ANIMAL CONTROL</p>	<p style="text-align: center;">85 790 <u>127 105</u> 212 895</p>	<p><b>PURPOSE &amp; OVERVIEW:</b> The Cambridge Animal Commission, first established by ordinance in 1979, continues to work towards making Cambridge a safe environment for people, domestic pets and other animals. The Animal Commission is dedicated to developing, promoting and maintaining programs related to animal control and welfare. Programs include enforcement, education and rescue services.</p> <p><b>FY02 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:</b></p> <p>?? Presented interactive sessions on “Pet Responsibility” and “Dog Bite Prevention” to various elementary schools in the city.</p> <p>?? Continued participation in the National Night Out Against Crime for the third consecutive year, recognizing that responsible pet ownership can play an important role in crime prevention.</p> <p>?? Collaborated with the Cambridge/Somerville Elder Services to coordinate resources in regards to elderly pet ownership.</p> <p>?? Attended community meetings in conjunction with the Cambridge Police department to discuss neighborhood problems and solutions concerning pets and wildlife.</p> <p>?? Conducted a presentation of Animal control services and functions to the New England Dog Training Club, Cambridge, Massachusetts.</p> <p>?? Participated in the State Rabies vaccination Day, held on the first Saturday of April.</p> <p><b>FY03 GOALS</b></p> <p><i>GOAL 1: Enforce the provisions of the Animal Control Ordinance.</i></p>

# SUMMARY: OPERATING BUDGET (all funds)

<b>FY01 ACTUAL</b>	<b>FY02 PROJECTED</b>	<b>PROGRAM EXPENDITURES</b>	<b>FY03 BUDGET</b>
27 196 219	28 456 120	General Government	29 229 765
65 923 609	70 731 070	Public Safety	73 205 525
47 873 878	58 736 360	Community Maintenance & Development	64 109 250
16 557 724	18 140 395	Human Resource Development	19 061 295
105 521 653	112 952 345	Education	116 562 345
<u>27 269 779</u>	<u>28 225 805</u>	Intergovernmental	<u>29 981 390</u>
290 342 862	317 242 095		332 149 570

<b>FINANCING PLAN</b>	<b>FY03 BUDGET</b>
Taxes	201 268 535
Licenses & Permits	5 665 210
Fines & Forfeits	7 942 590
Charges for Service	50 442 395
Intergovernmental Revenue	57 605 040
Miscellaneous Revenue	<u>9 225 800</u>
	332 149 570

# SUMMARY: GENERAL GOVERNMENT

<b>FY01 ACTUAL</b>	<b>FY02 PROJECTED</b>	<b>PROGRAM EXPENDITURES</b>	<b>FY03 BUDGET</b>
392 418	390 905	Mayor	439 380
1 296 765	1 645 825	Executive	1 334 115
818 315	868 755	City Council	986 245
612 685	641 445	City Clerk	686 220
2 183 947	1 675 635	Law	1 775 835
7 033 771	7 486 160	Finance	8 100 640
12 565 463	13 373 210	Employee Benefits	13 319 720
869 623	868 550	General Services	957 530
622 621	692 070	Election	703 070
611 060	619 845	Public Celebrations	676 615
		Reserve	37 500
<u>189 551</u>	<u>193 720</u>	Animal Commission	<u>212 895</u>
27 196 219	28 456 120		29 229 765

<b>FINANCING PLAN</b>	<b>FY03 BUDGET</b>
Taxes	9 108 815
Licenses & Permits	38 000
Fines & Forfeits	284 800
Charges for Service	620 660
Intergovernmental Revenue	13 216 590
Miscellaneous Revenue	<u>5 960 900</u>
	29 229 765

# SUMMARY: PUBLIC SAFETY

<b>FY01 ACTUAL</b>	<b>FY02 PROJECTED</b>	<b>PROGRAM EXPENDITURES</b>	<b>FY03 BUDGET</b>
25 251 320	26 347 375	Fire	27 188 135
26 720 889	28 797 260	Police	29 768 400
6 260 531	7 261 060	Traffic, Parking & Transportation	7 708 930
69 809	73 080	Police Review & Advisory Board	75 290
1 948 737	2 020 380	Inspectional Services	2 185 795
674 046	642 075	License	677 135
103 349	90 860	Weights & Measures	92 045
2 143 348	2 436 135	Electrical	2 424 770
104 589	113 485	Emergency Management	136 950
<u>2 646 991</u>	<u>2 949 360</u>	Emergency Communications	<u>2 948 075</u>
65 923 609	70 731 070		73 205 525

<b>FINANCING PLAN</b>	<b>FY03 BUDGET</b>
Taxes	50 157 710
Licenses & Permits	5 342 210
Fines & Forfeits	7 301 540
Charges for Service	5 187 595
Intergovernmental Revenue	3 481 365
Miscellaneous Revenue	<u>1 735 105</u>
	73 205 525

# SUMMARY: COMMUNITY MAINTENANCE & DEVELOPMENT

FY01 ACTUAL	FY02 PROJECTED	PROGRAM EXPENDITURES	FY03 BUDGET
19 189 406	20 590 030	Public Works	21 619 100
12 567 540	15 869 365	Water	17 114 245
3 795 376	4 105 190	Community Development	4 504 600
352 635	436 945	Historical	380 495
59 293	41 220	Conservation	79 080
66 997	74 745	Peace Commission	72 735
365 753	707 020	Cable T.V.	854 710
<u>11 476 878</u>	<u>16 911 845</u>	Debt Service	<u>19 484 285</u>
47 873 878	58 736 360		64 109 250

FINANCING PLAN	FY03 BUDGET
Taxes	25 760 585
Licenses & Permits	285 000
Fines & Forfeits	176 250
Charges for Service	26 179 420
Intergovernmental Revenue	10 803 200
Miscellaneous Revenue	<u>904 795</u>
	64 109 250



# SUMMARY: HUMAN RESOURCE DEVELOPMENT

<b>FY01 ACTUAL</b>	<b>FY02 PROJECTED</b>	<b>PROGRAM EXPENDITURES</b>	<b>FY03 BUDGET</b>
4 245 120	4 720 690	Library	4 951 900
11 697 308	12 703 430	Human Services	13 365 205
133 211	143 005	Women's Commission	146 110
134 997	141 395	Human Rights Commission	147 490
<u>347 088</u>	<u>431 875</u>	Veterans	<u>450 590</u>
16 557 724	18 140 395		19 061 295

<b>FINANCING PLAN</b>	<b>FY03 BUDGET</b>
Taxes	15 185 155
Fines & Forfeits	80 000
Charges for Service	2 283 600
Intergovernmental Revenue	<u>1 512 540</u>
	19 061 295

# SUMMARY: INTERGOVERNMENTAL

FY01 ACTUAL	FY02 PROJECTED	PROGRAM EXPENDITURES	FY03 BUDGET
14 194 604	14 139 115	M.W.R.A.	15 718 780
5 477 175	7 488 690	Cherry Sheet Assessments	7 664 610
<u>7 598 000</u>	<u>6 598 000</u>	Cambridge Health Alliance	<u>6 598 000</u>
27 269 779	28 225 805		<u>29 981 390</u>

FINANCING PLAN	FY03 BUDGET
Taxes	13 810 270
Charges for Service	<u>16 171 120</u>
	29 981 390

# SUMMARY: EDUCATION

FY01 ACTUAL	FY02 PROJECTED	PROGRAM EXPENDITURES	FY03 BUDGET
105 521 653	112 952 345	Public School	116 562 345

FINANCING PLAN	FY03 BUDGET
Taxes	87 246 000
Fines & Forfeits	100 000
Intergovernmental Revenue	28 591 345
Miscellaneous Revenue	<u>625 000</u>
	116 562 345

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of dog licenses issued	1 780	1 800	1 800	1 800
2. Citations issued for failure to restrain, dispose, license, display license	304	300	225	300
3. Number of dogs picked up	99	90	84	90
4. Number of dogs impounded	73	70	60	70
5. Number of dogs returned to owner	82	75	66	75
6. Number of dogs adopted	12	18	18	15
<b>UNIT COST MEASURE</b>				
1. Cost per day to kennel an unclaimed dog	\$12.50	\$14.50	\$14.50	\$14.50

*GOAL 2: Respond to citizen concerns about cruelty to animals, barking dogs, loose dogs, dog waste, animal quarantines, injured animals, wildlife-related problems, and feral/stray cat problems.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of calls/inquiries	3 863	4 200	4 200	4 200
2. Number of quarantine in-house inspections	199	275	200	225

*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.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of animals vaccinated	112	165	80	125
2. Number of clinics	1	2	1	2
3. Number of certificates issued	30	70	30	35

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

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of birds picked up and submitted for testing for West Nile Virus.	63	130	100	100

*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.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of animals (dogs, cats, raccoons, skunks, bats, squirrels, other wildlife and exotic pets) transported.	188	220	200	220

**FINANCING PLAN.** This budget is supported by \$7 500, in licensing fees; \$900 from the sale of animals; \$3 300 in fines; \$2 500 in boarding fees; and \$198 695 in property taxes.

**STATUTORY ANALYSIS.** Salaries and Wages, \$200 180; Other Ordinary Maintenance, \$12 595; and Travel and Training, \$120.

ACTUAL FY01	PROJECTE D FY02		BUDGET FY03
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**FIRE DEPARTMENT**

10 507 292	11 022 150	<b>HEADQUARTERS</b>	11 041 540
2 835 933	2 884 860	<b>LAFAYETTE SQUARE</b>	3 086 770
2 925 170	3 008 525	<b>EAST CAMBRIDGE</b>	3 187 580
1 384 192	1 513 595	<b>PORTER SQUARE</b>	1 638 365
1 469 605	1 604 780	<b>INMAN SQUARE</b>	1 650 475
1 543 904	1 615 460	<b>RIVER STREET</b>	1 686 170
2 964 070	3 050 690	<b>SHERMAN STREET</b>	3 241 265
<u>1 621 154</u>	<u>1 647 315</u>	<b>LEXINGTON AVENUE</b>	<u>1 655 970</u>
25 251 320	26 347 375		27 188 135

**PURPOSE & OVERVIEW:** While the ostensible purpose of the Cambridge Fire Department is to prevent and suppress hostile fires, the Department's functions and responsibilities have broadened to meet a wide variety of public safety challenges facing many municipalities today. Charged with protecting the sixth most densely populated City in the country, the Department's

area of operation includes four miles of subway tract, over six miles of riverfront, and more than 100 high-rise buildings and densely constructed wood frame districts. Varied terrain demands varied services; therefore, in addition to fire protection, the Fire Department is trained and equipped to handle emergency medical services, ice, water, and confined-space rescue, and hazardous material incident response. In addition to emergency services, the Department educates the public in fire safety, inspects and enforces fire codes, reviews plans for new construction or major renovations, monitors officer safety, and conducts fire equipment performance tests. The Fire Department's motto is: "Our Family Helping Your Family."

**FY02 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:**

- Maintained the Insurance Service Organization's (ISO) coveted Class I rating for the second consecutive year. The Cambridge Fire Department is one of only 34 departments nationwide to hold this rating.
- Replaced all mobile two-way radios in all Fire Department vehicles. This is the second phase of radio upgrades that will allow a system wide enhancement to the citywide 800mhz trunked radio platform. The new radios operate on a newer software platform than the previous radios that were placed in service in September 1988.
- Replaced Ladder Company 4 with a 2002 Pierce 105 foot rear mount aerial ladder at the Taylor Square station at Garden and Sherman Streets. The present Ladder 4, a 1989 Maxim, will become



| spare Ladder 5.

- Replaced Ladder Company 2 with a 2002 Pierce 95 foot aerial tower at the East Cambridge station. The present Ladder 2, a 1986 Sutphen, has been traded to the manufacturer. This particular vehicle adds significant capabilities for hi-rise building rescue operations.
- Hired 11 new recruit firefighters who attended the 12-week Basic Firefighters Recruit Firefighting program at the Massachusetts Fire Academy in Stow, Massachusetts. These new members are now nationally certified Firefighters I/II.

**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.

**FY03 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.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. First response to fire emergency within four minutes	98%	98%	98%	98%
2. Number of fires	544	-	409*	-
3. Number of structural fires	310	-	91*	-
* As of 3/01/02, projections not made in this category				

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



PERFORMANCE MEASURES	FY01 ACTUAL	FY02 BUDGET	FY02 PROJECTED	FY03 PROPOSE D
1. Respond to requests for emergency medical services within four minutes, 90% of the time	98%	98%	98%	98%
2. Number of EMS service calls	4 706	-	3 228*	-
* As of 3/01/02, projection 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	FY01 ACTUAL	FY02 BUDGET	FY02 PROJECTED	FY03 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	FY01 ACTUAL	FY02 BUDGET	FY02 PROJECTED	FY03 PROPOSE D
1. Respond to hazardous materials emergencies	100%	100%	100%	100%
2. Number of hazardous materials emergencies	455	-	381*	-
3. Number of hazardous materials follow up investigations to	38	-	220*	-

determine cause and responsible parties

\* As of 3/01/02, projections not made in this category

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

PERFORMANCE MEASURES	FY01 ACTUAL	FY02 BUDGET	FY02 PROJECTED	FY03 PROPOSED
1. Number of fire hydrants tested	1 651	1 680	1 655	1 655
2. Number of annual service tests on pumping engines	10	10	11	11
3. Test 100% of fire hoses (in feet)	41 259	42 000	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	FY01 ACTUAL	FY02 BUDGET	FY02 PROJECTED	FY03 PROPOSED
1. Number of state mandated inspections of facilities including hospitals, schools, nursing homes, and theaters	n/a	n/a	304	300
2. License Commission compliance inspections	n/a	n/a	468	450
3. License Commission Task Force inspections	n/a	n/a	250	250

4. Complaint investigations	n/a	n/a	25	25
5. Residential smoke detector compliance inspections (MGL Ch. 148, Sec. 26F)	n/a	n/a	1 000	1 000

■ *GOAL 2: Issue assorted permits.*

PERFORMANCE MEASURES	FY01 ACTUAL	FY02 BUDGET	FY02 PROJECTED	FY03 PROPOSED
1. Annual storage of flammable liquids and gases, # of permits	n/a	400	392	400
2. Installation of fire protection systems (fire alarm systems, sprinkler systems, special suppression systems)	n/a	350	450	400
3. Cutting/welding operations	n/a	350	276	275
4. Miscellaneous permits, i.e. sale of Christmas trees, use of portable heat devices, tar kettles etc.	n/a	50	14	25
5. Storage tank compliance permits including installation, removal and safe operation	n/a	50	35	40

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

PERFORMANCE MEASURES	FY01 ACTUAL	FY02 BUDGET	FY02 PROJECTED	FY03 PROPOSED
1. Major projects and development	n/a	n/a	10	10
2. Renovations and improvements	n/a	n/a	350	350

**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 fire fighter safety by conducting training courses and issuing periodic training bulletins.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Cumulative number of training hours	76 850	79 750	73 700	80 000
2. Number of training hours for uniform personnel	278	290	290	290
3. Number of training bulletins issued	13	30	25	30

### **SARA OFFICE**

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

- *GOAL 1: Conduct hazardous material awareness and operational training for all City personnel who act in a supportive role during a hazmat incident. Conduct annual Hazmat Exercise at The Emergency Operations Center.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of personnel trained	55	90	60	60

2. Number of Hazmat Exercises held	6	6	6	5
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■ *GOAL 2: Conduct fire safety programs for schools, industry, the elderly and as requested.*

PERFORMANCE MEASURES	FY01 ACTUAL	FY02 BUDGET	FY02 PROJECTED	FY03 PROPOSE D
1. Number of fire safety programs held	413	400	400	400
a. Elderly housing residents	n/a	n/a	300	250
b. School students	4 200	4 200	4 500	4 500
c. Industry personnel	n/a	n/a	100	100
2. Total number of individuals attending all classes	6 387	n/a	6 000	6 000

### TECHNICAL SERVICES

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

**FINANCING PLAN.** This plan is supported by \$26 054 135 in property taxes; \$15 000 in fire permits; \$30 000 in fire detail surcharge; \$1 000 in reproduction fees; \$200 000 in rescue unit service; \$863 000 in cherry sheet revenue; \$15 000 in smoke detector inspection fees; and false alarm ordinance, \$10 000.

**STATUTORY ANALYSIS.** Salaries and Wages, \$26 154 895; Other Ordinary Maintenance, \$606 490; Travel and Training, \$331 750; and Extraordinary Expenditures, \$95 000.

**POLICE  
- Summary**

ACTUAL FY01	PROJECTED FY02		BUDGET FY03
2 141 903	2 304 180	<b>LEADERSHIP</b>	2 471 345
18 137 597	19 249 475	<b>UNIFORM DIVISION</b>	19 816 385
3 554 993	3 918 740	<b>CRIMINAL INVESTIGATION</b>	3 723 255
1 255 129	1 398 380	<b>CRIME PREVENTION</b>	1 583 105
<u>1 631 267</u>	<u>1 926 485</u>	<b>SERVICES DIVISION</b>	<u>2 174 310</u>
26 720 889	28 797 260		29 768 400

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

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

**SIGNIFICANT BUDGET MODIFICATIONS:** The large increase in the Salaries and Wages account for FY03 is attributable to cost-of-living allowances for the Police Patrol and Superior Unions for FY01-03 being budgeted for the first time. The contracts were settled during FY02 so that projections for that fiscal year are higher than budgeted by the amount of the contract settlement.

**FY02 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:**

?? As a result of the September 11<sup>th</sup> tragedies, members of the Community Relations Section and the Cambridge Police Department became involved in several initiatives designed to increase awareness and maintain relations with members of the Middle Eastern Community within the city. Part of this awareness included participation with the Greater Boston Civil Rights Coalition and meetings with the Attorney General's Office, as well as members of the various ethnic communities impacted by the events. These meetings continue each month.

?? Worked with the Federal Joint Terrorism Task Force on projects involving the investigation of, response to, and prevention of terrorist attacks.



?? For the second consecutive year, Cambridge recorded an increase (although minimal) in serious crime in 2001. The Crime Index total rose by 26 incidents, a one percent spike when compared

with the 2000 total. This slight increase should be tempered by the fact that the 2001 crime total of 4 416 incidents represents the third lowest index reported in the City since 1965. The Serious Crime Index in Cambridge has not varied from a final count of between 4 350 and 4 450 incidents for five consecutive years.

- ?? While there was a two percent increase in property crime in 2001, the ten percent decrease in violent crime drove the total of Murder, Rape, Robbery and Aggravated Assaults to their lowest combined crime total in forty years. For the first time since 1960, there were fewer than 500 violent crimes recorded during the calendar year.
- ?? Implemented proactive problem solving projects to address the 44% increase in housebreaks. There were 553 breaks in Cambridge in 2001 compared with 384 in 2000. This is the largest annual percentage increase in housebreaks we have recorded in 30 years.
- ?? Utilized the Reverse 911 system very effectively on several occasions. This system provides electronic notification, by telephone, to residents within certain geographical areas providing them with up-to-date information about a respective incident. Interestingly, this system was also used for quality of life applications as well as crime related issues. This system was used to notify the community of neighborhood meetings and street cleaning.
- ?? Issued three community alerts through the Community Relations Section. These alerts are utilized when a significant event occurs in an area of the city that requires an informational notification by the Police Department to respective community members. This is a comprehensive approach to imparting information to the community at large using the quickest methods possible.
- ?? Continued the Rape Aggression Defense Program for residents of Cambridge. This program teaches self-defense techniques to women. The Department, in teaching the program, was able to share the methods whereby women can protect themselves from a sexual assault.
- ?? Awarded 34 community partnership mini-block grants whereby funding was utilized by recognized community groups to hold various events, such as neighborhood clean-ups, beautification projects or a block party.



- ?? Appropriated approximately \$500 000 in grant funds outside the budget process with the community policy grant making up the largest appropriation.
- ?? Coordinated the Department's 10<sup>th</sup> Annual Open House in conjunction with the National Law Enforcement Memorial Week. The weeklong event highlighted exhibits, presentations and demonstrations by various units of the Department. It provides community members and police officers an opportunity to interact in an extremely positive environment that culminates at week's end with a barbecue and police auction.
- ?? Hosted a weekly show on Cambridge Access Cable that focuses on a variety of police related issues including school bus safety, crosswalk safety, sexual offender registration, and crime offender records information.
- ?? Published a number of updated policies and procedures including Shoplifting, Quality Control, Towing Vehicles, Vehicle Inventory, Anthrax, Transporting Prisoners, Hit & Run Investigations, Traffic Accidents, Graffiti and School Resource Officers. In order to achieve accreditation, a police department must comply with 250 mandatory standards and 123 optional standards. This is based on the Commission on Accreditation for Law Enforcement Agencies' (CALEA) 4<sup>th</sup> Edition Standards Manual. To date, the Department has published policies and procedures that fulfill 92 mandatory standards and six optional standards.
- ?? Initiated a new form of training that will utilize the Department e-mail system and Daily Crime Bulletin. This training selects areas that have been the subject of past internal investigations. Once an area has been identified, the corresponding rule, regulation, policy or procedure is forwarded by e-mail to all personnel. The selected topic is also printed in the Daily Crime Bulletin. The purpose of this training is to bring awareness to all personnel as to what their obligations are with respect to Department Rules and Regulations. This training is designed to work hand in hand with field inspections. The benefits to this type of training is that it is ongoing and year round. The topics covered to date are general obligations, use of force, PR24 control device and the detail policy. Some of the future training will be rank specific and include duties by assignment.

- ?? Received by Sergeant Joseph Wilson an award for his efforts in the Neighborhood Sergeants Program. The Massachusetts Crime Watch Commission presented Sergeant Wilson for his contribution for helping to coordinate two crime watch groups in his neighborhood during the year.
- ?? Implemented a database for recording the racial and gender profiles of all motorists involved in a traffic stop as required by state mandate. The department continued its involvement in collecting Racial Profiling data by joining the Attorney General's working Group on Racial Profiling. This initiative was in response to a desire of the community members and some police departments to coordinate the design of informal statewide data collection protocols for police departments interested in collecting information beyond the requirements of state law. Members of the community relations section and patrol division participated in assessment sessions with high school students that were designed to promote dialog and identify issues. The results of these sessions were discussed at a November meeting with members of the community. Further initiatives that will address the variety of issues are being developed.
- ?? The reporting of use of force incidents continued at an increased level from past years. During 2001, 97 use of force incidents were logged in the Quality Control Section. These reports are reviewed for completeness, substance and compliance to the Department's Use of Force Policy. This section also tracks the data contained in the use of force reports in an effort to determine any abnormalities in officer performance, which officers are using force and under what circumstances, who they are using the force against, and what areas of the city these incidents occur. Progress reports are supplied monthly to the Commissioner.
- ?? Installed a digital fingerprint Live Scan Unit in the booking room, allowing for quick identification of prisoners via fingerprints 24 hours a day, seven days per week. The system works by electronically transmitting an arrestee fingerprints to the FBI via the MA State Police. The turnaround time from the FBI and State Police to identify a fingerprint in their database is approximately 5 minutes. The Live Scan Unit will solve identification problems 98 percent of the time when prisoners arrested provide false data at booking or no data at all.
- ?? Completed in-service training of 40 hours by all sworn officers during three separate sessions. Required courses in the use of force, OC spray, PR24 and other relevant issues were covered. Other training of significance was 12 days of orientation training for the four new officers hired, as well as numerous specialized training conducted throughout the year to other officers and detectives.

- ?? Completed in-service training for all sworn personnel in compliance with Massachusetts Criminal Justice Training Council standards in three phases during the year. The sessions included two classroom days and one day at the firing range. Classroom training included commercial vehicle enforcement, criminal law update, drug issues, survival tactics, communication strategies, crime prevention issues, domestic violence/child/elder abuse, traffic stops and racial profiling.
- ?? Received specialized training for eight officers of the Special Response Team in basic SWAT, as well as Special Response Team training once each month with tactics using simunitions or firearms, and sniper training. Additionally, the Tactical Patrol Force conducted three training sessions in an effort to maintain the readiness of the unit. The training for both units assures the teams are prepared to address crowd control and large disturbances.
- ?? In response to neighborhood concerns about flagrant and persistent drug dealing in the Inman-Harrington neighborhood, Special Investigation Unit officers made a concentrated and comprehensive effort to alleviate the problem. Special Investigation Unit officers met with elected officials from both Cambridge and Somerville, as well as residents and business owners in the affected area. A coordinated strategy was developed. With an exemplary degree of help and cooperation from the community, officers were able to make 21 arrests, and seize significant amounts of crack cocaine and marijuana.
- ?? Arrested three subjects engaged in a conspiracy to illegally sell guns in Cambridge, through a joint investigation with the Bureau of Alcohol, Tobacco and Firearms. Over 50 firearms were seized.
- ?? A long-term investigation resulted in eight arrests of individuals charged with selling heroin in Inman Square.
- ?? The Special Investigation Unit seized over \$12 000 in property from drug dealers, along with three firearms, 511 bags of heroin, 385 bags of cocaine, and 425 bags of marijuana.
- ?? Apprehended two subjects from the Cambridge Police Department's Most Wanted List.
- ?? Participated in 16 joint warrant service operations with both the Massachusetts State Police and Boston Police. Warrant Apprehension Unit cleared 185 felony warrants.

- ?? Planned, coordinated and carried out 30 dignitary protection details, working with both federal and state agencies to ensure the safety and security of various heads of state and other governmental officials who visited Cambridge in 2001.
- ?? Brought forward for prosecution 65 percent of domestic violence cases handled by the Investigation Section.
- ?? Investigated a corporate larceny scheme that resulted in the arrest of the offender and recovery of over \$65 000 in negotiable instruments.
- ?? Cleared out all firearms from the property room not held as evidence by having owners make arrangements to transfer ownership or pay a storage fee to have their firearm stored at a state bonded firearms storage facility. No firearm, unless held as evidence, is kept longer than 30 days. The property clerks, in collaboration with the Special Investigations Unit and the District Attorney's Asset Forfeiture Unit, continue working on clearing old drug cases that resulted in the forfeiture of over \$13 000.

<b>FINANCING PLAN</b>	<b>DETAIL</b>	<b>SUMMARY</b>
<b>TAXES</b>	21 405 390	<b>21 405 390</b>
<b>LICENSES &amp; PERMITS</b>		
firearm ID Cards	400	
revolver permits	1 000	
street meters	90 000	
Sunday Permits	500	<b>91 900</b>
<b>FINES &amp; FORFEITS</b>		
parking fines	2 013 285	
moving violations	450 000	
false alarms	90 000	
bicycle fines	4 000	<b>2 557 285</b>
<b>CHARGES FOR SERVICE</b>		
parking fund	1 439 760	
police services	12 000	
agency fees	10 000	
detail surcharge	400 000	
towing surcharge	75 000	<b>1 936 760</b>
<b>INTERGOVERNMENTAL REVENUE</b>		
cherry sheet	1 365 065	
career incentive	910 000	<b>2 275 065</b>
<b>MISCELLANEOUS</b>		
restitution	2 000	
free cash	1 500 000	<b><u>1 502 000</u></b>
		<b>29 768 400</b>

**STATUTORY ANALYSIS.** Salaries and Wages, \$28 491 550; Other Ordinary Maintenance, \$824 850; Travel and Training, \$161 500; and Extraordinary Expenditures, \$290 500.

**POLICE  
- Leadership**

ACTUAL FY01	PROJECTED FY02		BUDGET FY03
926 858	910 145	<b>COMMISSIONER'S OFFICE</b>	<b>894 810</b>
607 909	665 985	<b>PLANNING &amp; ANALYSIS</b>	<b>823 940</b>
350 368	450 105	<b>INSPECTIONAL SERVICES</b>	<b>446 460</b>
<u>256 768</u>	<u>277 945</u>	<b>DETAIL OFFICE</b>	<u><b>306 135</b></u>
<b>2 141 903</b>	<b>2 304 180</b>		<b>2 471 345</b>

The duties and responsibilities of the Office of the Commissioner consist of a number of tasks relative to the effective operation of the Department. Planning and Analysis has overall responsibility for the numerous functions related to data

analysis, crime analysis, management information systems, grants administration, and policy/procedure development. The investigation of citizen complaints about the conduct of police officers and the conduction of staff investigations remain the primary responsibilities of the Quality Control Section. The Detail Office has the responsibility of administering all police details (officers hired for off-duty time to provide security, public safety and traffic control for private companies, public gatherings, labor strikes and construction sites).

**FY03 GOALS**

*GOAL 1: Disseminate information to the community and throughout the Police Department on a timely basis, including publishing a Department newsletter and quarterly reports on crime city-wide as well as by neighborhood. A Neighborhood Crime Report is comprised of statistics for the City's 13 neighborhoods. The focus of the report is on the five target crimes the Crime Analysis Unit monitors to establish thresholds and to forecast potential crime trends. At six-month intervals, the Unit publishes the Business District Crime Report showing the same type of crime breakdown for the commercial areas of the city.*

PERFORMANCE MEASURES	FY01 ACTUAL	FY02 BUDGET	FY02 PROJECTED	FY03 PROPOSED
1. Number of crime bulletins distributed to sworn personnel	244	225	254	230
2. Number of quarterly crime, neighborhoods and business district reports published and distributed	4	4	4	4

*GOAL 1: (continued)*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
3. Number of crime analysis email/handout briefings	3	12	12	12
4. Number of Department newsletters published and distributed to community	4	4	4	4
5. Conduct media information briefings	2	2	4	2
6. Number of weekly cable programs on public safety	49	48	48	48
7. Write and produce public service announcements for Cable TV	6	5	6	5

*GOAL 2: Continuously assess the level of service provided by the members of the Department*

*to the citizens of the community. These assessments will be undertaken using reactive, proactive and co-active strategies. With the results, the Department will identify deficiencies in policies and procedures, identify training needs, and work to improve the trust and confidence in the relationship between the Police and the community.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of administrative audits conducted by staff	6	6	4	6
2. Complete “quality of service” assessment forms – incident reports	520	250	250	250
3. Complete “quality of service” assessment forms – m/v stops	250	350	350	350
4. Conduct field inspection audits	40	40	40	40



*GOAL 3: The Cambridge Police Department is seeking to attain accreditation. A number of updated policies and procedures were published including Shoplifting, Quality Control, Towing Vehicles, Vehicle Inventory, Graffiti, Traffic Accidents, Hit & Run Investigations, School Resource Officers, Transporting Prisoners Requiring Hospitalization, and Anthrax. In order to achieve accreditation, a police department must comply with 250 mandatory standards and 123 optional standards. This is based on the Commission on Accreditation for Law Enforcement Agencies (CALEA) 4<sup>th</sup> Edition Standards Manual.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of mandatory policies published	16	n/a	22	10
2. Number of optional policies published	3	n/a	3	2
3. Total number of mandatory policies published to date	70	n/a	92	102
4. Total number of optional policies published to date	3	n/a	6	8

**POLICE  
- Uniform Division**

<b>ACTUAL FY01</b>	<b>PROJECTED FY02</b>		<b>BUDGET FY03</b>
4 331 242	4 651 265	<b>DAY OPERATIONS</b>	4 874 575
11 772 296	12 335 175	<b>NIGHT OPERATIONS</b>	12 647 805
1 575 700	1 734 145	<b>TRAFFIC</b>	1 760 085
110 868	133 500	<b>COMMUNICATIONS</b>	123 500
<u>347 491</u>	<u>395 390</u>	<b>SCHOOL CROSSING</b>	<u>410 420</u>
<b>18 137 597</b>	<b>19 249 475</b>		<b>19 816 385</b>

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 Uniform Division is divided into Day Patrol and Night Patrol sections. The Selective Enforcement/Traffic Unit performs specific assignments relating to truck restrictions, traffic and parking enforcement. Traffic Supervisors are responsible for the safety of school children at various intersections and locations throughout the City.

**FY03 GOALS**

*GOAL 1: Provide law enforcement and public safety services to the citizens of Cambridge.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02* PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of Part One incidents reported	4 473	-	3 268	-
2. Number of violent crime incidents reported	540	-	349	-
3. Number of property crime incidents reported	3 933	-	2 948	-
4. Total number of arrests	2 357	-	1 412	-
5. Number of arrests for felonies	452	-	328	-
6. Number of arrests for misdemeanors	1 865	-	1 084	-
7. Number of moving vehicle citations issued	26 510	-	18 524	-
8. Number of parking tickets issued	42 672	-	26 225	-



GOAL 1: (continued)

PERFORMANCE MEASURES	FY01 ACTUAL	FY02 BUDGET	FY02* PROJECTED	FY03 PROPOSED
9. Number of bicycle citations	1 179	-	732	-
* Actual numbers as of April 1, 2002				

GOAL 2: Increase pedestrian, bicycle and driver safety awareness and reduce motor vehicle accidents by enforcing vehicle code violations and identification of high accident areas.

PERFORMANCE MEASURES	FY01 ACTUAL	FY02 BUDGET	FY02 PROJECTED	FY03 PROPOSED
1. Number of assignments for deployment of units for the enforcement of truck restrictions	9 097	4 200	5 640	9 100
2. Number of selective traffic enforcement assignments citywide	7 425	4 200	7 050	8 000
3. Number of trucks inspected for compliance with commercial regulations	594	480	210	600
4. Number of assignments for deployment of units for the enforcement of cross-walk violations	n/a	1 800	1 000	1 800
5. Number of selective bicycle enforcement assignments	1 175	1 500	1 500	1 500

GOAL 3: Develop and prioritize new patrol and investigative strategies to address the crimes of larcenies from motor vehicles, larcenies from buildings, larcenies from persons, and drinking in public and nuisance behavior.

**POLICE  
- Criminal Investigation**

<b>ACTUAL FY01</b>	<b>PROJECTED FY02</b>	<b>BUDGET FY03</b>
239 266	220 765	<b>ADMINISTRATION</b> 245 620
1 100 853	1 236 905	<b>NARCOTICS AND VICE</b> 1 058 530
<u>2 214 874</u>	<u>2 461 070</u>	<b>GENERAL ASSIGNMENT</b> <u>2 419 105</u>
3 554 993	3 918 740	3 723 255

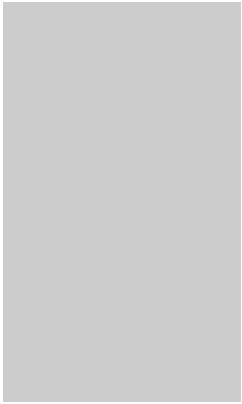
Criminal Investigation includes all investigatory functions of the Department. The Special Investigations Unit (Narcotics/Vice) is responsible for conducting investigations into violations of Controlled

Substance laws as well as prostitution and gambling offenses. General Assignment detectives investigate all serious crimes committed within the City including rape, robbery, aggravated assault, burglary and felony larceny.

**FY03 GOALS**

*GOAL 1: Investigate, follow-up, and clear (through arrest, etc.) all violent crimes reported to the Police Department.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of felony warrants cleared by apprehension and arrest	211	250	200	250
2. Percentage of domestic violence case investigations pursued in court	68%	65%	65%	65%
3. Increase the clearance rate of street robberies	13.2%	15%	28%	15%



*GOAL 2: Improve communication between the community and the Police Department in order*

*to become effective allies in the campaign against drug abuse. Through regular monthly contacts with elected officials, community leaders and neighborhood residents, exchange information regarding current problems related to drug usage and the means to be used to ensure neighborhood integrity against drug dealers.*

GOAL 3: Continue the integrated response system to domestic violence and Department-wide

*training. Continue input of domestic violence incidents into a database which allows for the analysis of such occurrences. Work with a coalition of other City departments and non-profit agencies to implement a community grassroots domestic violence prevention and education effort. Develop and conduct specialized training regarding same sex domestic violence, family related domestic violence, and elderly abuse domestic violence.*

GOAL 4: Continue to re-examine “cold cases” unresolved by the criminal justice system because the perpetrator has not been identified or apprehended. Determinations about re-opening cases are made in concert with other law enforcement agencies such as prosecutors and state and federal police. Cases are reviewed and selected for further investigation based on the existence of workable evidence and potential leads, and the practical likelihood of a successful resolution.

**POLICE  
- Crime Prevention**

ACTUAL FY01	PROJECTED FY02	BUDGET FY03
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920 879	1 019 915	
<u>334 250</u>	<u>378 465</u>	
1 255 129	1 398 380	

**COMMUNITY RELATIONS  
YOUTH**

**996 010  
587 095  
1 583 105**

The function of the Community Relations Section is to elicit the community's participation in identifying problems and solutions. These partnerships are formed by

establishing liaisons with formal community organizations and other community groups, by improving the Department's practices that relate to police community relations, by conveying information transmitted from citizens' organizations to the Department, by community outreach, and by establishing community groups where none existed. The Cambridge Police Department is committed to the concept of reducing crime through pro-active crime prevention programs.

**FY03 GOALS**

*GOAL 1: Introduce, expand or 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.*

PERFORMANCE MEASURES	FY01 ACTUAL	FY02 BUDGET	FY02 PROJECTED	FY03 PROPOSED
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1. Number of neighborhood meetings scheduled	33	33	33	26*
2. Number of community policing neighborhood problem solving projects	23	20	20	20
3. Number of citizen police academies	2	2	2	5
4. Number of community policing neighborhood grants awarded	35	40	40	40
5. Number of youth athletic leagues	5	5	5	5
* Two per neighborhood per year is budgeted				





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*GOAL 2: Provide education in crime prevention techniques to all segments of the population. Conduct a Rape Aggression Defense (RAD) program providing self-defense lectures and techniques to women throughout the city.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of business surveys conducted	138	75	75	75
2. Number of residential surveys conducted	50	50	50	50
3. Number of women receiving Rape Aggression Defense (RAD) training	153	100	100	100
4. Number of schools that will benefit from School Resource Officer programs	15	15	15	15

**POLICE  
- Services Division**

<b>ACTUAL FY01</b>	<b>PROJECTED FY02</b>		<b>BUDGET FY03</b>
187 845	148 625	<b>ADMINISTRATION</b>	<b>136 715</b>
129 519	155 425	<b>TRAINING</b>	<b>252 670</b>
112 461	117 730	<b>PROPERTY MANAGEMENT</b>	<b>123 395</b>
226 102	267 845	<b>RECORDS</b>	<b>303 270</b>
248 607	289 715	<b>PROSECUTIONS</b>	<b>294 055</b>
73 373	38 000	<b>SUPPORT SERVICES</b>	<b>37 750</b>
125 320	137 920	<b>IDENTIFICATION</b>	<b>152 030</b>
402 448	606 225	<b>VEHICLE MAINTENANCE</b>	<b>707 425</b>
<u>125 592</u>	<u>165 000</u>	<b>ENERGY</b>	<u><b>167 000</b></u>
<b>1 631 267</b>	<b>1 926 485</b>		<b>2 174 310</b>

Administration staff process and coordinate departmental support services to all units and sections within the Police Department. Support services include training, property management, recordkeeping, court prosecution, identification, and vehicle maintenance.

**FY03 GOALS**

*GOAL 1: Continue to enhance and improve the type and quality of in-service training conducted annually for all sworn personnel of the Police Department. In accordance with Massachusetts General Laws, all police officers must attend 40 hours of in-service training annually. Mandated topics include firearms certification, CPR and first responder training. Firearms training for all personnel will include live firing at an outdoor range and simulated firing. The simulated firing consists of computer assisted judgment shooting scenarios utilizing tactical decision making and scenario based interactive training utilizing non-lethal Simunition ammunition, inert OC spray and control devices.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of training bulletins issued	36	36	36	36
2. Number of officers attending live firearms training	252	270	254	270
3. Number of officers attending simulated firearms training	268	270	270	270
4. Number of civilian personnel attending customer service training	33	33	33	33



**TRAFFIC, PARKING  
& TRANSPORTATION  
- Summary**

ACTUAL FY01	PROJECTE D FY02	BUDGET FY03
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1 213 382	1 501 795	<b>TRAFFIC CONTROL</b>	1 464 830
4 582 078	5 174 515	<b>PARKING CONTROL</b>	5 513 845
<u>465 071</u>	<u>584 750</u>	<b>SUPPORTING SERVICES</b>	<u>730 255</u>
6 260 531	7 261 060		7 708 930

**PURPOSE & OVERVIEW:** The Traffic, Parking and Transportation Department is responsible for managing the public right-of-ways for safe vehicular and non-vehicular use; for allocating curb space through

regulation, curb uses and for enforcing and adjudicating these regulations. The Department's overall goals are: to increase public safety; to support the needs of residents, businesses, institutions and other City departments; to enhance customer service; and to increase efficiency of Departmental operations and procedures. 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 Traffic Budget Other Ordinary Maintenance Account has increased by \$89 500 to cover increased costs associated with gas, electricity, and advertising, the purchase of two-way radios, and Web site activity. The Salary and Wages Account (overtime) has increased \$100 000 to better reflect past years' expenditure history. The Extraordinary Expenditures Account has increased \$35 000 to allow for the replacement purchase of 2 vehicles per year.

**FY02 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:**

- Completed the last phase of the conversion of the City's signal system to the current state-of-the-art closed loop signal system. This system has improved flexibility for the timing of signal operations and the ability to track problems from the central computer in the department's office.
- Received funding for and completed implementation of the first phase of converting traffic signals to LED, which extends the life of the bulbs and reduces energy costs.



- Successfully renewed resident permits for FY02.

- Installed 118 new electronic parking meters in the eastern half of the City. This provides short term parking for visitors and customers in areas where new commercial development is occurring.
- Continued to mark the crosswalks in the squares and the school markings in thermoplastic. All of the remaining crosswalks in the city have been converted to thermoplastic excluding streets scheduled for reconstruction. This initiative took months of nighttime work throughout the summer. The City's crosswalks are now in excellent condition and ongoing work can be focused on a third of the city each year.
- Installed school flashers at seven more schools, bringing flashers to all the public and private schools in the city.
- Increased parking rates at the two City garages (Green Street & First Street) to reflect increases in the marketplace and the need to fund maintenance in the facilities.
- Reviewed and certified traffic studies for 11 large projects requiring a special permit from the Planning Board. Secured the construction of nine mitigation measures required of large developers in their special permits. Measures included: new signal and bike lanes at Hampshire Street & Broadway; a curb extension at Portland Street & Washington Street; curb extension at Broadway & Galileo Galilei Way; bike lanes on Binney Street; a pedestrian crossing at Binney Street & Sixth Street; a lighted crosswalk on Binney Street; left turn signals and LEDs at Third Street & Binney Street; a raised crossing and curb extension at Green Street & Magazine Street; a curb extension and street and sidewalk repairs on Mt. Auburn Street.
- Continued participation in the Regional Truck Study Committee as the focus moved from the study and recommendations phase into the implementation phase.
- Evaluated the "Volpe" crossing on Broadway to determine strengths and weaknesses and identify further enhancements.
- Initiated the development of a Citywide geographic information system for the department's off-street parking inventories.

**FINANCING PLAN:** This budget is supported by \$157 500 in street meters; \$4 734 255 in fines; \$2 599 070 in parking usage; \$168 105 in interest earnings; and \$50 000 in private donations.

**STATUTORY ANALYSIS.** Salaries and Wages, \$4 759 890; Other Ordinary Maintenance, \$2 854 640; Travel and Training, \$19 400; and Extraordinary Expenditures, \$75 000.



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

ACTUAL FY01	PROJECTE D FY02	BUDGET FY03
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230 647	419 670	<b>TRAFFIC SIGNAL MAINTENANCE</b> <b>TRAFFIC ENGINEERING</b> <b>PAVEMENT MARKINGS/ SIGN POSTING</b>	407 790
369 205	438 865		417 280
<u>613 530</u>	<u>643 260</u>		<u>639 760</u>
1 213 382	1 501 795		<b>1 464 830</b>

**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 the City's state-of-the-art computerized traffic signal system. The system covers 201 locations, 135 signalized intersections and 66 warning and school zone flashers. In addition, the division works with other departments to target areas for traffic calming and to evaluate transportation infrastructure construction plans and planning projects.

**FY03 GOALS**

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

PERFORMANCE MEASURES	FY01 ACTUAL	FY02 BUDGET	FY02 PROJECTED	FY03 PROPOSED
1. Number of lenses converted to LED	0	n/a	150	700
2. Number of intersections adjusted to enhance pedestrian crossing	6	n/a	17	5

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

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSE D</b>
1. Number of street obstruction and street closing permits issued	4 536	n/a	4 800	4 800

■ *GOAL 3: Improve street safety by installing and replacing reflective pavement markings for crosswalks, centerlines and parking stalls. Increase the visibility and reflectivity of all painted pavement markings by changing to durable, highly reflective Thermoplastic or Inlay material.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSE D</b>
1. Total number of existing painted standard parallel crosswalks	650	570	570	50
2. Total number of existing painted Zebra/International type crosswalks	222	222	222	44
3. Total number of existing Thermoplastic/Inlay Tape standard type crosswalks	310	390	860	937
4. Total number of existing Thermoplastic/Inlay Tape/Zebra/international type crosswalks	450	480	682	699
5. Total number of new Thermoplastic/Inlay Tape standard type crosswalks	10	50	50	10
6. Total number of new Thermoplastic/Inlay Tape Zebra/International type crosswalks	52	65	65	10

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

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSE D</b>
1. Total existing number of linear feet of edge line in paint, Thermoplastic, or Inlay Tape	20 000	46 000	46 000	46 000
2. Total new number of linear feet of edge line in paint, Thermoplastic, or Inlay Tape	15 000	75 000	75 000	75 000
3. Total existing number of linear feet of bike lane in paint, Thermoplastic, or Inlay Tape	390 000	59 000	59 000	59 000
4. Total new number of linear feet of bike lane edge line in paint, Thermoplastic, or Inlay Tape	10 000	20 000	20 000	20 000

- *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.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSE D</b>
1. Total number of completed site investigations conducted by the Traffic Division	198	225	225	225
2. Total number of completed minor traffic studies	30	35	35	10

3. Total number of traffic regulatory signs replaced or installed	1 654	1 700	1 700	1 700
4. Total number of street name signs replaced	313	250	250	100

■ *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.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of large project traffic studies reviewed for projects seeking Planning Board permits	8	10	10	5

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

ACTUAL FY01	PROJECTE D FY02		BUDGET FY03
<p>1 684 465 548 426 509 556 <u>1 839 631</u> 4 582 078</p>	<p>1 870 520 551 310 789 350 <u>1 963 335</u> 5 174 515</p>	<p align="center"><b>PARKING SERVICES</b> <b>PARKING METER MAINTENANCE</b> <b>OFF STREET PARKING</b> <b>PARKING ENFORCEMENT</b></p>	<p align="right">1 904 990 582 425 787 350 <u>2 239 080</u> 5 513 845</p>
<p>processing, and adjudication of the City’s parking regulations.</p> <p>The Parking Services Program is responsible for the issuance of resident and visitor parking permits, and the collection and adjudication of parking tickets. The program is very busy from November through January when residents renew their permits. To enhance customer service, the department introduced the option of paying parking tickets on the Web. Parking tickets can also be paid by phone or mail.</p> <p>The Parking Meter Program is responsible for the installation, maintenance, collection and repair of the City’s 2 967 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 short-term parking needs of the area.</p> <p>The Parking Enforcement Program provides staff to tag illegally parked cars. The operation is active from 7am to 8pm weekdays including until 10pm on Thursday and Friday evenings and on Saturday from 8:30 am to 10pm. The new later hours on Thursday, Friday and Saturday were created by resident requests and have been very well received.</p> <p>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 preventative maintenance and renovations of the two structures.</p> <p><b>FY03 GOALS</b></p> <ul style="list-style-type: none"> <li>■ <i>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.</i></li> </ul>			

**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,

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Total number of permits	46 466	38 000	45 000	46 000
2. Number of permits issued during the renewal season (Nov. 1 - Jan. 31)	28 119	27 000	26 712	27 000
a. Number of permits obtained by mail	12 708	20 000	10 290	13 500
b. Percentage of permits obtained by mail	45%	74%	39%	50%
c. Number of permits obtained at main office	14 922	7 000	15 889	12 960
d. Percentage of permits obtained at main office	53%	26%	59%	48%
e. Number of permits obtained at remote-sites	489	500	533	540
f. Percentage of permits obtained at remote sites	2%	2%	2%	2%
3. Number of resident permit violations	77 914	74 000	74 000	74 000
4. Number of public safety violations	106 132	110 000	110 000	110 000

■ *GOAL 2: Provide short term, on-street parking in business districts by enforcing parking meter violations and by maintaining all parking meters.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of parking meters	2 897	3 200	3 015	3 065
2. Number of meter violations	208 658	215 000	215 000	215 000
3. Number of overtime meter violations (meter feeding)	40 738	46 000	46 000	46 000
4. Number of parking meter malfunctions repaired through preventive maintenance	270	300	300	300

■ *GOAL 2: (continued)*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
5. Number of meters removed from the street for reconditioning and reinstalled	326	600	600	600
6. Number of parking meters replaced with upgraded electrical meters	400	250	250	50

■ *GOAL 3: Efficiently manage the City's two municipal parking garages. Perform multi-year phased renovations as recommended in the 1996 condition assessment and improve the appearance and lighting in the Green Street Garage.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Percent of total renovations complete	50%	70%	50%	60%

■ *GOAL 4: Maintain effective collection of parking ticket fees with good customer service and a variety of payment options.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Collection rate of parking tickets issued to Massachusetts registrations	26%	86%	86%	86%
2. Collection rate from out-of-state registrations	65%	70%	80%	70%
3. Percentage of tickets paid at main office	18%	n/a	26%	20%
4. Percentage of tickets paid without coming to the office: mail, telephone and Web	82%	n/a	74%	80%

■ GOAL 4: (continued)

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
5. Number of hearings conducted by hearing officer	2 312	2 000	3 000	2 000



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

ACTUAL FY01	PROJECTE D FY02		BUDGET FY03
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465 071	584 750	<p style="text-align: center;"><b>ADMINISTRATION</b></p> <p>operation of the whole department including coordination within and between the Traffic Control and Parking Control divisions.</p> <p>■ <i>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.</i></p>	730 255
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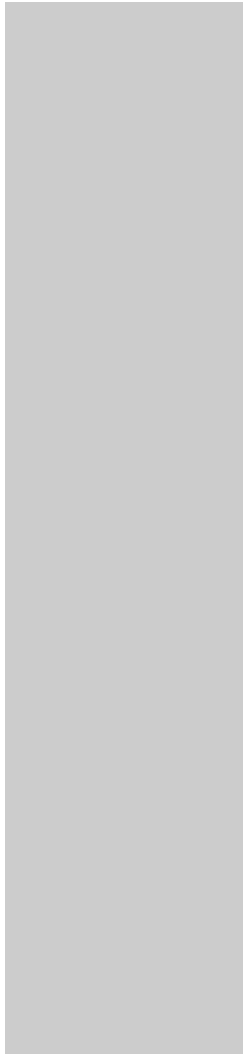
**PURPOSE & OVERVIEW:**  
Supporting Services Division is responsible for the administration and

operation of the whole department including coordination within and between the Traffic Control and Parking Control divisions.

■ *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 FY01	PROJECTED FY02		BUDGET FY03	POLICE REVIEW AND ADVISORY BOARD
69 809	73 080	<p data-bbox="865 207 1197 279" style="text-align: center;"><b>POLICE REVIEW AND ADVISORY BOARD</b></p> <p data-bbox="646 370 1955 441">The primary function of the Board is to hear and decide citizen complaints of misconduct filed by persons against Cambridge Police Officers.</p> <p data-bbox="646 490 1955 841">The Police Review and Advisory Board consists of five civilian residents of Cambridge appointed from each of the following areas of the City: Cambridgeport/Riverside, East Cambridge, North Cambridge, Mid-Cambridge and West Cambridge. The role of the Police Review and Advisory Board is as follows: to provide for citizen participation in reviewing Police Department policies, practices, and procedures; to provide a prompt, impartial and fair investigation of complaints brought by individuals, police officers upon whom a complaint has been brought, as well as 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 data-bbox="646 889 1457 915"><b>FY02 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:</b></p> <p data-bbox="646 971 1955 1247">?? Responded to 98 informal complaints, calls and requests for information, successfully resolving 23 complaints. Six of these cases had been filed prior to the 2001 calendar year. Other complaints were either resolved informally, with the assistance of the Police Department, or administratively, through the efforts of the Board's Executive Director/Secretary. While the Board did not have jurisdiction, in many instances, it provided important referral services, thus helping to foster a sense that the City is accessible and open to the needs and inquiries of all in the community. The Board made several recommendations for policy changes to the City Manager and the Police Commissioner.</p> <p data-bbox="646 1295 1535 1328">?? Held 11 full hearings, 22 investigative hearings and 25 public meetings.</p> <p data-bbox="646 1383 1955 1451">?? Focused on working closely with youth by partnering with Cambridge Police Department, State Police, Cambridge Rindge and Latin School, the Mayor's Youth Council and several youth centers. The</p>	75 290	<p data-bbox="1482 207 1955 360"><b>PURPOSE &amp; OVERVIEW:</b> The Cambridge Police Review and Advisory Board (CPRAB) was established in 1984 by City Ordinance.</p>



continuing objective is to gain trust and credibility with the youth to convey the

importance of knowing they have a place where they can voice their concerns and be taken seriously. Over 400 youths participated in the focus group discussion on racial profiling.

- ?? Convened a follow-up discussion on racial profiling on December 13, 2001, facilitated by Arts for Action and Visions, Inc. At the conclusion of that meeting, the facilitators identified key action steps and made training recommendations.
- ?? Attended various training seminars, community meetings and lecture forums including: Race, Police and the Community, a lecture forum focusing on the issue of institutionalized racism, racial profiling and criminalization of youth; the Massachusetts Black Legislative Caucus hearing on racial profiling of youth by MBTA Police; the on-going round table meetings with the Greater Boston Civil Rights Coalition; the City of Cambridge Area-4 youth forum on racial profiling; and the Boston City Council Round table on “Criminal Offenders Record Information (CORI) law and civil rights abuse in the prison systems.”
- ?? Upgraded PRAB Web site to give greater access to complaint forms, ordinance and medical record request forms, proposed changes to the ordinance, rules and regulations and information about other civilian oversight systems and agencies around the country. PRAB Web site is: <http://www.ci.cambridge.ma.us/~PRAB/>
- ?? Continued leadership roles in Civilian Oversight field, both nationally and internationally and monitored legislative issues similar to PRAB’s mission.
- ?? Continued to be a resource for communities exploring civilian oversight options. Last year, the office received over 20 inquiries from cities throughout the United States that had either newly created or were contemplating creating Civilian Oversight/Review Boards.
- ?? Continued to work collaboratively with the following City and outside agencies on issues of police misconduct, racial profiling and retail profiling: State Police; Cambridge Police Department; Civil Unity Committee; US Justice Department; city-wide youth center programs; Cambridge Rindge and Latin School; Greater Boston Civil Rights Coalition; ACLU of Massachusetts; Harvard Law School Student Project “FYAH”; and Arts for Action.

**FY03 GOALS**

*GOAL 1: Build partnerships and collaborate with the Police Department, community leaders, citizens and academia to examine the extent of the practice of Racial Profiling and come up with a training policy recommendation. Continue to meet with the community and particularly youth so they develop a better understating of police procedure, civil rights laws and suggested behavior when interacting with law enforcement officers.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Total number of public inquiries	123	143	115	105
2. Number of cases resolved formally	18	29	25	20
3. Number of cases resolved administratively	21	25	27	15
4. Number of referrals to another agency or jurisdiction	28	33	16	25
5. Number of cases pending	6	13	8	9
6. Number of policy recommendations	2	6	6	4
7. Number of informational calls				
	48	37	36	32

*GOAL 2: Promote public awareness about the Police Review and Advisory Board through education and outreach efforts. Continued discussion and changes to the CPRAB Ordinance and Rules and Regulations to strengthen the complaint process to meet the public's expectations.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of community meetings	25	30	23	25

*GOAL 3: Determine the appropriate action for each complaint processed following the Board's*

rules/regulations, City Ordinance, and the Police Department Operations Manual and applicable laws.

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of investigative hearings held	22	25	25	22
2. Number of full hearings held	11	9	11	9

*GOAL 4: Improve lines of communication and the professional relationship between the Board and the Police Department through education and dialogue. Provide training to all new Board members to familiarize them with the work and the day-to-day responsibility of Cambridge Police Officers, the Board's process scope and limitations, police culture and public expectations.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Numbers of officers voluntarily participating in Board process	9	5	9	5
2. Number of subpoenas issued	33	20	28	15

*GOAL 5: Maximize participation, networking, and training with other City agencies and community groups.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of training sessions in which the Board participated, and collaborative efforts with other City departments	15	10	10	15

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

**STATUTORY ANALYSIS.** Salaries and Wages, \$63 070; Other Ordinary Maintenance, \$9 220; and Travel and Training, \$3 000.



ACTUAL FY01	PROJECTE D FY02		BUDGET FY03
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**INSPECTIONAL SERVICES**

1 859 808	1 874 785	<b>INSPECTION/ENFORCEMENT</b>	<b>2 029 550</b>
79 329	125 595	<b>ZONING APPEAL BOARD</b>	<b>136 245</b>
<u>9 600</u>	<u>20 000</u>	<b>BOARD &amp; RAZING</b>	<u>20 000</u>
1 948 737	<u>2 020 380</u>		<b>2 185 795</b>

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

of the State Sanitary Code. The Inspection/Enforcement allotment covers the enforcement of the building, wiring, plumbing/gas, and mechanical codes together with articles of the State Sanitary Code covering housing and food establishment inspections, and lead paint and asbestos testing and removal, swimming pool inspections, and day care and recreational day camp inspections. Additionally, this allotment supports the rapid response capability provided in situations where building structural integrity or mechanical/electrical systems are potentially affected by fire or similar emergency. The Board of Zoning Appeal appropriation supports costs necessary to administer the Zoning Ordinance and the processing of applications for relief before the Board of Zoning Appeal. The Boarding and Razing appropriation is for emergency demolition and the boarding up of dangerous buildings; this appropriation is offset by liens against the property.

**FY02 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:**

- Implemented successfully, the provisions of the new state food code including the training of ISD inspectors and the coordination of required certification training for Cambridge food establishments.
- Developed and implemented in conjunction with the Historical Commission staff, procedures to improve the coordination for projects requiring relief from both the Board of Zoning Appeals and the Historical Commission.
- Initiated regular meetings with representatives of the Traffic, Planning and Transportation Department, PTDM Manager, and License Commission to analyze zoning and related issues in connection with complex development projects.
- Implemented program to convert plans for major construction projects onto CD format to improve



| efficiency and minimize storage space.

- Provided copies of construction plans in response to citizen requests utilizing in-house resources instead of commercial sources to reduce costs and response time.
- The Board of Zoning Appeals upheld six FY01 zoning determination made by the Department.

**FY03 GOALS**

■ *GOAL 1: Process building permit applications and conduct required inspections in a timely and efficient manner.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Issue major building permits within 30 days	78%	95%	81%	85%
2. Number of major permits	134	140	75	80
3. Issue “short form” building permits within 2 days	97%	99%	98%	98%
4. Number of “short form” permits	2 326	2 200	2 200	2 200
5. Number of compliance inspections	7 266	6 900	6 900	6 900
6. Number of multi-family inspections	226	300	400	400

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

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Respond to citizen complaints within 2 days of receipt	100%	95%	95%	95%
2. Number of formal complaints	1 168	1 500	1 300	1 300
3. Number of inspections	4 020	4 500	4 000	4 000
4. Number of court hearings	647	600	600	600

■ *GOAL 3: Enhance and protect public health and safety by conducting inspections of food*

handling establishments in a timely and efficient manner in accordance with State requirements. The State requires a minimum of two compliance inspections per year.

PERFORMANCE MEASURES	FY01 ACTUAL	FY02 BUDGET	FY02 PROJECTED	FY03 PROPOSE D
1. Number compliance inspections	1 418	1 700	1 500	1 700
2. Number of inspections and responses to complaints	3 183	3 700	3 300	3 700
3. Number of food handling establishments	515	534	515	515
<b>UNIT COST MEASURE</b>				
1. Average cost per inspection*	\$95	\$100	\$100	\$103
* Includes an estimate of associated administrative costs.				

■ *GOAL 4: Process all applications for zoning relief in an efficient manner and in accordance with the requirements of applicable State laws.*

PERFORMANCE MEASURES	FY01 ACTUAL	FY02 BUDGET	FY02 PROJECTED	FY03 PROPOSED
1. Ensure BZA requests for relief are issued within statutory requirements	100%	100%	100%	100%
2. Number of BZA applications	202	200	180	180

**FINANCING PLAN.** Support for this budget is drawn from the following sources: licenses and permits, \$3 428 500; charges for services, \$72 000; and negative taxes, (\$1 314 705).

**STATUTORY ANALYSIS.** Salaries and Wages, \$2 026 870; Other Ordinary Maintenance, \$107 100; and Travel and Training, \$51 825.

ACTUAL FY01	PROJECTE D FY02		BUDGET FY03
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**LICENSE COMMISSION/  
CONSUMERS' COUNCIL**

<p>561 276 <u>112 770</u> 674 046</p>	<p>533 535 <u>108 540</u> 642 075</p>	<p style="text-align: center;"><b>LICENSE CONSUMER</b></p> <p>Since the Commission's inception, the citizens of Cambridge have been served by a three-person public safety board charged with the responsibility of issuing licenses, setting policy, enforcing rules and regulations, local ordinances and state laws pertaining to numerous categories of licenses. These include, but are not limited to, alcohol, common victualer, entertainment, hackney driver and vehicle licenses, lodging houses, garages and gasoline stations. We remain committed to educating both its licensees and the general public in an effort to reduce societal problems caused by binge drinking and other alcohol misuse.</p> <p><b>FY02 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:</b></p> <ul style="list-style-type: none"> <li>• Participated in the National Association of Student Personnel Administrators Conference. In cooperation with MIT, presented the Campus Alcohol Advisory Board (CAAB) program formed by the License Commission and MIT as a new and innovative program involving students, faculty, the community and local government working together to combat underage drinking. CAAB focuses on programs that inform students of services available to them, frank discussions with students and faculty and formation of non-alcoholic events to change the perception about drinking on campus.</li> <li>• Approved four (4) new accessible van medallions in spring, 2002, which expanded transportation options for Cambridge elderly and disabled residents. This action followed recommendations of consultants who conducted a taxicab transportation customer service study commissioned by the City.</li> <li>• Continued field operations to combating underage drinking by targeting package goods stores to determine if sales to persons under 21 occurred. The license of one establishment was suspended for six months with the Alcoholic Beverages Control Commission upholding the suspension.</li> </ul>	<p>563 520 <u>113 615</u> 677 135</p>
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**PURPOSE & OVERVIEW:**  
Although the Board of License Commission was established in 1919, hand-written City records document regulation of alcohol as early as June 1855.

- Received Special Award from Mothers Against Drunk Driving in recognition of Commission's commitment to preventing underage drinking.
- Redesigned License Division Web page at: [www.ci.cambridge.ma.us/~License/](http://www.ci.cambridge.ma.us/~License/) to make it more user-friendly, adding detailed procedures, links to other regulatory agencies, new complaint form, FAQs and Alcohol and Entertainment Rules and Regulations.
- Maintained weekly office hours at the City-wide Senior Center to review Cable TV bills for accuracy, answer Cable TV questions and inquiries about other consumer issues. Posted extensive information on the Consumers' Council Web site about Cable TV questions for the benefit of all consumers.
- Re-designed the Consumers' Council Web page at: [www.ci.cambridge.ma.us/~Consumer](http://www.ci.cambridge.ma.us/~Consumer) and posted several new educational articles and links to other Web sites of benefit to Cambridge consumers.
- Developed a new brochure entitled, "Consumer's Guide to Wise Credit Card Use" and worked with state consumer agencies to develop a day-long conference "Good Practices for Changing Times" for direct service providers for National Consumers' Week.

## **LICENSING**

Chapter 95 of the Acts of 1922 and its amendments "established in the City of Cambridge a board of license commissioners, to consist of the Chiefs of the Police and Fire departments and a third commissioner to be appointed for a term of three years." In the years since its inception, regulatory authority has expanded to include other major licensing categories such as entertainment establishments, restaurants, shops and sales, taxicabs, livery and limousine vehicles, lodging houses and hotels. In addition, the Department is charged with enforcement of the City's noise ordinance.

The Pole and Conduit Commission, which is staffed by License Division personnel, has been an extremely active board during the past few years, greatly increasing the number of phone calls and walk-in customers served by our staff.

One of the major tools developed by the City to assist in the regulation of all restaurants and clubs is the License Commission's Task Force. Consisting of agents of the License Commission, Fire

Department and Inspectional Services, this investigative unit inspects all establishments under its purview to ascertain complaints with City rules and regulations as well as building and fire codes.

**FY03 GOALS**

- *GOAL 1: In a proactive effort to reduce underage drinking in Cambridge while diminishing any violation of local rules and regulations, inspect 100% of the 36 operational packaged goods stores. Reinspect package goods stores when appropriate.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of packaged good stores inspected	45	50	50	50

- *GOAL 2: Investigate hackney complaints and make contact with all complainants expeditiously.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of hackney complaints	94	100	100	100
2. Complaints investigated in 48 hours	98%	98%	99%	98%
3. Number of illegal pick-ups by out-of-town taxicabs caught within the City of Cambridge	20	15	6	6

- *GOAL 3: Inspect all eligible restaurants and pouring licensees to promote public safety and enforce license rules and regulations.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Percentage of inspected establishments with violations	27%	15%	15%	15%
2. Percentage of violations settled administratively	75%	97%	95%	97%

■ *GOAL 3: (continued)*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSE D</b>
3. Percentage of violations referred to Board for disciplinary hearing	0%	3%	3%	3%
4. Percentage of violations pending administrative resolution	25%	0%	2%	0%

**CONSUMERS' COUNCIL**

**PURPOSE & OVERVIEW:** The Council works in cooperation with the Attorney General of the Commonwealth to mediate 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.

**FY03 GOALS**

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

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSE D</b>
1. Number of opened complaints filed	299	350	350	350
2. Number of complaints closed	300	345	345	345



3. Number resolved in mediation	176	215	215	215
4. Number resolved in court	19	25	25	25

■ *GOAL 1: (continued)*

PERFORMANCE MEASURES	FY01 ACTUAL	FY02 BUDGET	FY02 PROJECTED	FY03 PROPOSE D
5. Number resolved through other resolutions*	105	105	105	105
* Includes: duplicate complaints; complaint withdrawal; settling before staff intervention; referral to private attorney; transfers to another agency; no basis for complaint or lack of jurisdiction in matter.				

■ *GOAL 2: Sponsor consumer education events and activities to empower Cambridge consumers to be smart consumers and problem solvers through learned self-help strategies and information about their consumer rights. Where possible, structure educational activities to target the elderly and other vulnerable consumers.*

PERFORMANCE MEASURES	FY01 ACTUAL	FY02 BUDGET	FY02 PROJECTED	FY03 PROPOSE D
1. Educational workshops or public forums held at the Senior Center	3	3	3	3
2. Written articles, brochure/news-letter publication or significant Web page additions	8	10	10	10

■ *GOAL 3: Partner with other City departments, state agencies or consumer organizations to provide either individual consumer assistance or to take action on behalf of groups of consumers or all consumers in general.*

FY01      FY02      FY02      FY03

PERFORMANCE MEASURES	ACTUAL	BUDGET	PROJECTED	PROPOSE D
1. Joint efforts with other City agencies	9	10	10	10

■ GOAL 3: (continued)

PERFORMANCE MEASURES	FY01 ACTUAL	FY02 BUDGET	FY02 PROJECTED	FY03 PROPOSE D
2. State-level activities on behalf of consumers	8	6	6	6
3. National consumer partnership efforts	7	4	4	4

FINACING PLAN	DETAIL	SUMMARY
<b>TAXES</b>		<b>(1 022 440)</b>
<b>LICENSES &amp; PERMITS</b>		
alcoholic beverage	723 010	
common victualer	37 000	
lodging houses	175 000	
storage of inflammables	222 000	
shops & sales	5 500	
hackney/drivers	70 000	
motor vehicle related	83 000	
hackney applications	6 300	
entertainment & sports related	180 000	
pole & conduit	130 000	
disposal companies	1 500	
miscellaneous	16 000	
		<b>1 649 310</b>
<b>CHARGES FOR SERVICES</b>		
photocopy/reproduction	265	
license hearing/advertising	23 000	
		<b>23 265</b>
<b>INTERGOVERNMENTAL REVENUE</b>		
Consumers' Council (Atty. Gen.)	27 000	
		<u>27 000</u>
		<b>677 135</b>

**STATUTORY ANALYSIS.** Salaries and Wages, \$607 245; Other Ordinary Maintenance, \$61 090; and Travel and Training, \$8 800.

ACTUAL FY01	PROJECTE D FY02		BUDGET FY03	WEIGHTS & MEASURES
103 349	90 860	<p data-bbox="630 243 1228 544"><b>WEIGHT &amp; MEASURES</b></p> <p data-bbox="630 576 1228 1063">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 &amp; Merchant Protection Act, Chapter 295 of the Acts of 1998, the Sealer of Weights &amp; Measures also performs bi-annual inspections of all stores with three or more scanners.</p> <p data-bbox="630 1096 1228 1128"><b>FY02 MAJOR DEPARTMENTAL ACCOMPLISHMENT:</b></p> <ul data-bbox="630 1177 1228 1404" style="list-style-type: none"> <li>Automated records of all devices inspected in the City, by type and location. For example, we will know how many scales are in a supermarket, their make and model, and department location. This also applies to gas stations, oil trucks, factories and any other establishment we inspect.</li> <li>Developed a new Web page for the department, which includes a departmental overview and frequently asked questions, as well as an on-line complaint form.</li> </ul>	92 045	<p data-bbox="1465 243 1965 349"><b>PURPOSE &amp; OVERVIEW:</b> The Department of Weights and Measures is charged with the responsibility 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>

**FY03 GOALS**

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

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Scales tested over 10 000 lbs.	5	10	6	6
2. Scales tested 5 000 to 10 000 lbs.	8	10	6	6
3. Scales tested 1 000 to 5 000 lbs.	7	10	6	7
4. Scales tested 100 to 1 000 lbs.	90	90	90	90
5. Scales tested 0 to 100 lbs.	510	580	550	580
6. Avoirdupois weights	175	250	200	200
7. Metric weights	220	220	220	220
8. Apothecary and Troy weights	200	200	200	200
9. Gasoline pumps	411	390	390	390
10. Vehicle oil tanks	25	25	25	25
11. Reverse vending machines	30	35	35	35

- *GOAL 2: Increase inspection of prepackaged food items by 1% and increase inspection of food and retail store scanner systems.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of prepackaged food inspections	2 000	2 150	2 100	2 100
2. Number of scanner system inspections	100	160	150	150

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

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of required inspections performed	255	255	255	255

■ *GOAL 3: (continued)*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
2. Number of additional inspections	90	140	100	110

■ *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.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of spot inspections performed	110	110	110	125
2. Create a consumer awareness pamphlet for distribution, percent completed	50%	100%	80%	100%

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

**FINANCING PLAN.** This budget will be financed by \$47 620 in property taxes; \$17 925 in cherry sheet revenue; and \$26 500 in sealing fees.

**STATUTORY ANALYSIS.** Salaries and Wages, \$82 520; Other Ordinary Maintenance, \$7 780; and Travel and Training, \$1 745.

ACTUAL FY01	PROJECTED FY02		BUDGET FY03
210 033	301 845	ADMINISTRATION	282 640
277 517	328 085	SIGNAL MAINTENANCE	322 195
430 914	423 620	ELECTRICAL SERVICES	435 350
1 219 333	1 370 585	EXTERIOR LIGHTING	1 370 585
	3 000	RADIO OPERATIONS	4 000
<u>5 551</u>	<u>9 000</u>	COMMUNICATIONS	<u>10 000</u>
2 143 348	2 436 135		2 424 770

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

**FY02 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:**

- ?? Secured funding through NSTAR Electric's conservation of energy program to fund a portion of the cost for the conversion of LED traffic lights.
- ?? Completed electric and communications wiring related to renovations of the Budget Office, Election Commission, and Public Works in Administration and Simard Building offices. Upgraded the electrical distribution system for the Engine 9 Fire Station.
- ?? Improved street lighting at various locations throughout the City, and installed new lighting in Larch Road Park, Reverend Williams Park, and King School Park.
- ?? Installed local area data networks, telephone wiring, and fiber cable for the Water Treatment Plant.
- ?? Connected additional buildings to the municipal fire alarm system.

?? 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.

**FY03 GOALS**

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

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of fire alarm street boxes	588	590	590	595
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	8 834	7 500	8 850	8 850
<b>UNIT COST MEASURE*</b>				
1. Cost per test - street boxes	\$13.65	\$17.69	\$16.47	\$17.69
2. Cost per disconnect/reconnect - street boxes	\$13.65	\$17.69	\$16.47	\$17.69
* Excludes administrative overhead				

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

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of data connections installed by Electrical Department	244	100	75	100



*GOAL 3: Maintain street lighting and provide for optimum lighting in various neighborhoods and parks.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Total number of street lights	6 934	6 934	6 950	6 950
2. Number of street lights maintained by City	727	727	747	747
3. Number of street lights maintained by NSTAR	5 346	5 346	5 345	5 345
4. Total number of park lights maintained by the City	861	861	888	888
5. Repair a defective street light within 72 hours	90%	90%	50%	50%

**FINANCING PLAN.** This budget is supported by \$1 917 905 in property taxes; \$207 865 in cherry sheet revenue; \$15 000 in telephone commissions; \$69 000 in master fire alarm box fees; \$200 000 in signal maintenance fees; and \$15 000 in cut-out/plug-out fees.

**STATUTORY ANALYSIS.** Salaries and Wages, \$961 020; Other Ordinary Maintenance, \$1 440 580; Travel and Training, \$1 670; and Extraordinary Expenditures, \$21 500.

<b>ACTUAL FY01</b>	<b>PROJECTED FY02</b>		<b>BUDGET FY03</b>	<b>EMERGENCY MANAGEMENT</b>
104 589	113 485	<p data-bbox="743 207 1199 237"><b>EMERGENCY MANAGEMENT</b></p> <p data-bbox="646 329 1948 440">man-made disasters and coordination of preparedness, mitigation, response to and recovery from such emergencies. An understanding of these terms and their application to the department's duties will help in understanding the functions of this department.</p> <p data-bbox="646 488 1948 638">Preparation for disaster involves developing contingency plans for natural and technological disasters that could affect Cambridge and its citizens. The most important components of these plans are having the means to contact those who would respond to the city's needs and information about the resources that would be available to the City. Preparedness also includes educating the public as to risks and ways to plan for risks.</p> <p data-bbox="646 686 1948 797">When a disaster occurs, the City of Cambridge through its agencies must respond to the needs of the public. A major disaster could easily present needs that exceed the capability of city agencies and require obtaining help from outside resources.</p> <p data-bbox="646 846 1948 1076">In recovering after a disaster, the City of Cambridge must act to return the city to the status quo ante. When any serious disaster occurs affecting Cambridge, this department serves as the lead department in gathering the information required for a presidential disaster declaration, preparing all documentation required in seeking reimbursement of our costs from the Federal Emergency Management Agency (FEMA). 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="646 1125 1948 1274">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="646 1323 1948 1472">The Cambridge Emergency Management Department operates on the philosophy that any fire, flood or other disaster that displaces a family from its home should be treated as a disaster by the City of Cambridge. The Director or a member of the Emergency Management staff responds to all fires that are reported by the Fire Department as fires displacing families. At the fire scene, they assist and</p>	136 950	<p data-bbox="1478 207 1959 318"><b>PURPOSE &amp; OVERVIEW:</b> The primary duty of this Department is contingency planning for natural and</p>

advise victims and work with both city agencies and private agencies to ensure that all victims receive any assistance they may need. The department developed a 12-page brochure of information about recovering from a house fire. This "After the Fire" brochure was also placed on the City of Cambridge Web site. It has proved to be very helpful to fire victims.

The major terrorist events of September 11<sup>th</sup>, 2001 and the Anthrax outbreak in the fall of 2001 had a significant impact on the citizens of Cambridge and this department. Our citizens were very fearful after these events and many called us for advice and assistance. We found when talking with residents, that most of our citizens had no idea of how to prepare themselves and their families for the consequences of terrorism. We explained that the most likely consequences of a terrorist event would be the same as the likely consequences of a natural disaster such as a major storm. If one prepares for these consequences by having flashlights, battery-operated radios, water, non-perishable foods, basic sanitary and medical supplies, and needed prescription drugs on-hand, one can reduce the potential impact of any terrorist events that may occur and will also be well prepared for the next winter storm or hurricane. The Emergency Department staff found that most residents were much less anxious about the risk of terrorist attack when they realized that they could at least make some preparation for the consequences of an attack.

The Emergency Management Department is responsible for updating the City's Computer Assisted Management of Emergency Operations (CAMEO) database with data submitted from local industries and institutions required to file inventories of hazardous chemicals. The CAMEO database tracks geographic information about hazardous materials, resources and special needs populations and plots this information on a computer map of the Cambridge area. The department visits special needs population facilities such as daycare centers, schools and nursing homes to verify the information entered into CAMEO and other information required for emergency planning. The Emergency Management Department also collects information and maintains databases on over 170 000 chemicals.

#### **FY02 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:**

?? Revised the Comprehensive Emergency Management Plan (CEM Plan), a plan which the Commonwealth requires each municipality to prepare and maintain.

?? Continued to update the department's Web page as needed.

?? The Radio Amateur Civil Emergency Service (RACES) volunteer radio operators continued to train and participate in regional and statewide drills.

**FY03 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.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of Tier II inventories filed	61	65	65	65

*GOAL 3: Increase planning for the disaster related need of special needs facilities by arranging a site visit by a member of the Emergency Management staff to each special needs facility in Cambridge, including schools, daycare centers, healthcare facilities and the county jail.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of site visits	91	110	90	100

*GOAL 4: Provide support to the Cambridge Auxiliary Fire Department (CAFD), including equipment, vehicles and training. Members of CAFD respond to all multiple alarm fires and most working fires in Cambridge. They also respond to major fires in surrounding communities and to police incidents upon request.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of members	19	20	18	20
2. Number of fire responses	15	-	4*	-
3. Number of police incidents	1	-	3*	-
4. Number of training sessions	95	100	100	100
* As of 4/1/02 projection not made in this category				

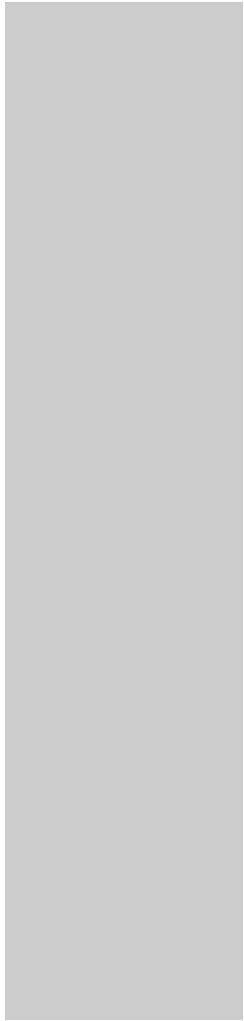
*GOAL 5: Increase public education and awareness of disaster preparedness by maintaining the Emergency Management page linked to the City's Homepage. Increase public awareness of the CATV emergency override warning system used to alert citizens of emergencies in Cambridge. Create public service videos for the Cambridge municipal channel concerning various aspects of all-hazard preparedness.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of Web pages and links prepared and maintained	28	32	32	32
2. Number of videos prepared	0	1	0	1
3. Number of screen crawls prepared	8	10	8	8

**FINANCING PLAN.** The federal government reimburses the City for a substantial portion of the total expenditure of this agency. The FEMA State and Local Assistance (SLA) program provides these funds. It is estimated that SLA funding for FY03 will be \$90 510. This budget is supported by \$46 440 in property taxes.

**STATUTORY ANALYSIS.** Salaries and Wages, \$123 215; Other Ordinary Maintenance, \$13 635; and Travel and Training, \$100.

ACTUAL FY01	PROJECTED FY02		BUDGET FY03	EMERGENCY COMMUNICATIONS
2 646 991	2 949 360	<p style="text-align: center;"><b>EMERGENCY COMMUNICATIONS</b></p> <p>and 911 Center (ECC). The Center receives all calls for emergency service in the city and manages the coordinated dispatch of police, fire, emergency medical service (EMS) and other resources to meet any emergency that may occur. The Department also coordinates the automation of dispatching, police information, and fire information computer systems. Finally, the Department is responsible for the management of the City's radio systems and public safety data networks.</p> <p>In the first six months of FY02, ECC dispatchers generated 54 650 police, fire and EMS dispatches, (up 12% from the same period in FY01), processed 21 804 enhanced 911 call pickups, answered approximately 125 000 non-emergency calls for the police and fire departments, received 1 011 fire box and city "Keltron" alarm activations, recorded 2 744 fire box cutouts and generated over 550 000 radio transmissions. In addition to this workload, dispatchers in the ECC performed many thousands of computer transactions on the state Criminal Justice Information System plus other computer systems in support of police officers seeking license, warrant, arrest history, and other information. They also assisted in tests of fire box alarms and circuits; made 1 538 special notifications of supporting city, state and federal agencies; and handled over 2 500 towed vehicles.</p> <p><b>FY02 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:</b></p> <p>?? Projected to answer over 42 000 emergency calls and dispatch to over 108 000 police, fire, and EMS incidents in the city.</p> <p>?? Worked with a team of City officials, public safety and public health staff, to plan and implement the City's post 9/11 response to over 200 hazardous materials events.</p> <p>?? Increased readiness for the handling of terrorist-sponsored attacks occurring in or near the city.</p> <p>?? Supported over 20 computerized systems, most of which require 24-hour continual operation.</p>	2 948 075	<p><b>PURPOSE &amp; OVERVIEW:</b> The Emergency Communications Department operates the City's Combined Emergency Communications</p>



?? Coordinated the training and implementation of the automated fire incident reporting system.

- ?? Developed a new 5-part dispatcher testing program that attracted 140 applicants and resulted in the top 5 acceptable candidates being hired and placed in a 6-month training program.
- ?? Improved compliance with Emergency Medical Dispatch call handling protocols so as to ensure better handling of medical calls.
- ?? Installed a real-time Tactical mapping display to improve the ability of dispatchers to manage incidents and responding units.
- ?? Assisted in the development of plans, legislation, and funding to enable wireless 911 callers to have their location automatically reported to local 911 centers.
- ?? Improved the management of the department through more frequent and organized staff meetings, more focused attention on core functions, and improved participation of mid-managers.

**FY03 GOALS**

~~GOAL 1: Efficiently process emergency calls and manage the dispatch of emergency units.~~

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of 911 call pickups	48 000	48 000	44 000	45 000
2. Percent of 911 calls not answered by 6 <sup>th</sup> ring	0.01%	0.01%	0.01%	0.01%
3. Number of dispatches to Police, Fire, and EMS incidents	96 000	96 000	108 000	110 000
4. Number of fire box and City building alarms received	2 000	2 000	2 000	2 000

~~GOAL 2: Improve the skills of dispatchers in the Emergency Communications Center.~~

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
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1. Number of training classes attended	100	100	40	50
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*GOAL 2: (continued)*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
2. Number of dispatchers fully cross-certified	8	12	9	10
3. Number of dispatchers with 40 WPM typing speed	18	20	18	20

*GOAL 3: Improve the handling of non-emergency calls for assistance.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of non-emergency calls processed	250 000	250 000	250 000	250 000
2. Number of community meetings attended	20	20	10	10
3. Percent of dispatchers reviewed annually in quality control program	100%	100%	100%	100%

*GOAL 4: Improve the use of Computer Aided Dispatch (CAD) and E911 telephone technology.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of laptops receiving CAD digital dispatch information	45	35	45	45
2. Number of persons getting CAD alpha pages	80	80	80	80
3. Number of dispatchers mastering CAD usage in major events	15	20	20	25

*GOAL 5: Install and begin operation of police and fire Records Management Systems (RMS) to improve investigative and administrative operations.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of users on police RMS	50	50	80	160
2. Number of users on fire RMS	20	35	255	255
3. Mug shot imaging; percent complete	0%	n/a	50%	100%

*GOAL 6: Improve handling of emergency medical calls.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Percent of EMS-related calls handled by protocol	100%	100%	100%	100%
2. Percent of EMS calls reviewed and rated	5%	5%	5%	5%
3. Number of advisory EMS council meetings	2	3	2	4

*GOAL 7: Retain dispatchers and reduce turnover.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of dispatchers leaving City employ in the year	6	3	4	3

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

**STATUTORY ANALYSIS.** Salaries and Wages, \$2 762 215; Other Ordinary Maintenance, \$166 010; Travel and Training, \$15 850; and Extraordinary Expenditures, \$4 000.

**PUBLIC WORKS  
- Summary**

<b>ACTUAL FY01</b>	<b>PROJECTED FY02</b>	<b>BUDGET FY03</b>
<b>1 501 082</b>	<b>1 529 995</b>	<b>ADMINISTRATION</b>
<b>11 565 773</b>	<b>12 042 525</b>	<b>SERVICE PROGRAMS</b>
<b>4 695 691</b>	<b>5 509 985</b>	<b>SUPPORTING SERVICES</b>
<b><u>1 426 860</u></b>	<b><u>1 507 525</u></b>	<b>SEWER REHAB/MAINT.</b>
<b>19 189 406</b>	<b>20 590 030</b>	<b><u>1 743 680</u></b>
		<b>21 619 100</b>

**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 222 fully-funded positions and a budget of \$21 619 100 million for FY03, 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 85.10 miles of sanitary sewers, 77.80 miles of combined sewers, and 59.90 miles of storm water drain lines), 127 parks, playgrounds and public squares, 34 public buildings (excluding schools, hospitals and libraries), a 66-acre cemetery, collection of 25 000 tons of household and commercial rubbish, overseeing the collection of over 9 000 tons of recyclables, maintenance of close to 300 vehicles and pieces of equipment, and care of 15 000 City trees. The DPW is also responsible for rapid response to all snow, ice and other weather emergencies; enforcing litter, rubbish and sewer ordinances; maintaining curbside and drop-off recycling programs; engineering for City projects; public building construction and maintenance; 24-hour emergency services; providing assistance with State and Local elections, and for approximately 100 special events throughout the year in Cambridge.

The DPW is organized into three units, each managed by an Assistant Commissioner: Engineering and Design, Operations, and Administration. This management structure has enabled better coordination and response, more timely decision making, and improved customer service. 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.

## **FY02 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:**

- ?? Implemented the reorganization of the Department with the hiring of the Assistant Commissioner for Administration, Assistant Commissioner for Operations, Superintendent of Buildings, Operations Manager, Community Relations Manager and Project Fiscal Manager. The Department also hired 23 new laborers, and promoted 12 individuals within the department to more responsible positions.
- ?? Continued an aggressive program to upgrade the vehicles used by the Department. Acquired one rubbish packer, two large dump trucks, six pick up trucks and two sedans. Each vehicle is equipped with mobile radios and many with plow blades or salter bodies, allowing flexible use of the equipment throughout the year.
- ?? Worked with the Personnel Department in the collective bargaining process of two DPW Local 25 Teamsters units.
- ?? Trained 26 individuals to obtain a hoisting license, which increased the Department's capacity in the operation of heavy equipment, including fork lifts, backhoes, vactors and clamshell trucks. Trained 13 individuals to obtain a Commercial Driver's License (CDL). Trained seven managers on team building and coaching skills. Trained 19 employees on proper hazardous waste identification and response.
- ?? Revised and issued new Street Preservation Offset Fee (SPOF) regulations to ensure that restoration of work in or under municipal streets and sidewalks meet City of Cambridge standards for safety, environmental protection, timeliness, engineering and maintenance.
- ?? Designed the sewer separation and stormwater management project in Cambridgeport to support the construction of the Cambridgeport Roadways Project along Sidney and Waverly Streets and the renovation of deteriorated outfalls.
- ?? Designed the Bellis Circle stormwater management project for the area adjacent to Danehy Park at Bellis Circle and Sherman Street.
- ?? Completed construction of a stormwater conveyance project, including a new outfall on Massachusetts Avenue between Memorial Drive and Lafayette Square.

- ?? Completed construction of sewer separation and stormwater management systems and surface enhancements along Fresh Pond Parkway.
- ?? Completed stormwater management in the Frances/Wendell/Museum Street area, including the installation of three underground storage tanks to alleviate flooding in this section of the Agassiz neighborhood.
- ?? Designed the next phase of the Agassiz sewer separation and stormwater management project along Beacon Street in Somerville. This project is designed to significantly reduce the amount of stormwater that flows from the overburdened system in Somerville into the Agassiz neighborhood via Oxford, Eustis, Sacramento, Museum and Bryant Streets.
- ?? Completed several street and sidewalk reconstruction projects which had traffic calming measures. Projects completed this year include portions or all of Rindge Avenue, Perry Street and Concord Avenue.
- ?? Completed an environmental, health and safety evaluation of the DPW facility on Hampshire Street.
- ?? Raised and landscaped over 1 400 Veteran markers in the Cambridge Cemetery Veteran's lot.
- ?? Recognized as a national finalist for "Municipal Field of the Year" by the American Baseball Coaches Association in both the Little League (for Lindstrom Field) and softball (for Gold Star Mother's Park) categories.
- ?? Published new Urban Forestry Tree Care Guide, and a resident information brochure on park maintenance.
- ?? Translated a recycling brochure into 10 different languages for distribution to non-english speaking residents.
- ?? Worked with the Police Department to conduct a feasibility study and cost analysis of reconstructing the Police Headquarters at its present location.
- ?? Completed environmental remediation and design work on 57 Inman Street building.

?? Completed all site work and interior improvements to the Area IV Youth Center.

FINANCING PLAN	DETAIL	SUMMARY
<b>TAXES</b>	<b>\$16 238 355</b>	<b>\$16 238 355</b>
<b>LICENCES &amp; PERMITS</b>		
street permits	75 000	
newsrack permits	10 000	<b>85 000</b>
<b>CHARGES FOR SERVICE</b>		
sewer service charges	1 743 680	
sewer connection fees	25 000	
document sales	4 000	
parking fund	638 460	
cemetery fees	275 000	
water system repairs	147 000	
rubbish tickets	35 000	
white goods	25 000	
sale of compost bins	2 665	<b>2 895 805</b>
<b>INTERGOVERNMENTAL REVENUE</b>		
cherry sheet local aid distribution	2 263 820	
cherry sheet highway fund	17 310	<b>2 281 130</b>
<b>MISCELLANEOUS REVENUE</b>		
sales of lots and graves	45 000	
interest on perpetual care	45 000	
rent of city property	28 810	<b>118 810</b>
		<b><u>\$21 619 100</u></b>

**STATUTORY ANALYSIS.** Salaries and Wages, \$13 236 655; Other Ordinary Maintenance, \$7 646 820; Travel and Training, \$100 625; and Extraordinary Expenditures, \$635 000.

ACTUAL FY01	PROJECTED FY02		BUDGET FY03
525 828	633 985	ADMINISTRATION	799 695
511 305	441 690	BUSINESS SERVICE	476 975
463 949	454 320	ENGINEERING	542 100
<u>1 501 082</u>	<u>1 529 995</u>		<u>1 818 770</u>

**PUBLIC WORKS  
- Administration**

**ADMINISTRATION**

**PURPOSE & OVERVIEW:** This division supports the general management and administrative activities necessary to make the

Department of Public Works function as a cohesive organization. The Administration Division is responsible for policy development, human resource and fiscal administration, budgeting, payroll administration, community relations, information systems, delivery of information, and most importantly, responding to the needs of the residents of Cambridge. The overall responsibilities and direction of the Department falls under the guidance of the Commissioner of Public Works.

In addition to the Commissioner, two Assistant Commissioners are in this division: an Assistant Commissioner for Administration, responsible for Administration, Business Services, Information Technology, Human Resources, Labor Relations, Community Relations, Public Information and the Operations Center; and an Assistant Commissioner for Operations, who has direct oversight of the operational functions of the Department: Streets & Sidewalks, Parks & Forestry, Buildings, Sewer Maintenance, Vehicle Maintenance, Sanitation, Recycling, and Off-Hours.

The Human Resources unit, under the direction of a Human Resources Manager, provides on-site human resource support and services to management and the entire DPW workforce regarding recruitment, employment relations, Equal Employment Opportunity (EEO) requirements, compensation benefits, payroll administration, training, and employee programs for career development.

The Information Systems unit, under the direction of the Information Systems Manager, provides DPW managers with full computer and information services support. Included in the responsibilities of the Information Systems Manager are Web page development, analyzing new business applications, matching business needs to computerized applications, fiscal information tracking and reporting, and the daily support of PC hardware, software and computerized applications.

**FY03 GOALS**

*GOAL 1: Expand the capacity and efficiency of the workforce through training programs in technical, safety, professional development and customer service skills.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Total number of training programs fully implemented	0	5	5	35
2. Number of in-house safety training programs	6	8	12	12
3. Number of in-house computer literacy training on database management programs	5	8	8	12
4. Implement a cross-training inter-divisional skills program for union employees	0	8	2	6
5. Number of customer relations training programs	2	6	3	6
6. Number of technical skills programs	0	n/a	6	6
7. Implement a performance management system	0%	100%	50%	100%

*GOAL 2: Continue the implementation of computerized customer service, work management and asset management systems tracking processes.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of divisions using customer service program	12	14	14	15
2. Number of divisions using work order management program	5	9	7	9
3. Number of divisions using materials/asset management program	0	9	3	5
4. Number of divisions using pavement management program	0	2	0	2

*GOAL 3: Implement multi-level communications programs with the public and improve responses to customer requests and complaints.*



<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Revise DPW Web page, percent complete	0%	n/a	20%	100%
2. Number of service requests received and responded to via the DPW Web page	204	250	200	250

*GOAL 4: Improve productivity of the workforce by reducing sick time and non-snow overtime.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Average paid sick days per employee	8.87	8.50	7.50	7.00
2. Number of employees with no sick days every 6 months	78	n/a	77	82
3. Number of employees eligible for overtime	110	118	118	115
4. Average non-snow overtime earnings per employee	\$2 639	\$2 918	\$2 918	\$2 927

*GOAL 5: Ensure a safe working environment for employees.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of DPW vehicle accidents	52	50	40	35
2. Average number of employees on worker's compensation	12	8	8	6
3. Number of drivers trained in defensive driving	n/a	n/a	10	20
4. Number of employees trained on injury prevention	n/a	n/a	0	50

**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.

**FY03 GOALS**

*GOAL 1: Develop a budget management system for DPW divisions.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Develop quarterly budget reports for distribution to division supervisor, percent complete	0%	n/a	25%	100%
2. Number of review sessions with division supervisors	n/a	n/a	6	26

*GOAL 2: Expand financial management of capital projects.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Develop financial tracking system for capital project expenditures and revenues, percent complete	0%	n/a	20%	85%
2. Number of sewer funding agreements being managed in-house	0	n/a	1	2

*GOAL 3: Improve systems for tracking gas and electric bills.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of accounts combined into a master billing system	0	n/a	0	50

*GOAL 3: (continued)*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
2. Number of accounts tracked for energy usage	0	n/a	0	50

**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.

**FY03 GOALS**

*GOAL 1: Improve sidewalk conditions and roadway surfaces to improve pedestrian safety, vehicular safety and accessibility for persons with disabilities.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Miles of sidewalk replaced	2.25	6.6	7.0	6.5
2. Lane miles of roadway re-paved	1.77	12.5	14	14
3. Number of traffic calming projects completed	2	4	7	4
4. Number of access ramps surveyed	2 130	3 000	3 000	3 000
5. Number of access ramps upgraded	102	150	100	150

*GOAL 2: Improve compliance by private property developers with sanitary and stormwater guidelines, standards, regulations and ordinances.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of building permits reviewed	93	60	50	50

*GOAL 3: Improve service, education, support, and outreach to residents and businesses on the public construction projects underway in the City.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of project flyers distributed to residents in construction areas	140	6 000	15 000	10 000
2. Number of updates for DPW Web page of all on-going and planned activities	12	30	52	52
3. Number of public meetings held	54	24	24	24

*GOAL 4: Develop public education and outreach recommendations for residents and the business community regarding the City's stormwater management efforts.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Survey knowledge and practices of residents and targeted businesses, percent complete	0%	n/a	10%	50%
2. Number of brochures developed	0	n/a	2	4

ACTUAL FY01	PROJECTED FY02	BUDGET FY03
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1 309 083	1 220 475	
915 667	1 032 380	
<u>619 694</u>	<u>472 000</u>	
2 844 444	2 724 855	

STREET MAINTENANCE	1 513 850
STREET CLEANING	1 109 700
SNOW AND ICE	<u>172 000</u>
	2 795 550

**PUBLIC WORKS**  
- Service Programs/Public Ways

**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 street and sidewalks excavation 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 “emergency pot hole line,” Division employees are involved in initial spill containment response as well.

The Division has broadened its focus to include a wide spectrum of pedestrian needs, including pedestrian access through work sites, enforcement of the newsrack ordinance and implementation of the ADA requirements. All contribute to improving the environment for pedestrians.

The Superintendent of Streets, the Highway Supervisor and two Utility Construction Inspectors are responsible for the permitting and inspection of utility companies’ work completed within public ways.

**FY03 GOALS**

*GOAL 1: Improve response time for service requests, including sidewalk repairs and street repairs.*

PERFORMANCE MEASURES	FY01 ACTUAL	FY02 BUDGET	FY02 PROJECTED	FY03 PROPOSED
1. Number of service requests	483	491	250	250
2. Average number of days to close request	9.1	8.0	9.5	9.0

*GOAL 2: Implement the Pavement Management Program which will identify all maintenance costs and assist with decisions related to street and sidewalk maintenance.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Develop a computerized program to identify and prioritize all work, percent complete	0%	100%	25%	50%
2. Identify and track all costs associated with work to be done, percent complete	0%	100%	0%	25%

*GOAL 3: Develop and implement a pedestrian and employee work zone safety program based on the Manual on Uniform Traffic Control Devices standards.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of Division safety meetings	12	12	12	12

*GOAL 4: Maintain permit compliance program.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of excavation permits issued to public utility companies	1 317	2 200	1 200	1 200
2. Number of excavations inspected by utility construction inspectors	1 200	1 600	600	800
3. Number of sidewalk obstruction permits	744	n/a	950	900
4. Number of sidewalk obstruction permits inspected for compliance	372	n/a	475	540
5. Total number of newsracks in City	939	n/a	770	770
6. Number of newsrack vendors with compliance certificates	45	n/a	38	38

*GOAL 4: (continued)*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
7. Number of non-compliance violations issued for newsracks	150	n/a	100	25

*GOAL 5: Institute effective DPW computerized permit and permit fee tracking system.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Develop and implement computerized excavation permit process, percent complete	50%	100%	90%	100%
2. Develop and implement computerized obstruction permit process, percent complete	0%	n/a	90%	100%
3. Develop and implement computerized permit program for newsracks, percent complete	0%	n/a	90%	100%
4. Develop and implement Web-enabled permit forms for excavation, obstruction and newsrack permits, percent complete	0%	n/a	50%	100%
5. Number of billing periods related to permit and Street Permit Opening Fees (SPOF)	2	4	4	4

**STREET CLEANING**

**PURPOSE & OVERVIEW:** The Street Cleaning Division is responsible for maintaining clean public ways through a contractual street sweeping operation which runs from April through December each year. The additional month of street sweeping in December ensures the cleanliness of Cambridge streets through the early winter months and the removal of late falling leaves. Two contract sweepers are used to clean both residential streets and major City squares. Currently,



approximately 9 800 street miles are cleaned each year with over 5 000 tons of street refuse collected and disposed. At the end of the each month, the sweepers clean the industrial areas of Cambridge, an operation augmented by the Division’s own work force consisting of 16 full-time positions. This division also utilizes the services of approximately 12-15 temporary employees who help with litter pickup and assist the street-cleaning crews.

There are three street-cleaning crews fully equipped with several pieces of equipment, including 12 hand-held vacuum cleaners. These crews with their mechanical equipment clean the streets and squares of Cambridge on a regular basis. This Division also has two “Green Machines” for picking up trash on sidewalks and along the street curbs. These sidewalk vacuums are well noted for their versatility in picking up trash in difficult areas and can also dampen and disinfect the street or sidewalk.

City squares are cleaned seven days per week from 7:00 a.m. to 3:00 p.m. Monday through Friday, and from 4:00 a.m. to 8:00 a.m. (street sweeping) and 6:00 a.m. to 10:00 a.m. (hand-cleaning crew) Saturday, Sunday and Holidays and is combined with Off-Hours Division litter collection. This Division also has a small rubbish packer used by both Street Cleaning and Off Hours Divisions in order to collect litter twice daily from the City squares during the week and three times daily on weekends.

**FY03 GOALS**

*GOAL 1: Provide high quality cleaning of streets, sidewalks, and squares.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. From April through December sweep each city street at least once per month	100%	100%	100%	100%
2. Number of weekly litter pickups in Cambridge squares	16	16	16	16
3. Number of “Green Machines” for sidewalk sweeping in operation daily	2	3	2	2
4. Number of street miles cleaned between April and December	9 800	n/a	9 863	10 000

**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.

**FY03 GOALS**

*GOAL 1: Continue to maintain rapid response to all snow-related events while concurrently tracking all expenses associated with snow removal.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Overtime expense / snow bonuses	\$285 220	-	\$160 000	-
2. Materials & supplies (salt, calcium pellets, liquid calcium) expense	\$178 641	-	\$142 000	-
3. Outside plowing services	\$444 543	-	\$170 000	-
4. Total expense	\$908 404	-	\$472 000	-
5. Recorded snowfall	45.5”	-	14.8” *	-

\* As of 4/01/02

*GOAL 2: Provide emergency winter storm information to the residents of Cambridge.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Publish and distribute the winter storm brochure by November 1	100%	100%	100%	100%
2. Publish the winter storm brochure on the DPW Web site by November 1	0	100%	100%	100%

ACTUAL FY01	PROJECTED FY02		BUDGET FY03
3 707 077	3 993 470	<b>RUBBISH REMOVAL RECYCLING</b>	4 141 100
<u>945 900</u>	<u>1 304 770</u>		1 423 135
4 652 977	5 298 240		5 564 235

**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 89 commercial establishments who pay a semi-annual fee for this service. Once payment is received, a pre-numbered, color-coded sticker is issued and placed on the front door or front window of the establishment. Fees are based on amounts of trash collected.

The DPW's enforcement unit is responsible for enforcing the City's litter ordinance. This ordinance mandates that no rubbish be placed at the curb for collection earlier than 3:00 p.m. on the day before the scheduled collection. The enforcement unit is also responsible for ensuring that every owner or occupant of private property bordering a street or walkway maintains the sidewalk or walkway up to the center of the street free of litter.

The white goods (large appliances) pickup program operates on a weekly basis. Residents are charged \$15.00 per pickup per appliance (\$10.00 for senior citizens) and receive an orange-colored sticker to affix to the appliance. White goods are picked up each Wednesday and brought back to DPW for freon removal, if necessary. The appliances are subsequently brought to a disposal facility where they are prepared to be recycled.

Regular weekday rubbish collection is managed by eight rubbish packers, each staffed by a driver and two laborers. Additional solid waste is collected from other operations such as street cleaning, construction debris, litter pickup, and tree work.

**FY03 GOALS**

**FY03 GOALS**

*GOAL 1: Implement service request measurement and response tracking.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of service requests received and responded to	n/a	n/a	50	100

*GOAL 2: Implement specific environmental measures to keep Cambridge a clean and environmentally responsive City.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of household hazardous waste drop-off days	3	4	4	4
2. Number of warnings/citations issued for sanitation violations	980	615	800	800
3. Average number of white goods (appliances) picked up per week for disposal and recycling	30	n/a	32	36

*GOAL 3: Manage and track cost per ton of rubbish collection.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
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)	23 075	23 090	22 560	22 500
4. Cost per ton (all costs of collection)	\$121.44	\$127.72	\$140.02	\$151.11

## **RECYCLING**

**PURPOSE & OVERVIEW:** Under the management of the Director of Recycling, the Recycling Division carries out its core purpose of eliminating natural resource waste in order to improve the health of our environment and the health of our economy for ourselves and future generations. The Division does this by achieving its operational goals of planning, implementing and maintaining

cost-effective residential, commercial, and governmental waste prevention and recycling programs that are characterized by good communication, good customer service and high reduction and recovery rates. The Division maintains and monitors the residential curbside recycling program, a drop-off program that serves both residents and businesses, and a commercial recycling program. The Division works to maintain and improve recycling programs in City government buildings and schools and provides the public and City employees with information on how to participate in the City's recycling programs. The Division also responds to the public's questions and concerns with the City's recycling programs and about recycling in general.

Between FY94 and FY01, the Recycling Division improved the residential curbside recycling rate from 23% to 33% as a percentage of overall household trash collection. It is expected that the recycling rate will continue to increase due to the Recycling Division's ongoing efforts to increase participation in Cambridge neighborhoods and at Cambridge Public Schools.

Since 1996, the City has received grants through the state Municipal Recycling Incentive Program (MRIP). MRIP provides performance based incentive payments directly to municipalities that meet eligibility criteria designed to increase recycling and stimulate demand for recycled products. The City currently receives \$10 for every ton recycled in our curbside, drop-off, and commercial recycling programs. Payments are made to the City twice each fiscal year, in July and January.

In FY02, the City received \$94 290 in MRIP grant funds, based on recycling more than 9 000 tons during FY01. In FY03, the Department expects to maintain or exceed previous tonnage and anticipates a grant payment of over \$90 000. MRIP grant money currently funds two contracted staff positions in the Recycling Division and several ongoing recycling programs, including computer recycling, the School Recycling Incentive Program and the Neighborhood Participation Project.

**FY03 GOALS**

*GOAL 1: Increase the City's overall recycling rate which includes all recyclable materials collected at the curbside and the drop-off center.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. City recycling rate	33%	35%	35%	36%

*GOAL 2: Reduce the average number of monthly resident complaints about recycling pickup.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of complaints per month	7	3	10	6

*GOAL 3: Expand the Citywide recycling participation program.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Total number of neighborhood recycling participation projects completed	1	2	1	2
2. Number of schools with a comprehensive recycling program	7	15	9	14
3. Number of large buildings in Cambridge that are recycling to full capacity	280	336	290	320

*GOAL 4: Reduce the toxicity of Cambridge municipal trash that is landfilled or incinerated.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of fluorescent bulbs collected	72	n/a	1 764	1 980

ACTUAL FY01	PROJECTED FY02		BUDGET FY03
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3 349 131

3 280 440

**PARKS & URBAN FORESTRY**

Division is responsible for the maintenance and care of over 120 municipal properties, including parks, playgrounds, squares, plazas, medians and public building grounds. The 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 preparations are under way to begin implementation of a site adoption program for local businesses and civic groups in 2002.

The cyclical pruning of public street trees continues, and has reduced the number of emergency calls and resultant property damage due to falling limbs. It is intended that every public street tree will be pruned for deadwood, hazard elimination and utility clearance every four to five years from now on. With respect to tree planting, approximately 145 street trees were planted in the fall of 2001, with a similar number anticipated in spring 2002. A new initiative launched in 2001 was the pruning of parks and cemetery trees, a program that had heretofore been non-existent. 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.

**FY03 GOALS**

*GOAL 1: Maintain a commitment to customer service.*

3 399 525

**PUBLIC WORKS**  
**- Service Programs/Public**  
**Grounds**

**PARKS & URBAN FORESTRY**

**PURPOSE & OVERVIEW:**

This Division is responsible for the maintenance and care of over 120 municipal properties, including parks, playgrounds, squares, plazas, medians and public building grounds. The 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.

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**FY03 GOALS**

*GOAL 1: Maintain a commitment to customer service.*



<b>PERFORMANCE MEASURES</b>	<b>FY01* ACTUAL</b>	<b>FY02* BUDGET</b>	<b>FY02** PROJECTED</b>	<b>FY03** PROPOSED</b>
1. Number of service requests - Parks and Urban Forestry	64	180	370	350
2. Number of primary response service requests (requiring prompt response)	52	n/a	226	216
3. Average number of days to close	8.2	8.5	8.0	7.5
4. Number of secondary response requests (scheduled work over 30 days)	12	n/a	144	134
5. Average number of days to close secondary request	71	n/a	70.4	68
* Parks only				
** Goal was originally stated as number of park maintenance requests; goal now includes Parks and Urban Forestry requests.				

*GOAL 2: Continue to provide a quality park maintenance program.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of parks on contract	31	31	31	31
2. Number of parks, totlots, playgrounds maintained by DPW	88	88	95	95
3. Replace wood playground structures in conjunction with Community Development Dept.; number replaced	2	2	4	3
4. Number of new irrigation systems in parks & traffic islands installed	2	10	9	3
5. Number of acres of turf replaced/restored	7	n/a	16	20

*GOAL 3: Implement a scheduled preventative maintenance program for pruning all trees city-wide.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Approximate number of City street trees pruned annually	3 000	3 000	3 000	3 000
2. Number of park/cemetery trees pruned annually	700	n/a	700	700

*GOAL 4: Continue to manage the Client Tree Program, Commemorative Tree Program, and the City's tree replacement/planting program.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of client trees purchased	51	80	80	50
2. Number of commemorative trees purchased	5	20	5	5
3. Number of new City trees planted through DPW directive	300	300	303	306
4. Number of tree removals	75	75	120	100

*GOAL 5: Promote public awareness of the urban forest and of proper tree care.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of Cambridge School presentations	10	10	10	10
2. Number of volunteer events (tree planting, tree well maintenance)	5	10	10	5
3. Number of presentations to community groups	15	15	15	15
4. Number of neighborhood tree walks	10	14	10	15
5. Number of newspaper articles on Urban Forestry	6	6	6	6

*GOAL 6: Develop tree inventory database for all City parks and Cambridge Cemetery trees.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Inventory database, percent complete	30%	100%	83%	100%
2. Total number of trees entered into database	900	3 000	2 500	3 000

*GOAL 7: Develop park site adoption program for prominent planting areas.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of sites adopted	0	n/a	0	3

**PUBLIC WORKS**  
- Service Programs/Cemetery

<b>ACTUAL FY01</b>	<b>PROJECTED FY02</b>	<b>BUDGET FY03</b>
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719 221	738 990
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**CEMETERY 727 645**

**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 immortals 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 request. 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.

**FY03 GOALS**

*GOAL 1: Provide high quality grave site preparation and continue to improve cemetery maintenance and service.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of interments	445	450	450	450
2. Number of maintenance requests received	70	45	55	55
3. Number of days to complete maintenance requests	7.0	5.0	7.8	4.0
4. Number of acres slice seeded at the Cambridge Cemetery	0	n/a	2	2

*GOAL 2: Improve public information and access to information for Cambridge Cemetery visitors.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of computerized records	7 650	8 150	8 150	8 600
2. Number of new cemetery signs installed	60	20	20	20
3. Update Cemetery grave lot map, percent complete	0%	n/a	0%	10%

*GOAL 3: Continue implementation of beautification program throughout Cambridge Cemetery and maintain landscape.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of unique specimen trees planted at Cemetery	19	20	21	21
2. Number of new perennial islands created	0	1	1	1
3. Total number of bulbs planted	1 500	1 500	1 500	1 500
4. Number of Cemetery trees pruned annually	0	100	100	100

*GOAL 4: Implement a Cambridge Cemetery infrastructure improvement plan.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of linear feet of Cemetery roadway	21 175	n/a	21 175	21 175
2. Number of linear feet resurfaced	0	n/a	0	615



ACTUAL FY01	PROJECTED FY02	BUDGET FY03
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1 108 545	1 165 815	
1 142 172	1 068 255	
<u>365 482</u>	<u>421 895</u>	
2 616 199	2 655 965	

**PUBLIC WORKS**  
- Supporting Serv./Public Bldgs.

OPERATION	1 243 490
MAINTENANCE	1 095 445
ADMINISTRATION	<u>506 375</u>
	2 845 310

**BUILDING OPERATIONS**  
**PURPOSE & OVERVIEW:** The Building Operations Division is responsible for supplying custodial services to 11 municipal buildings

throughout the City, including City Hall, Coffon Building, Police Headquarters, Lombardi Building, Area IV Youth Center, Frisoli Youth Center, Moore Youth Center, Gately Youth Center, and the DPW Administration Building. In addition, two City Buildings (the Cambridge Senior Center at 806 Massachusetts Avenue, and the municipal building temporarily located at 238 Broadway) are under cleaning contracts; however, they are still serviced during the day by the DPW. The Building Operations Division has all the necessary cleaning equipment including vacuum cleaners, buffing and cleaning machines and cleaning supplies. This Division also operates a 3:00 p.m. to 11:00 p.m. shift at several City-owned buildings.

**FY03 GOALS**

*GOAL 1: Improve building cleaning services by organizing user's group meetings at each building cleaned by DPW personnel. User meetings have been established every other month at each of the buildings at which DPW personnel are responsible for cleaning.*

PERFORMANCE MEASURES	FY01 ACTUAL	FY02 BUDGET	FY02 PROJECTED	FY03 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	121	121	72	72
3. Develop accurate task cleaning schedule for each facility, percent complete	0%	n/a	10%	100%

*GOAL 2: Improve response time for service requests, including moving, special events and cleaning services.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of service requests	188	200	200	225
2. Average number of days to close requests	4.6	3.0	4.0	3.5

## **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.

### **FY03 GOALS**

*GOAL 1: Improve response time for service requests, such as plumbing, heating, carpentry, lock repair, moving and staging requests.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of work requests (Operations & Maintenance)	585	600	600	600
2. Average number of days to close request	10.9	7.0	6.0	5.75



**PUBLIC BUILDING ADMINISTRATION**

**PURPOSE & OVERVIEW:** The Public Building Administration Division is responsible for all aspects of construction, renovation and maintenance of the City’s public buildings. The Division works under the guidance of the Superintendent of Buildings who is responsible for supervising and directing the overall operation of the Building Operations and Building Maintenance Divisions. The Superintendent of Buildings is also responsible for the design and execution of new construction, renovations and extensive repair projects to all City buildings, overseeing project management for school construction, assisting with the selection of design professionals, compilation of specifications and bid documents, and construction contract management. The Superintendent of Public Buildings performs ongoing field inspection and approval until the repair, construction or renovation is completed.

The Public Building Administration Division also includes a Supervisor of Public Construction who is responsible for managing the on-going construction contracts as well as the daily construction activities.

**FY03 GOALS**

*GOAL 1: Design and construct environmentally responsible “Green” buildings, utilizing the LEED Green Building Rating System? in all new construction and major renovation programs.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of buildings being designed with LEED System?	0	2	1	2
2. Create standards for future building renovations based on LEED? standards	0%	n/a	0%	100%

*GOAL 2: Oversee renovation of interior spaces at City Hall.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Percent complete	0	80%	80%	100%

*GOAL 3: Foster a cleaner, more energy efficient public building environment.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of Public Buildings with oil to gas conversions	0	2	1	2

<b>ACTUAL FY01</b>	<b>PROJECTED FY02</b>	<b>BUDGET FY03</b>	<b>PUBLIC WORKS - Supporting Serv./Vehicle Maint.</b>
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<b>709 991</b>	<b>1 341 160</b>	<b>VEHICLE &amp; EQUIPMENT MAINTENANCE</b>  <b>1 311 730</b>	<p><b>PURPOSE &amp; OVERVIEW:</b> 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 snowblowers. To accommodate the vehicle maintenance requirements, this Division has a master mechanic, a working supervisor, four motor equipment repairpersons, and a welder. This 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>This 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 FY03 will include in-house training on vehicle diagnosis systems, and a PC-based fleet preventative maintenance and work management system. In FY03, the Division will focus on developing a fully automated inventory and preventative maintenance system.</p> <p><b>FY03 GOALS</b></p> <p><i>GOAL 1: Reduce the number of emergency DPW vehicle breakdowns.</i></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">PERFORMANCE MEASURES</th> <th style="text-align: center;">FY01 ACTUAL</th> <th style="text-align: center;">FY02 BUDGET</th> <th style="text-align: center;">FY02 PROJECTED</th> <th style="text-align: center;">FY03 PROPOSED</th> </tr> </thead> <tbody> <tr> <td>1. Number of preventative maintenance service orders</td> <td style="text-align: center;">300</td> <td style="text-align: center;">450</td> <td style="text-align: center;">220</td> <td style="text-align: center;">450</td> </tr> <tr> <td>2. Number of daily checklists on vehicle condition</td> <td style="text-align: center;">40</td> <td style="text-align: center;">45</td> <td style="text-align: center;">40</td> <td style="text-align: center;">45</td> </tr> <tr> <td>3. Number of emergency breakdowns</td> <td style="text-align: center;">360</td> <td style="text-align: center;">300</td> <td style="text-align: center;">350</td> <td style="text-align: center;">300</td> </tr> </tbody> </table>	PERFORMANCE MEASURES	FY01 ACTUAL	FY02 BUDGET	FY02 PROJECTED	FY03 PROPOSED	1. Number of preventative maintenance service orders	300	450	220	450	2. Number of daily checklists on vehicle condition	40	45	40	45	3. Number of emergency breakdowns	360	300	350	300
PERFORMANCE MEASURES	FY01 ACTUAL	FY02 BUDGET	FY02 PROJECTED	FY03 PROPOSED																			
1. Number of preventative maintenance service orders	300	450	220	450																			
2. Number of daily checklists on vehicle condition	40	45	40	45																			
3. Number of emergency breakdowns	360	300	350	300																			

*GOAL 1: (continued)*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
4. Average number of breakdowns per DPW vehicle	3.0	2.5	2.5	2.5

*GOAL 2: Provide complete and accurate work history and cost accounting for each DPW vehicle.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Total number of City vehicles with completed computerized inventory	206	300	250	300
2. Total number of vehicles with computerized work history complete with repair and maintenance costs	0	80	50	150
3. Computerize fleet maintenance inventory control program, percent complete	0	n/a	50%	100%

*GOAL 3: Expand workforce skills with respect to motor vehicle driving abilities.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of Commercial Driver's License (CDL) training sessions	1	4	5	4

*GOAL 4: Explore alternative fuel<sup>1</sup> vehicles for City fleet and equipment.*

<sup>1</sup> Natural Gas, Natural Gas & Gasoline hybrid, Electric, Electric and Gasoline hybrid.

ACTUAL FY01	PROJECTED FY02		BUDGET FY03	PUBLIC WORKS - Supporting Serv./Off-Hour Serv.														
638 767	668 500	<p align="center"><b>OFF-HOUR SERVICES</b></p> <p><b>PURPOSE &amp; OVERVIEW:</b> 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 city-wide 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> <p><b>FY03 GOALS</b></p> <p><i>GOAL 1: Develop and maintain a computerized database which will include the description of all calls and responses to emergencies and requests for service.</i></p> <table border="1"> <thead> <tr> <th data-bbox="659 818 1228 896">PERFORMANCE MEASURES</th> <th data-bbox="1228 818 1360 896">FY01 ACTUAL</th> <th data-bbox="1360 818 1528 896">FY02 BUDGET</th> <th data-bbox="1528 818 1745 896">FY02 PROJECTED</th> <th data-bbox="1745 818 1955 896">FY03 PROPOSED</th> </tr> </thead> <tbody> <tr> <td data-bbox="659 896 1228 1052">1. Implement computerized service requests application with employee training, percent complete</td> <td data-bbox="1228 896 1360 1052">0%</td> <td data-bbox="1360 896 1528 1052">100%</td> <td data-bbox="1528 896 1745 1052">95%</td> <td data-bbox="1745 896 1955 1052">100%</td> </tr> <tr> <td data-bbox="659 1052 1228 1130">2. Maintain and update all service requests, percent complete</td> <td data-bbox="1228 1052 1360 1130">0%</td> <td data-bbox="1360 1052 1528 1130">100%</td> <td data-bbox="1528 1052 1745 1130">50%</td> <td data-bbox="1745 1052 1955 1130">100%</td> </tr> </tbody> </table>	PERFORMANCE MEASURES	FY01 ACTUAL	FY02 BUDGET	FY02 PROJECTED	FY03 PROPOSED	1. Implement computerized service requests application with employee training, percent complete	0%	100%	95%	100%	2. Maintain and update all service requests, percent complete	0%	100%	50%	100%	
PERFORMANCE MEASURES	FY01 ACTUAL	FY02 BUDGET	FY02 PROJECTED	FY03 PROPOSED														
1. Implement computerized service requests application with employee training, percent complete	0%	100%	95%	100%														
2. Maintain and update all service requests, percent complete	0%	100%	50%	100%														

ACTUAL FY01	PROJECTED FY02	BUDGET FY03
730 734	844 360	<p style="text-align: center;"><b>ENERGY</b>      <b>774 360</b></p> <p>ENERGY CONSUMPTION. The following chart provides the budget detail and analysis of energy use in public buildings including electric, gas, and heating oil which is supported by this budgetary allotment. This energy budget also includes gasoline for the 300 plus City vehicles that receive gasoline from the DPW fuel management system.</p>

**PUBLIC WORKS**  
**- Supporting Services/Energy**

ACTUAL FY01	PROJECTED FY02		BUDGET FY03	PUBLIC WORKS - Sewers
1 426 860	1 507 525	<p data-bbox="827 196 1199 228" style="text-align: center;"><b>SEWER MAINTENANCE</b></p> <p data-bbox="646 310 1955 776">repair of the City’s wastewater collection system, including 223 miles of sewer lines and over 4 000 catchbasins. The maintenance program includes responding to plugged sewer line complaints, cleaning catchbasins on a regularly scheduled basis, repairing broken sewer lines, controlling sewer odors, and inspecting and approving private connections to public sewers. The Sewer Division reviews all applications for sewer use before they are sent to Massachusetts Water Resources Authority (MWRA) for final approval, and discusses the extent of sewer needs and capacity with new building developers. Other responsibilities of this Division include development and management of critical projects such as stormwater management, inflow and infiltration studies; MWRA flow verification; combined sewer overflow metering; overseeing the sewer separation program (converting the combined sewer systems into separate sanitary and stormwater drains); and monitoring the Fats, Oils, and Grease (FOG) program which captures all information related to any type of fat, oil or grease that is being put into the City’s collection system from organizations which prepare or handle food.</p> <p data-bbox="646 821 1955 959">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 data-bbox="646 1005 1955 1143">An important part of the Sewer Division’s duties is to meet with citizen groups and individual homeowners to advise them on methods to avoid damaging backups and to define the responsibility of the City and the homeowner regarding sewer connections. Public meetings are also scheduled with respect to on-going sewer construction projects throughout the City.</p> <p data-bbox="646 1188 835 1221"><b>FY03 GOALS</b></p> <p data-bbox="646 1265 1955 1330"><i>GOAL 1: Demonstrate improved response time for requests for services, such as cracked, loose or missing sewer covers, emergency catch basin repair and cleaning.</i></p>	1 743 680	<p data-bbox="1472 196 1955 228"><b>PURPOSE &amp; OVERVIEW:</b></p> <p data-bbox="1472 237 1955 302">Responsibilities of the Sewer Division include the maintenance and</p>

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of service requests	170	180	180	350*
2. Average number of days to close requests	2.7	3.3	3.3	2.7
3. Number of emergency service requests	45	40	40	40
4. Number of days to close emergency requests	5.0	4.0	3.0	2.5
* improved tracking methods				

*GOAL 2: Establish and implement a city-wide stormwater management process to meet stormwater control objectives set forth by the Environmental Protection Agency.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Revise sewer use ordinance, percent complete	50%	90%	60%	90%
2. Develop a sediment and control ordinance, percent complete	0	90%	30%	50%
3. Develop site plan reviews and regulations, percent complete	5%	90%	30%	40%
4. Revise pollution prevention plan for municipal facilities, percent complete	0	70%	30%	40%

*GOAL 3: Identify capacity or structural deficiencies in the sanitary and stormwater systems throughout the City to reduce flooding and backup.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of meters installed to collect data	2	20	20	20
2. Number of reports for MWRA, DEP, EPA based on data from meters	15	26	26	26



*GOAL 3: (continued)*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
3. Study infiltration and inflow city-wide, percent complete	25%	70%	70%	75%

*GOAL 4: Monitor construction and manage design of sewer separation and stormwater management projects.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Cherry Street design, percent complete	0%	60%	30%	45%
2. Bellis Circle construction, percent complete	0%	90%	10%	75%
3. Harvard Square construction, percent complete	35%	60%	60%	75%
4. Number of common manholes removed	0	100	60	70
5. Willard Street outfall project design, percent complete	0%	40%	75%	100%

*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.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Linear feet of new stormwater drains installed	3 000	6 500	7 000	6 500
2. Linear feet of new sanitary sewer installed	300	700	700	1000
3. Number of new catchbasins installed with deep sumps and hoods	20	50	70	70
4. Number of hoods replaced	5	30	20	30

*GOAL 5: (continued)*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
5. Number of grit chambers constructed	5	15	15	10
6. Number of illicit connections removed	5	25	10	20

*GOAL 6: Improve function and capacity of sewers and stormwater drains through improved maintenance.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of catchbasins cleaned	1 200	2 500	2 500	2 500
2. Number of linear feet of pipe cleaned	52 000	100 000	60 000	70 000
3. Linear feet of pipe televised	52 000	150 000	70 000	80 000
4. Linear feet of pipe repaired	150	2 900	2 900	3 000
5. Number of structures connected to SCADA system telemetry	0	6	3	6

*GOAL 7: Maintain a grease control program for sanitary system to reduce sewerage backups caused by fats, oils, grease (FOG).*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of business seminars	0	4	4	4
2. Number of pamphlets developed/distributed	0	4	0	4
3. Number of inspections performed	300	600	200	400

*GOAL 8: Improve stormwater and sanitary system conveyance by developing discharge standards and parameters for private development.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of site plans reviewed	92	100	70	75
2. Number of best management practices incorporated by new developers	30	40	40	40

**WATER  
- Summary**

ACTUAL FY01	PROJECTED FY02		BUDGET FY03
8 595 546	9 608 835		10 208 195
2 015 315	4 091 640	ADMINISTRATION	10 208 195
<u>1 956 679</u>	<u>2 168 890</u>	SOURCE OF SUPPLY	4 594 940
12 567 540	15 869 365	DISTRIBUTION	<u>2 311 110</u>
			17 114 245

**PURPOSE & OVERVIEW:** The Cambridge Water Department (CWD) is a municipally owned and operated water utility servicing approximately 102 000 residents. The CWD operates under the general

direction of the City Manager. Five members comprise the Water Board all of whom are appointed by the City Manager and serve in an advisory capacity to the City Manager and the Managing Director of the Water Department. The CWD is regulated by Federal and State drinking water codes and is comprised of three divisions: Administration; Source of Supply; and Transmission & Distribution. The mission of the CWD is to provide a safe, adequate and uninterrupted water supply of the highest quality to the citizens of Cambridge.

In keeping with this mission, the CWD has begun implementing a long-term strategic plan with the goal of ensuring integrity and functionality as one system well into the 21<sup>st</sup> century. The systems that comprise the water supply system are: the watershed and their related facilities such as gatehouses, dams, spillways and valves; the Stony Brook conduit and associated valving; the Fresh Pond Reservoir; the treatment plant; the Payson Park finished reservoir; the Payson transmission lines and associated valving; and the distribution system and three Massachusetts Water Resource Authority (MWRA) emergency interconnects. The interconnects will continue to serve as an emergency back-up supply. During the past year, several planning and evaluation studies of the watershed facilities, conduits and transmission lines have been completed. The completion of a Fresh Pond Master Plan provides the mechanism for enhanced source water protection, which is a vital first step in water treatment; the plan also provides for the overall stewardship of the reservation. Over the next several years, there will be continued emphasis in revitalizing the water distribution system, the Fresh Pond Reservation, the Stony Brook Conduit, Payson Park force and supply lines and treatment plant process optimization to improve water quantity and quality delivered to our customers. Opportunities to perform water main infrastructure improvements in partnership with others performing utility work such as sewer separation and Chapter 90 roadway work will be continued to optimize cost and to minimize disruptions to the public.

**SIGNIFICANT BUDGET MODIFICATIONS:** The significant increase in the debt service account is attributable to the first full principal and interest payment on the bonds issued on December 15, 2001 to finance the remainder of the water treatment plant and improvements to the Stony Brook and Payson Park conduits. None of the prior water bond issues will be retired during FY03 so that there is

no reduction to offset the additional debt service related to the December 15, 2001 issue.

**FY02 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:**

- Completed the construction of the Walter J. Sullivan Water Purification Facility and moved the entire department into the new facility.
- Successfully managed the recovery and restart of the water plant that resulted from the “flood” of October 4, 2001.
- Completed the landscape improvements at the weir meadow, treatment facility and bike path in accordance with the Fresh Pond Master Plan.
- Distributed 2001 annual “Consumers Confidence Report” on drinking water quality via direct mail and through the Department Web page: [www.ci.cambridge.ma.us/~Water](http://www.ci.cambridge.ma.us/~Water).
- Completed rehabilitation of over 6 000 feet of water mains, replaced over 360 lead water services and maintained a 99.8% in-service rating for fire hydrants.
- Continued cooperative infrastructure improvements with other City departments and utility companies (e.g. Fresh Pond Parkway sewer separation and surface enhancement project, Citywide storm water management plan, Crescent/Carver sewer separation project, South Mass. Avenue storm drain project, common manhole replacement, City irrigation projects, Level III and Chapter 90 surface enhancement projects).
- Maintained the “Water Department Engineering and Construction Standards” that are in use as a guide for performing water system construction in the City of Cambridge.
- Performed required regulatory water quality analytical testing and watershed monitoring which resulted in over 43 000 tests.
- Completed the “Distribution System Bio-film Monitoring Research Project.” This project was performed with other water departments throughout the United States and was conducted through the American Water Works Association Research Foundation (AWWARF). The results will be

used by the Cambridge Water Department and other water systems throughout the world and help to operate water systems more effectively.

- Completed the first year of watershed water quality monitoring and published the first annual water quality report. This is a joint venture between the Cambridge Water Department and the US Geological Survey.
- Completed the installation of equipment in four watershed gaging stations to collect information to help in the operation of our reservoirs. This data is also going to be made available through the USGS/Cambridge Water Department project Web page.
- Developed a watershed storm water monitoring plan to identify, evaluate and prioritize water quality threats in accordance with the US Environmental Protection Agency (USEPA) Storm Water guidelines.
- Maintained a Class 1 fire rating for the City of Cambridge in cooperation with the Fire Department.
- Implemented the watershed (up-country) hazardous material response program.
- Implemented the Hansen customer service, work order and preventative maintenance modules.
- Reviewed and monitored over 60 development and site remediation projects throughout the 24 square mile watershed.
- Responded to and repaired over 75 water main or service leaks.
- Completed implementation of the treatment facility staffing plan.

**FINANCING PLAN.** This budget is supported by \$14 209 790 in water charges, \$1 635 000 in retained earnings and \$1 269 455 in state subsidy loan.

**STATUTORY ANALYSIS:** Salaries and Wages, \$4 600 815; Other Ordinary Maintenance, \$3 177 350; Travel and Training, \$23 255; and Extraordinary Expenditures, \$9 312 825.

**WATER  
- Administration**

ACTUAL FY01	PROJECTED FY02	BUDGET FY03
723 825	463 690	522 815
265 710	420 355	417 555
<u>7 606 011</u>	<u>8 724 790</u>	<u>9 267 825</u>
8 595 546	9 608 835	10 208 195

**ADMINISTRATIVE  
ENGINEERING &  
CROSS CONNECTION  
DEBT SERVICE**

**PURPOSE & OVERVIEW:**  
Administration Division is responsible for performing administrative, personnel, financial, metering and customer relations functions. This Division also assists in the quarterly processing of water bills for the

13 859 metered accounts in the City and is responsible for making inspections for leaks, faulty registrations, damaged meters, non-compliant water connections and other customer services.

**FY03 GOALS**

- *GOAL 1: Improve customer relations through the development of public education and dissemination of information programs.*

PERFORMANCE MEASURES	FY01 ACTUAL	FY02 BUDGET	FY02 PROJECTED	FY03 PROPOSED
1. Administration/Business	5%	50%	50%	100%
2. Engineering and Program Development	5%	50%	50%	100%
3. Watershed	25%	50%	50%	100%
4. Water Operations	5%	50%	50%	100%
5. Transmission and Distribution	5%	50%	50%	100%

- *GOAL 2: Improve metering and meter reading efficiency.*

PERFORMANCE MEASURES	FY01 ACTUAL	FY02 BUDGET	FY02 PROJECTED	FY03 PROPOSED
1. Percentage of accounts receiving two annual actual meter readings	88%	87%	88%	88%
2. Implement and maintain meter/billing enhancement program	0	50%	50%	50%
3. Eliminate large old meters	16	25	25	25
4. Meters replaced	260	275	275	275

- *GOAL 3: Provide professional growth and development opportunities for all employees with an emphasis on meeting regulatory training requirements and instilling uniform work practices.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Develop and implement employee training program	10%	100%	50%	100%
2. Percentage of staff receiving required DEP training	100%	100%	100%	100%

### **ENGINEERING & PROGRAM DEVELOPMENT**

**PURPOSE & OVERVIEW:** The Engineering Division is responsible for providing technical services to support the Department and developing and implementing new and existing programs; planning and overseeing capital improvements; maintaining maps/records; and coordinating water projects with other City departments.

#### **FY03 GOALS**

- *GOAL 1: Develop, implement and maintain 5, 10 and 20-year capital plans.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Perform update of Capital plans	n/a	50%	50%	75%

- *GOAL 2: Effectively manage existing programs and develop new programs in order to conserve water and protect public health.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Test all backflow prevention devices semi-annually; number of tests	5 518	5 200	5 200	5 400



■ *GOAL 2: (continued)*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
2. Number of new establishments where cross connection control surveys are performed	29	50	50	65
3. Develop and implement an Automatic Meter Reading (AMR) program	5%	25%	25%	45%

■ *GOAL 3: Continue the issuance of water work permits in a timely manner, pursuant with Citywide permit guidelines.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Percent of permits issued within two weeks	95%	95%	95%	95%
2. Number of construction permits	150	125	125	150
3. Number of hydrant permits	50	40	40	60
4. Number of fire pump test permits	180	100	100	150

**WATER  
- Source of Supply**

ACTUAL FY01	PROJECTED FY02	BUDGET FY03
647 725	876 565	<b>WATERSHED</b> 925 645
1 327 148	3 172 950	<b>WATER TREATMENT OPERATION</b> 3 627 170
<u>40 442</u>	<u>42 125</u>	<b>DEP ASSESSMENT</b> <u>42 125</u>
<b>2 015 315</b>	<b>4 091 640</b>	<b>4 594 940</b>

**PURPOSE & OVERVIEW:** The Watershed division is responsible for the management and operation of the City's four reservoirs located in Cambridge, Belmont, Lexington, Waltham, Lincoln and Weston. The

Hobbs Brook and Stony Brook reservoirs are the primary source of water for our system. The total capacity of the two up-country reservoirs is 3 095 million gallons. The water is transferred to the terminal reservoir, Fresh Pond, via the Stony Brook Conduit. The Fresh Pond Reservoir has an additional 1 308 million gallons of water storage. The watersheds serving the three reservoirs total 24 square miles. The Division develops and implements intricate watershed protection plans, hazardous materials response plans, partnerships, conducts environmental and raw water quality monitoring, manages the grounds at the Fresh Pond Reservation (Cambridge's largest open space) and at the up-country reservoirs, performs and documents site activities and works with all the stake holders in the watersheds to ensure long-term protection of the City's drinking water supply. An additional responsibility is the implementation of the Fresh Pond Master Plan that was adopted by the City Council in January 2001.

**FY03 GOALS**

- *GOAL 1: Develop, implement and maintain Watershed Protection Plans to protect the City's source water supply.*

PERFORMANCE MEASURES	FY01 ACTUAL	FY02 BUDGET	FY02 PROJECTED	FY03 PROPOSED
1. Review and monitor site development and remediation projects throughout the watershed	70	50	60	60
2. Develop a Cambridge Watershed storm water management plan pursuant to EPA's Phase II regulations (4 up-country communities)	10%	75%	25%	50%

■ *GOAL 1: (continued)*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
3. Maintain the US Geological Survey Water Quality Monitoring Program	65%	100%	100%	100%
4. Develop early warning water quality monitoring system for reservoir management	0	n/a	5%	50%

■ *GOAL 2: Manage watershed and reservoir improvements to ensure safe and continuous delivery of water to the treatment facility.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Implement tasks in the Fresh Pond Master Plan.	10%	20%	25%	50%
2. Develop a Fresh Pond landscape maintenance/management plan	5%	n/a	10%	50%
3. Develop a watershed/reservoir facilities maintenance/management plan	5%	n/a	10%	30%
4. Develop a Stony Brook conduit easement maintenance/management plan	5%	n/a	10%	20%

**WATER TREATMENT OPERATIONS**

**PURPOSE & OVERVIEW:** The Water Treatment Operations Division has primarily been responsible for the operation of the Water Treatment Facility at Fresh Pond. In the past, this division had been responsible for the coordination of operations to support the final years of operating the old facility, managing the interim MWRA supply of water to Cambridge and the construction of the new water treatment facility. During FY02, the new treatment facility was brought online. This has involved the hiring of staff, establishing operations and maintenance procedures and staff training to ensure the production of water of the highest quality for Cambridge for years to come. 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).

**FY03 GOALS**

- *GOAL 1: Optimize, operate and maintain the water treatment facility.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Update and maintain maintenance and preventive maintenance programs	70%	100%	100%	100%

- *GOAL 2: Provide analytical services through the operation of a certified water quality laboratory.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Perform required Department of Environmental Protection (DEP) analytical testing	100%	100%	100%	100%
2. Total water quality tests performed	36 127	21 800	40 500	40 500
- Water treatment plant	n/a	16 000	35 576	35 576
- Watershed	1 680	2 000	824	824
- Transmission and Distribution	n/a	3 800	4 100	4 100
3. Update and maintain quality and process controls	50%	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 FY03 is estimated at \$8.00 per million gallons of water usage. The assessment is based on prior year consumption. Our usage for FY02 is projected at 5.1 billion gallons of water. The major benefit to public water suppliers from this assessment will be to enhance services provided by DEP (e.g., enhanced education and outreach programs, streamlining of existing programs, reduced permit review time and additional one-on-one assistance).

<b>ACTUAL FY01</b>	<b>PROJECTED FY02</b>		<b>BUDGET FY03</b>
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**WATER  
- Transmission & Distribution**

<b>1 956 679</b>	<b>2 168 890</b>
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**TRANSMISSION & DISTRIBUTION 2 311 110**

**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, 13 859 services, 4 447 valves, 1 750 fire hydrants, and 18 306 valve and service boxes. This division regularly performs leak detection, preventative maintenance, provides effective emergency response for leaks and low pressure situations and assistance and support to customers and other City departments. A partnership is maintained with the Fire Department to ensure a high degree of reliability of fire hydrants throughout the City.

**FY03 GOALS**

- *GOAL 1: Rehabilitate the water distribution system.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Install, clean and line, and/or replace water mains; number of linear feet	12 000	5 000	5 000	5 000
2. Number of lead services eliminated	500	300	300	300

- *GOAL 2: Ensure the highest degree of fire protection reliability and functionality through hydrant maintenance.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Percentage of in-service hydrants	99.8%	99.8%	99.8%	99.8%
2. Number of fire hydrants replaced	48	30	30	30
3. Fire hydrants tested	100%	100%	100%	100%
4. Fire hydrants repaired	n/a	100	100	50

- *GOAL 3: Expand and enhance the operation and maintenance of the water infrastructure to minimize the duration of water outages as a result of water main breaks and/or planned shutdowns to facilitate construction activities.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Valve boxes cleaned out	525	500	500	500
2. Valves replaced/repared	31	25	40	25
3. Water mark-outs performed	700	600	1 000	1 000
4. Inspections performed	167	150	150	150
5. Water turn-on/shut-off	525	500	500	500
6. Water leaks found and repaired	71	n/a	77	75

ACTUAL FY01	PROJECTED FY02		BUDGET FY03
<p>858 724 2 936 652</p> <hr/> <p>3 795 376</p>	<p>942 860 3 162 330</p> <hr/> <p>4 105 190</p>	<p>ADMINISTRATION PLANNING CONTINGENCY</p>	<p>1 017 675 3 354 055 <u>132 870</u> 4 504 600</p>
<p>Department works with the residential and business communities to improve the quality of life and living environment through supporting sustainable growth that contributes to the tax base, expands job opportunities for residents and ensures a high level of services. In addition, the Department seeks to strengthen communication among and between the City, its residents and the business community.</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; retaining and attracting business, strengthening the vitality of the City's commercial districts and providing assistance to the City's businesses, particularly small, women- and minority-owned businesses; planning transportation infrastructure that encourages walking, cycling and public transportation, enhances safety, preserves the character of the City's neighborhoods, supports the economic vitality of the City, and implements the vehicle trip reduction program; renovating neighborhood parks and playgrounds, and planning for development of other urban open space; and protecting and enhancing the environment through project review and encouragement of environmentally safe and renewable practices.</p> <p>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, and the interdepartmental open space transportation committee. The Department also works to advance a variety of community and neighborhood initiatives with the assistance of ad hoc advisory committees including the Rooftop/Mechanical Task Force, Harvard Square Design Committee, Riverside Planning Study</p>			

**COMMUNITY DEVELOPMENT  
- Summary**

**PURPOSE & OVERVIEW:** The Community Development Department is responsible for planning and managing physical change in a manner which best supports the overall diversity of the City. The



Committee, Cambridgeport Roadways Advisory Committee, Cambridge Street Advisory Committee, and Climate Protection Task Force, as well as closely cooperates with many committees of the City Council including Housing and Community Development, Economic Development, Environment and Traffic and Transportation.

A large portion of the Department's work is funded through federal programs including Community Development Block Grant (CDBG), HOME and the Lead Hazard Control Grant.

**FY02 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:**

- ?? Worked with Planning Board and City Council to develop the Eastern Cambridge Rezoning Petition based on the recommendations of the Eastern Cambridge Planning Study (ECaPS). City Council adopted the zoning in October 2001 which will encourage housing, increase open space, reduce auto trips from new development, create mixed use districts close to transit and create better transitions.
- ?? Worked with the Riverside Study Committee, an advisory committee of residents, business representatives and institutions to develop recommendations regarding land use, zoning, urban design and transportation. Recommendations to be completed and forwarded to the Planning Board and City Council prior to expiration of moratorium in December 2002.
- ?? Completed construction of improvements at Kennedy School Playground, Reverend Williams Park and Paine Park. Completed repairs to Cambridgeport School Playground. Commenced construction of King School playground and Bergin Park. Completed community design review processes for Franklin Street Park and Area Four Open Space.
- ?? Initiated study process to review regulations governing rooftop mechanical equipment. City Manager appointed an advisory committee of residents, business owners and institutional representatives.
- ?? Working with Planning Board, coordinated design and zoning review of projects seeking special permits, including those regulated under the new Project Review procedures. Projects reviewed included: the NECCO Technology Center, Guilford and Charles Smith residential projects in North Point, Harvard University UIS Center, and Cambridge Research Park landscape plan.

- ?? Completed analysis of Census 2000 Short Form results released in mid-2001. Prepared on-line demographic map set in conjunction with MIS staff. Conducted presentations for City Council, City staff, Cambridge Health Alliance, and Affordable Housing Trust.
- ?? Created 80 affordable rental and homeownership units through new development, acquisition and rehabilitation, preservation, and the Inclusionary Zoning Ordinance.
- ?? Completed construction and rehabilitation work on 137 units, which includes six homeownership units sold to first-time home-buyers and 72 assisted living units for elders, in partnership with CASCAP, Homeowner's Rehab, Just-a-Start Corporation, Cambridge Housing Authority, and Laity and Clergy for Affordable Housing.
- ?? Collaborated with owners, residents, the Massachusetts Department of Housing and Community Development (DHCD), and the US Department of Housing & Urban Development to preserve affordability of three developments with expiring affordability restrictions. Successfully preserved 305 units.
- ?? Educated over 500 Cambridge residents about homeownership and provided direct counseling to 150 individuals, increasing homeownership opportunities for Cambridge residents. Offered additional classes in Haitian/Creole and on multi-family homeownership.
- ?? Created new down payment and closing cost assistance program through a \$100 000 grant from the Massachusetts DHCD. Provided affordable mortgages to residents with funds from the Massachusetts Housing Partnership Soft Second Mortgage program.
- ?? Organized four housing outreach events throughout Cambridge to provide information about the City's housing programs and services. Created new housing services brochure and distributed throughout the city, including a citywide mailing.
- ?? 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.

- ?? Presented two workshops to Cambridge Street and Central Square businesses on the City's Facades Improvement programs. Completed four storefront facades, with five additional projects in process. Received Cambridge Historical Commission Preservation Award recognizing the impact of this program on Cambridge Street.
- ?? Completed report documenting the city's labor market entitled, "Education and Skills for the New Economy: A Survey of Employment Trends in Cambridge, Massachusetts." Began working with other City departments at the business community on outreach and dissemination of the information to educational institutions serving both youth and adult populations.
- ?? Presented, as part of the Retail Best Practices program, two workshops to Cambridge businesses interested in interior design and operational improvements. Assisted 20 income-eligible businesses through private consultations. Follow-up visits and reports were made to document progress and evaluate impact of any changes.
- ?? Provided assistance to 150 small businesses on a wide range of business matters including site searches, developing business plans, defining capitalization strategies, and market analysis. Outreach and education efforts included developing and presenting business planning/assistance workshops for potential start-up and existing small business owners.
- ?? Launched the EZRide shuttle service connecting North Station, Lechmere, Kendall Square and Cambridgeport. Received N.E. Chapter of the Association for Commuter Transportation's 2001 award for outstanding creative TDM strategy for the City's "Express Yourself" poster campaign.
- ?? Completed design of the Cambridge Street improvement project. Provided construction oversight for initial phase of North Point roadways and completion of the Fresh Pond Parkway enhancement project. Designed traffic calming projects for Aberdeen Avenue, Holworthy Street and Russell Street, and oversaw construction of traffic calming devices on Concord Avenue and Fayerweather Street.
- ?? With the Climate Protection Task Force, completed the local action plan to reduce greenhouse gas emissions in the city. The plan, developed with input from the business sector, institutions, and residents, includes actions to make public, private, and institutional sector operations more sustainable in the areas of energy use and efficiency, recycling and waste reduction, land use, and transportation. With

Massachusetts Energy Consumers Alliance, obtained a grant to study options for purchasing electricity from renewable sources.

- ?? Continued to review transportation demand management plans for developments subject to the PTDM ordinance and to monitor results. Several of these projects reported greater reductions than required in the number of trips made by people driving alone.
- ?? Initiated design project to develop roadway, sidewalk, lighting, and urban design improvements for Harvard Square and initiated a consultant study to determine the feasibility of creating a multi-use path along the Grand Junction corridor.
- ?? Deleaded and preserved the affordability of 50 residential units occupied by low or moderate income families, reaching a total of 440 units deleaded through the Lead-Safe Cambridge program since the program began in FY95. Completed research project on lead in soil with Edenspace and Harvard University Graduate School of Design, and published research article regarding LSC Program in *American Journal of Public Health* (December 2001). Provided information and education to 10 000 individuals through outreach activities.

**FINANCING PLAN.** This budget is supported by Community Development Block Grant, \$1 144 680; property taxes, \$2 641 840; parking fund, \$165 000; plan review permit, \$200 000; water transfer, \$30 000; sewer transfer, \$30 000 cherry sheet revenue, \$16 185; HODAG Program Income, \$20 000; and interest earnings, \$256 895.

**STATUTORY ANALYSIS.** Salaries and Wages, \$3 669 750; Other Ordinary Maintenance, \$666 780; Travel and Training, \$35 200; and Extraordinary Expenditures, \$132 870.

ACTUAL FY01	PROJECTED FY02		BUDGET FY03
426 204	454 195	GENERAL MANAGEMENT	457 500
55 600	112 700	CDBG	135 270
226 641	218 080	FISCAL	271 390
<u>150 279</u>	<u>157 885</u>	CLERICAL	<u>153 515</u>
858 724	942 860		1 017 675

**COMMUNITY DEVELOPMENT  
- Administration**

**PURPOSE & OVERVIEW:** The Administration Division provides leadership, financial, regulatory and operational support to the Department's other divisions. The Administration Division provides policy direction for staff, and coor-

dination with other City departments and state and federal agencies. A major priority of this Division continues to be the identification and provision of training and professional development opportunities to support staff's ability to perform at a high level and to support retention and professional growth of staff. The Division also works to promote diversity in the Department's workforce through its hiring, staff evaluation, and training activities. In addition to leadership, the Division consists of general management, fiscal management, Community Development Block Grant (CDBG) program management, and clerical functions.

The Administration Division manages programs and activities which total \$39 010 000 (as of January 1, 2002) 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 (1/1/02):**

## **ALLOCATION OF AVAILABLE FUNDS (1/1/02):**

### **FY03 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.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of staff receiving at least four hours of training in project management, consensus building, negotiation, or public communication	37	40	40	40

ACTUAL FY01	PROJECTED FY02		BUDGET FY03
1 124 325	1 142 240	PLANNING & DESIGN SERVICES	1 172 910
499 577	580 165	HOUSING PLNG. & PROGRAM DEV.	579 855
168 390	174 480	MULTI-FAMILY REHAB	180 575
155 250	161 760	JUST-A-START	167 320
230 985	241 885	ECONOMIC & EMPLOYMENT PLNG.	337 640
		ENVIRONMENTAL/ TRANSPORTATION	<u>915 755</u>
<u>758 125</u>	<u>861 800</u>		<u>3 354 055</u>
2 936 652	3 162 330		

**COMMUNITY DEVELOPMENT**  
- Community Planning

**PURPOSE & OVERVIEW:** The goal of the Community Planning Division is to enhance the overall living environment for Cambridge's highly diverse population by providing professional planning and design services in the areas of zoning, urban design, neighborhood planning, parks and open space, data/geographic information and graphics. This work includes con-

ducting 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 for special permit applications and zoning ordinance amendments. Additionally, the Division's goal is to ensure that the planning and design work, which proceeds to construction, is carried out with a high degree of quality and cost-effectiveness. To this end, the Division also provides construction supervision for the park and urban design projects it originates.

These planning activities are coordinated with City departments and other institutional, state and federal agency participants. Such planning requires a set of preliminary assessments and strategies to ensure that all participants, especially low and moderate-income residents are involved in the process, from setting goals and priorities through implementation. Projects may be initiated by the City, neighborhood groups or non-profit organizations in response to identified needs of the neighborhood. Planning work may also involve integrating into the City's plans the goals of other entities, such as developers, institutions or other government agencies.

**FY03 GOALS**

*GOAL 1: Provide planning information and assistance to the general public, property owners and project developers. Provide interpretation of the zoning ordinance and information on the outcome of Board of Zoning Appeal (BZA) and Planning Board cases. Provide urban design and planning information on the City or on current*





*planning policy.*

*Provide information on status of zoning amendments before the City Council and on zoning-related services provided by the Department or the City.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Provide public with information on planning, zoning or Planning Board cases; number of responses	1 660	1 000	1 400	1 400
2. Develop and distribute materials and hold workshops to improve public understanding of planning and zoning; number of documents/ workshops	6	3	3	3
3. Act as City Liaison to neighborhood/citywide commit-tees; number of meetings	146	180	120	120

*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.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
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	43	30	30	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. Correct identified problems in the administration of current regulations and facilitate effectiveness of the ordinance.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of applications for Special Permits and Major Amendments to Special Permits processed and reviewed	11	16	11	12
2. Number of proposed amendments to the Zoning Ordinance processed and reviewed	12	12	10	10
3. Number of Planning Board meetings staffed. Review plans, provide research and materials, public notice and minutes	26	30	30	30
4. Work to rezone idiosyncratic zoning areas throughout the city, number of zoning proposals	3	3	1	3

*GOAL 4: Provide park and open space design and construction supervision services. Prepare conceptual and construction drawings, contract documents and specifications for parks and open space projects throughout the city. Work with residents and Open Space Committee throughout process to determine appropriate design and coordinate work.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Value of construction contracts under supervision	\$1.97M	\$1.2M	\$1.9M	\$1.5M
2. Number of park renovations in design or construction phase	6	5	5	5
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.	2	3	3	3

residents and public on open space initiatives; number of initiatives

*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.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Conduct regular updates on implementation of neighborhood studies; number of neighborhoods revisited	1	4	4	4
2. Work with Rooftop Mechanical Task Force on impacts of Rooftop Mechanical Equipment; percent complete	n/a	n/a	60%	100%
3. Work with Riverside Study Committee and consultant team to update Riverside Neighborhood Study and develop planning recommendations addressing urban design, land use, zoning and transportation; percent complete	20%	100%	75%	100%
4. Work with Trolley Square Planning Committee to develop recommendations for public use of Trolley Square site; percent complete	n/a	n/a	60%	100%
5. Work with Concord/Alewife Planning Committee to develop planning recommendations addressing urban design, land use, zoning, and transportation; percent complete	n/a	n/a	n/a	50%

*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.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of GIS maps provided for Department activities	210	120	200	120
2. Number of public information materials prepared in support of department's public outreach	94	120	100	100
3. Number of major CDD publica-tions and reports prepared	4	4	3	4
4. Provide research and analysis for major department initiatives including open space database; number of projects	4	4	4	4
5. Enhance department Web site to provide improved public informa-tion and outreach; number of major functional or content additions	5	3	3	3
6. Analyze and disseminate Census 2000 information following distri-bution of data by Census Bureau	15%	66%	50%	100%

## **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 rapidly escalating housing costs and proposing initiatives to develop new housing resources.

**FY03 GOALS**

*GOAL 1: Increase the supply of affordable housing through the CITYHOME program by financing the acquisition and rehabilitation of rental and homeownership units; improve the quality of affordable housing by providing low-interest loans to owners; promote affordable unit set-asides from private owners under the Multifamily Rehab Program; and create new programs to increase the supply of affordable housing in Cambridge.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of affordable multi-family rental units under development	141	75	70	65
2. Number of affordable homeownership units under development	0	5	7	5
3. Number of units in 1-4 family owner occupied buildings re-habbed (HIP program)	59	65	55	55
4. Number of privately-owned units set aside under multifamily rehab program (CNAHS)	0	10	12	10
5. Number of affordable units created through inclusionary zoning ordinance	60	50	2	38
6. Number of Harvard loan fund-assisted units	68	50	15	35

*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.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of four-session buyer classes offered	11	10	10	10
2. Number of course participants	444	475	475	475
3. Number of Cambridge residents receiving individual counseling	97	150	150	150
4. Number of Special Homebuyer Classes (e.g., multi-family, post-purchase, second language)	n/a	n/a	3	3
5. Number of households assisted with purchasing units in Cambridge (soft second, purchaser assist, new/re-sales technical assistance, etc.)	n/a	n/a	5	6
6. Number of units purchased by first time homebuyers with incomes between 80-120% AMI	0	8	0	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.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of responses to requests for information and referral services	2 783	1 200	2 100	2 000
2. Number of households added to database/ mailing list	808	300	420	300

*GOAL 3: (continued)*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
3. Number of community outreach and educational events participated in	4	4	4	4

*GOAL 4: Maximize the use of City housing funds, including the Cambridge Affordable Housing Trust, CDBG, HOME, and Harvard Loan Funds. Efficiently manage ongoing housing programs, including: affordable rental and homeownership programs, Home Improvement Program (HIP); Cambridge Neighborhood Apartment Housing Services (CNAHS); Rehab Assistant Program (RAP); and Housing Services Program. Provide effective loan management and construction management services to development projects.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Value of construction contracts managed by City rehab staff	\$7M	\$4M	\$1.9M	\$4M
2. Number of youths trained via Rehab Assistance Program	143	125	131	125
3. Number of clients assisted through landlord and tenant counseling and mediation services under Housing Services Program	601	400	400	400
4. Work with nonprofit developers to evaluate project feasibility, number of sites and/or development proposals evaluated	14	15	18	15

*GOAL 5: Preserve the affordability of expiring use buildings by facilitating dialogue between owners, federal, state, and local officials and educating and organizing tenants to advocate for themselves. Support preservation through a range of financing and*



*policy strategies including gap financing, enforcement of local use restrictions (zoning and tax agreements), and advocating for the preservation of Section 8 subsidies.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of tenants living in federally assisted units in expiring use buildings receiving organizing and technical assistance	970	250	1 020	300
2. Conduct negotiations with owners of expiring use buildings to achieve City's preservation goals; number of owners	2	1	3	2

*GOAL 6: Develop new housing initiatives to meet the need for affordable housing and the goal of maintaining a diverse population, including preparation of plans and reports for federal, state, and other funders (Consolidated Housing and Community Development Plan, the One Year Action Plan, Fair Housing Plan, and Executive Order 418 Housing Certification).*

*GOAL 7: Establish and maintain asset management function for Trust, CDBG, HOME, DHCD, and Harvard loan portfolio. Manage and monitor compliance with loan terms and deed restrictions on first-time homebuyer units and nonprofit-owned rental developments.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Create an asset management database; percent complete	25%	100%	75%	100%
2. Develop and implement annual reporting system for non-profit-owned rental developments to ensure compliance with afford-ability	25%	100%	75%	100%

**ECONOMIC DEVELOPMENT**

**PURPOSE & OVERVIEW:** A community’s economic development efforts translate directly into jobs, taxes, goods and services and the overall quality of life. A healthy variety of employment opportunities enable residents to prosper. A strong tax base enables a community to enjoy a high level of public services as well as invest for the future. A wide array of goods and services provided by the private sector makes a community an attractive place to reside and conduct business. Together, the jobs, taxes, and services generated by economic activity contribute to the quality of life experienced and enjoyed by residents and businesses alike. Recognizing the roles played by both the civic and business communities in generating the quality of life that makes Cambridge an attractive place to live and invest, the City seeks approaches to economic development that provide for mutual gains.

The Economic Development Division’s efforts focus on supporting entrepreneurship by providing a broad range of services to assist small businesses: monitoring changes in the job base and working to maintain a diversified employment base; helping growing companies get access to capital through City loans and referrals; monitoring changes in the real estate market; maintaining thriving commercial districts; and promoting a healthy business climate.

**FY03 GOALS**

*GOAL 1: Cultivate a supportive environment for entrepreneurship. Enhance the growth of*

*Cambridge’s economy by cultivating small businesses and by working with businesses who want to relocate to Cambridge.*

	<b>FY01</b>	<b>FY02</b>	<b>FY02</b>	<b>FY03</b>
<b>PERFORMANCE MEASURES</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>PROPOSED</b>

1. Number of referrals to companies seeking spaces less than 2 000 sf	19	25	25	25
2. Number of business development events conducted	2	3	4	4
3. Number of minority and women owned businesses provided with business development services	51	45	45	45

*GOAL 1: (continued)*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
4. Total number of participants in pre-business and business planning workshops or other programs developed by the Cambridge Business Development Center	48	40	36	36
5. Total number of small companies provided with information for business development services	174	150	175	175

*GOAL 2: Market Cambridge as a location for business.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of brochures distributed to market economic development program	200	500	500	500

*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.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of initiatives growing out of the FY01 labor market survey	n/a	2	3	3

*GOAL 4: Increase access to capital for small businesses.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of contacts to market the Cambridge Business Loan Fund and other sources of capital to local businesses	167	1 000	1 000	1 000
2. Number of loan requests analyzed and candidates assisted with business plans, feasibility analysis, and referrals to educational programs	18	30	20	20
3. Number of loan candidates who obtained financing through assistance by CDD staff	9	8	8	8

*GOAL 5: Promote a real estate market that offers a diverse array of options for the development and leasing of business properties of different sizes, use categories and price ranges.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Monitor changes and trends in vacancies and provide information regarding the Cambridge real estate market to brokers, investors and developers; number provided with information	56	25	35	35
2. Maintain and publish a development log of projects to facilitate communication with other City departments; number of logs	8	10	6	6
3. Number of companies assisted with site searches larger than 2000 sf	23	30	10	20

*GOAL 6: Promote thriving retail districts.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Use Central Square Retail Study as a guideline for new initiative for retailers citywide; number of initiatives commenced	3	8	8	4
2. Number of façade or lighting and signage improvements citywide	9	14	6	8
3. Number of initiatives to assist Cambridge business associations	1	4	1	3
4. Extend program of best business practices for small retailers; number of businesses served	0	15	26	26

*GOAL 7: Maintain a supportive business climate.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Update the 1997 Cambridge Economic Development Policy; percent complete	n/a	n/a	n/a	100%
2. Number of businesses contacted via a “Welcome to Cambridge” letter with a copy of the Economic Development Brochure	0	50	50	50
3. Number of visits to CEOs of Cambridge companies to increase communication with the business community, promote economic	n/a	n/a	n/a	10

development goals and encourage good corporate citizenship	
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GOAL 7: (continued)

PERFORMANCE MEASURES	FY01 ACTUAL	FY02 BUDGET	FY02 PROJECTED	FY03 PROPOSED
4. Work with interdepartmental permitting and licensing committee to move forward with organizing initiatives to continue the stream-lining process; number of initiatives underway	2	n/a	0	2

**ENVIRONMENTAL AND TRANSPORTATION**

**PURPOSE & OVERVIEW:** The Environmental and Transportation Planning Division is responsible for improving the City’s quality of life and working environment by managing the design or improvement of transportation systems to facilitate all modes of transportation with a special emphasis on pedestrian and bicycle facilities and traffic calming measures; coordinating and planning transportation infrastructure projects; implementing vehicle trip reduction programs to improve safety and to reduce congestion and pollution; reviewing development proposals and regional transportation initiatives to ensure that the City’s natural resources are protected and appropriate mitigation strategies are implemented; promoting environmentally safe and renewable practices; and preventing childhood lead poisoning.

**FY03 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.

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of publications developed and/or distributed	18 900	16 000	16 000	16 000

*GOAL 1: (continued)*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
2. Number of transportation educational/promotional initiatives organized or participated in	10	8	8	8

*GOAL 2: Reduce congestion and air pollution caused by motor vehicles through planning efforts to improve transit, implementation of Transportation Demand Management (TDM) program measures, promotion of alternative fuel and low-emissions vehicles, analysis of cumulative traffic impacts, and review of proposed traffic mitigation strategies for new development projects.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of initiatives to assist private employers and residential property owners in implementing TDM program elements	3	5	5	3
2. Number of PTDM plans and special permits reviewed and monitored for compliance	28	20	20	20
3. Develop TDM plan for the City; percent complete	n/a	n/a	n/a	100%
4. Number of City employees utilizing MBTA pass subsidy program and	311	340	400	400



other TDM incentives				
5. Develop green fleets policy for City fleet; percent complete	n/a	n/a	20%	100%
6. Number of traffic impact studies, site plans, and park plans reviewed to ensure that they further the City's transportation goals	8	10	7	10

*GOAL 3: Plan, advocate for, and implement transportation improvements to enhance safety*

*and encourage walking, bicycling, and public transportation use.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of bicycle racks installed	34	60	60	60
2. Number of traffic calming measures designed	6	6	6	6
3. Number of recent infrastructure and transit service improvements evaluated, including traffic calming projects	1	4	4	4
4. Number of initiatives undertaken or involved in to support and enhance conditions for bicycling, walking, and/or use of public transportation	9	6	6	6
5. Number of multi-use path projects worked on	n/a	n/a	1	4
6. Number of regional transportation planning projects or processes participated in	14	10	14	10

*GOAL 4: Protect natural resources, reduce potential human exposure to toxic substances and reduce energy use and greenhouse gas emissions in Cambridge.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of major projects and sites requiring environmental review or management worked on	12	10	12	10
2. Number of initiatives undertaken to implement greenhouse gas local action plan	n/a	n/a	n/a	4

*GOAL 5: Work with representatives from the community, state agencies and other City departments to design and implement major transportation planning projects.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Design Harvard Square improvements; percent complete	n/a	n/a	10%	75%
2. Provide construction oversight for North Point Roadways; percent complete	0%	80%	50%	90%
3. Provide construction oversight for Cambridge Street improvements; percent complete	n/a	n/a	10%	60%
4. Provide final design and construction oversight for Yerxa Road underpass; percent complete	n/a	n/a	0%	75%
5. Complete Porter Square Roadway final design; percent complete	0%	100%	0%	100%
6. Design Cambridgeport Roadways improvements; percent complete	65%	100%	85%	100%
7. Provide construction oversight for Cambridgeport Roadways project; percent complete	0%	20%	0%	25%

8. Provide construction oversight for remaining University Park border streets (Landsdowne, Pacific); percent complete	50%	75%	75%	90%
9. Provide construction oversight for Lafayette Square/Mass. Ave. plaza and roadway improvement; percent complete	0%	75%	25%	75%

*GOAL 6: Involve community in design and implementation of environmental and transportation policies and projects.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of public meetings hosted/ staffed with standing committees	48	36	36	36
2. Number of project-specific community meetings hosted/ staffed or presentations to community groups	48	20	30	20
3. Number of workshops and public meetings organized or participated in relating to the Urban Ring and other transit initiatives	2	4	4	4

*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.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of private, residential affordable units deleaded	61	60	60	60

2. Number of private, residential affordable units receiving landscaping services to treat leaded soil	n/a	45	45	45
3. Number of eligible LSC deleaded units monitored for compliance with affordable housing covenant	239	225	225	240
4. Number of community events sponsored or participated in	47	45	45	45
5. Number of individuals who receive information and referral services	10 646	3 500	10 000	5 000

ACTUAL FY01	PROJECTED FY02		BUDGET FY03	COMMUNITY DEVELOPMENT - Development Activities
		<b>CONTINGENCY</b>	<b>132 870</b>	<p>This allotment represents the Community Development Block Grant (CDBG) contingency for FY03 and is reserved principally for overruns in already funded projects. This \$132 870 appropriation will be used to ensure the realization of affordable housing, neighborhood business development and open space projects undertaken during the fiscal year since estimated costs are frequently lower than the actual cost of completing a project.</p>



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ACTUAL FY01	PROJECTE D FY02		BUDGET FY03	HISTORICAL COMMISSION
352 635	436 945	<p data-bbox="766 245 1199 277"><b>HISTORICAL COMMISSION</b></p>	380 495	<p data-bbox="1465 245 1967 277"><b>PURPOSE &amp; OVERVIEW:</b></p> <p data-bbox="1465 285 1967 911">The Historical Commission was established in 1963 to administer one of the oldest and most comprehensive historic preservation programs in the country. More than 3 000 buildings in two historic and five neighborhood conservation districts, 20 individual landmarks, and 39 properties covered by preservation restrictions now come under Commission jurisdiction. In addition, the Commission is responsible for reviewing demolition applications for all buildings over 50 years old and can delay demolition of significant structures in an attempt to find preservation alternatives. Restoration of historic public areas, such as Longfellow Park and the Revolutionary-era Fort Washington, is an on-going Commission responsibility. In direct outreach to the community, the Commission offers preservation grants to low- and moderate-income families. The staff also meets with homeowners, developers, and local groups to encourage preservation options and offer technical advice on construction and historic paint colors. Children and adults in local school and community groups benefit from the Commission's wide range of educational and informational programs. The Commission also maintains an extensive archive of the City's architectural and social history including information on every building in the city, historic photographs and maps, and biographical material on many Cambridge individuals. The Commission's publications program includes histories of the architecture and development of every neighborhood and an on-going oral history program.</p> <p data-bbox="644 951 1967 1057"><b>SIGNIFICANT BUDGET MODIFICATIONS:</b> In FY02, \$67 000 was allocated to cover all costs related to the publication of a completely new edition of <i>Old Cambridge</i>. This allocation has been deleted from the FY03 budget with no further costs anticipated for this project.</p> <p data-bbox="644 1092 1476 1125"><b>FY02 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:</b></p> <ul data-bbox="644 1174 1967 1471" style="list-style-type: none"> <li data-bbox="644 1174 1967 1320">• Completed the restoration of Longfellow Park: walkways replaced; iron work and Mount Auburn Street fence repaired and painted; Longfellow bust restored; existing trees pruned and new flowering dogwood and red maple trees planted; masonry in upper park repaired and reinforced; railings installed at both flights of steps; and irrigation system installed in upper park.</li> <li data-bbox="644 1369 1967 1471">• Completed the first phase of restoration of the City Hall portrait collection. The collection comprises 12 oil portraits of mayors and other City officials that date from the 1870s to the 1920s. The portraits that were conserved are of Francis Cogswell, Superintendent of Schools, and Mayors</li> </ul>

James Fox, James D. Green, Henry Houghton, William E. Russell, and Charles H. Saunders. All portraits are on the second floor of City Hall.

- Honored owners of recently restored buildings at the Sixth annual Cambridge Historic Preservation Recognition Program. At an additional ceremony, the Commission honored the Community Development Department for its Cambridge Street Façade Improvement Program and recognized participating Cambridge Street property owners.
- Published *Crossroads: Stories of Central Square, Cambridge, Massachusetts, 1912-2000*. The book examines Central Square in a historical essay and personal remembrances of residents, storeowners, and shoppers from a variety of ethnic and racial backgrounds. It is illustrated with historic and family photographs, as well as maps of the area.
- Completed the manuscript of the new edition of *Old Cambridge* in the series of in-depth neighborhood studies, *The Survey of Architectural History in Cambridge*.
- Updated and reprinted the Commission's free informational brochures describing Cambridge's historic and neighborhood conservation districts, landmark designation, and demolition policies and regulations.
- Reprinted, for the third time, the Commission's guide to historic paint colors, *Painting Historic Exteriors*. This reprinting was funded by a grant received from the Cambridge Heritage Trust.
- Converted computer tapes of the Commission's architectural survey data into a usable MS Access database format.
- Created a new planning tool, a GIS map of properties listed on the National Register of Historic Places (NRHP). The NRHP is a federal designation that identifies significant historic buildings. The program is used as a planning tool for historic preservation.
- Oversaw an in-depth study of records management and archives practices of the municipal administration. A consultant interviewed department heads, visited records and archives storage at sites throughout the city, and surveyed practices in other cities. The consultant's final report recommended a coordinated archives and records management program that will both enhance municipal management practices and become the foundation for a centralized historical resource.



- Initiated a cataloguing program for the collections in the Historical Commission archive using the National Union Catalogue of Manuscript Collections (NUCMC) format. Records will be available on-line to assist researchers seeking Cambridge-related material and information.

**FY03 GOALS**

- *GOAL 1: Administer Cambridge’s historic districts, neighborhood conservation districts, landmarks, and protected buildings through public hearings and staff review. The volume of applications is subject to economic conditions and activity in the real estate market.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Total number of applications reviewed by staff	338	315	250	250
2. Number resolved administratively	215	215	185	185
3. Number requiring public hearing	123	100	65	65
4. Percent of applications processed within 1 day (5 day requirement)	97%	98%	98%	98%

- *GOAL 2: Review demolition permit applications to preserve 50+ year old buildings important to Cambridge’s social and architectural history. The volume of applications is subject to economic conditions and activity in the real estate market.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Total number of applications reviewed by staff	50	47	30	30
2. Number resolved administratively	31	28	20	20
3. Number requiring public hearing	19	20	10	10
4. Percent of applications processed within 1 day (5 day requirement)	97%	98%	98%	98%

- *GOAL 3: Protect significant buildings through landmark designations and easement donations. Landmark designations protect buildings by order of the City Council; easement do-*

*nations accomplish the same goals, with additional benefits to the property owner. Landmark designation studies often result in the donation of an easement.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Total number of landmarks	22	27	24	28
2. Total number of easements	38	39	39	39
3. Total number of individually protected buildings	60	66	63	67

■ *GOAL 4: Protect districts and neighborhoods through establishment of historic and neighborhood conservation districts.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of districts in effect (does not include districts under study)	7	7	7	7
2. Total number of buildings protected (does not include districts under study)	3 072	3 000	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.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of 21Es (site assessments assisted)	n/a	n/a	n/a	26
2. Number of completed reviews of Environmental Notification forms, Environmental Impact Statements, and Environmental Impact Reports	n/a	n/a	n/a	5

for projects affecting historic resources

- *GOAL 6: Assist members of the public in using the Commission's archive of Cambridge architectural and social history.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of visitors	348	350	360	360
2. Number of inquiries (telephone, mail, e-mail)	780	790	1 980	1 980
3. Number of hits to C.H.C. Web site	n/a	n/a	44 250	45 000

- *GOAL 7: Educate and inform the public about the City's architectural and social history through presentations in schools and at neighborhood and public hearings. Through a continuing effort, expand public awareness of Cambridge's past through the placement of historic site markers.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of programs	38	67	100*	65
2. Estimated audience	1 760	1 500	3 243*	1 500
3. Total number of history stations	6	11	7	8
4. Total number of historic markers	107	126	121	131

\* Includes oral history presentations

- *GOAL 8: Provide technical assistance to homeowners, institutions, public agencies, and commercial property owners.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. On-site consultations with homeowners, institutions, public agencies and businesses	63	75	50	70
2. Number of paint consultations	56	65	50	50
3. Other technical consultations (in	n/a	n/a	n/a	450

office; telephone)

- *GOAL 9: Support affordable housing programs by providing financial assistance for exterior restoration to low- and moderate-income homeowners and housing rehab agencies. Typical grants average \$3 000 for homeowners to \$8 000 for agencies and are based on project cost.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of grants	10	10	2	5

- *GOAL 10: Maintain an active publication program to broaden community awareness of Cambridge history.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of books published since 1965	12	13	13	14
2. Publications in print	6	8	6	7
3. Publish Old Cambridge, new edition				
a. pre-press (design, cartography, etc.)	0%	100%	50%	100%
b. preparation and printing	0%	0%	0%	100%
4. Continue a Cambridge oral history program focusing on East Cambridge to collect personal remembrances, photographs, documents, etc.				
a. research, includes interviews and transcription	15%	100%	50%	100%
b. editing and other pre-press	0%	n/a	0%	85%

- *GOAL 11: Integrate GIS mapping capabilities into Commission preservation planning process and create a database to conform to City GIS.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Create GIS data layer for National Register properties	0	75%	75%	100%
2. Provide staff education and training in GIS software applications	0	50%	75%	100%

■ *GOAL 12: Improve user access to materials in the Historical Commission archives.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Catalogue collections using National Union Catalogue of Manuscript Collections (NUCMC) format; percent complete	0%	n/a	0%	12%

**FINANCING PLAN.** This plan is funded by \$339 995 in property taxes; \$5 000 in block grants; and \$35 500 in royalties and other income.

**STATUTORY ANALYSIS.** Salaries and Wages, \$352 315; Other Ordinary Maintenance, \$27 380; and Travel and Training, \$800.

ACTUAL FY01	PROJECTED FY02		BUDGET FY03	CONSERVATION COMMISSION
59 293	41 220	<p style="text-align: center;"><b>CONSERVATION</b></p> <p>natural resources through regulatory review, planning, environmental monitoring and education. In pursuing these goals, the Commission undertakes a wide array of activities. The Commission administers the Massachusetts Wetlands Protection Act Regulations, reviewing, permitting, and inspecting projects proposed in or near Cambridge's wetlands, floodplains and water bodies. Related to this, the Commission plays an important role in the implementation of the Massachusetts Stormwater Management Policy and Standards for development projects located near sensitive natural resources. The Commission also assists with the interdepartmental review of Environmental Impact Reports, other state and federal environmental documentation, and permit applications for projects that may impact Cambridge or its water supply. The Commission regularly provides technical assistance to other City departments on natural resources and environmental planning issues, and works with regional, state and federal agencies and community groups to address issues of both short and long-term environmental concern. The Commission also coordinates the 13 community gardens which serve approximately 500 Cambridge gardeners each year. The seven members of the Conservation Commission are appointed by the City Manager to three-year terms, and are served by one permanent staff person.</p> <p><b>FY02 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:</b></p> <p>?? 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.</p> <p>?? Served on the Fresh Pond Master Plan Citizen's Advisory Committee and Fresh Pond Natural Resource Stewardship Committee. These Committees were established by the City Manager to develop comprehensive plans for the long-term management of the water quality, natural landscapes and recreational resources in the Fresh Pond Reservation. The Commission helped coordinate final editing and production of the Fresh Pond Master Plan and assisted in presentations of the plan to the Department of Environmental Protection and the Cambridge City Council.</p>	79 080	<p><b>PURPOSE &amp; OVERVIEW:</b> The Conservation Commission's purpose is to protect and enhance the city's</p>

- ?? Developed and submitted to the City Council 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 wetlands, floodplains and habitats bordering these water resources.
- ?? Developed a Request for Proposal for, and oversaw the performance of the City’s consultants in revising the “1989 Cambridge Wetlands Update: Identification, Classification, and Evaluation.” The Commission worked with other City departments and the City’s consultants to develop a complete and comprehensive inventory, assessment and mapping of all wetland resource areas in Cambridge, and to record the data collected in a user-friendly GIS format for use by City departments and on the City’s Web site.
- ?? Contributed to efforts by federal and state regulatory agencies, and local watershed groups to improve water quality in the Charles River and Alewife Brook. In the Charles River watershed, the Commission worked with other City departments in cooperation with the U.S. Environmental Protection Agency (EPA) and Massachusetts Water Resources Authority (MWRA) to make the Charles River “fishable and swimmable” by 2005. In the Alewife Brook watershed, the Commission worked with the DPW, Tufts University, Mystic River Watershed Association, and others in preparation of grant proposals aimed at planning and implementing new water quality and stormwater management projects.
- ?? Served on the Cambridge Watershed Advisory Committee with representatives from the Cambridge Water Department and the towns of Lincoln, Lexington, Weston and Waltham. The purpose of the Committee is to ensure the availability and quality of public water supplies in the watershed through monitoring of development projects and preservation of important natural resources.
- ?? Administered the Cambridge Community Garden program and distributed informational materials and maps to interested residents and City staff.
- ?? Educated other City Departments about the Conservation Commission’s permitting process and requirements.

### **FY03 GOALS**

*GOAL 1: Fulfill statutory requirements under the Massachusetts Wetlands Protection Act.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of public meetings/ hearings	29	35	32	32
2. Number of permits issued				
3. Number of site inspections	17	15	15	15
	n/a	100	100	100

*GOAL 2: Review and provide analysis of environmental documents for projects affecting Cambridge and its water supply. This includes reviewing applications under federal and state regulatory programs and the Massachusetts Environmental Policy Act for major projects in the City. Assist the Water Department’s efforts to protect the City’s drinking water supply, through serving on the Cambridge Watershed Advisory Committee and by assisting in the review of proposed projects within the water supply watershed.*

*GOAL 3: Administer the Community Gardens Program through communication with and assistance to current and potential community gardeners in Cambridge.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of gardens on public land	6	6	6	6
2. Number of gardens on private land	8	7	7	7
3. Number of estimated gardeners	500	500	500	500

*GOAL 4: Assist with implementation of the Fresh Pond Master Plan through continued work with the Fresh Pond Master Plan Advisory Committee and coordination with Water Department staff.*

*GOAL 5: Revise the “1989 Cambridge Wetlands Update: Identification, Classification and*



*Evaluation” which will provide a complete inventory, assessment and mapping of wetland resource areas in Cambridge.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Completion of Update	n/a	50%	85%	100%

*GOAL 6: Begin implementation 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 7: Contribute to the development of the City’s next Five-Year Open Space Plan through participation in the Open Space Committee.*

**FINANCING PLAN.** This plan is supported by \$62 710 in property taxes, \$14 870 from the Water Fund, and \$1 500 in filing fees.

**STATUTORY ANALYSIS.** Salaries and Wages, \$74 330; Other Ordinary Maintenance, \$3 865; and Travel and Training, \$885.

ACTUAL FY01	PROJECTE D FY02		BUDGET FY03	PEACE COMMISSION
66 997	74 745	<p data-bbox="762 245 1094 277"><b>PEACE COMMISSION</b></p> <p data-bbox="646 358 1955 760"> <b>PURPOSE &amp; OVERVIEW:</b> The Cambridge Peace Commission’s mission is to promote peacemaking within Cambridge, at the personal, neighborhood and citywide level – in the lives of children, youth, families and across ethnic, racial and class lines. Originally established in 1982 to confront the concerns of nuclear war, the Commission has expanded its mission to challenge local forms of discrimination that foster violence and to promote ideas and programs that affirm diversity and build community within our city. Dedicated to the concept of thinking globally and acting locally, the Commission creates and supports programs that build understanding, community cooperation and social justice. The Commission also devotes special attention to the concerns of young people addressing youth violence in Cambridge and in the schools by collaborating with others to design creative programs that might prevent further violence. The Commission, with a staff of one and volunteer commissioners, acts as a link between peace organizations, social justice efforts, anti-violence coalitions, communities and the municipal government. </p> <p data-bbox="646 805 1472 837"><b>FY02 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:</b></p> <ul data-bbox="646 886 1955 1487" style="list-style-type: none"> <li data-bbox="646 886 1955 1138">• Responded to the criminal attacks of September 11 by: participating on school department support team and collaborating with social service agencies to provide materials and resources for Cambridge teachers; collaborating with educators and community agencies on a day-long Teach-In entitled “Reflections and Resources on 9/11: Recognizing Arab Cultures, Working Against Discrimination and Visioning Peace”; providing leadership to the network of peace organizations and individuals seeking to respond without war; sponsoring a series of evenings of “new conversations” to bring together diverse communities; and, initiating a Cambridge Peace Project.</li> <li data-bbox="646 1187 1955 1406">• Worked to build peaceable school communities by sponsoring with the Peaceable Schools Group a 5-day Urban Peaceable Schools Institute and initiating and sustaining a Peaceable Schools Leadership Team comprised of teachers, youth workers and advocates; collaborating with the School Department and community agencies to sustain a Violence Prevention Network and Delinquency Prevention Project and designed a violence prevention curriculum for K-12 Health, and supported a research project looking at sexual violence and safety for young women.</li> <li data-bbox="646 1455 1955 1487">• Worked to build peaceable school communities by sponsoring with the Peaceable Schools Group</li> </ul>	72 735	<p data-bbox="1482 245 1955 350"><b>PURPOSE &amp; OVERVIEW:</b> The Cambridge Peace Commission’s mission is to promote peacemaking within Cambridge, at the personal, neighborhood and citywide level – in the lives of children, youth, families and across ethnic, racial and class lines. 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team of young adults coordinating and training the Youth Peace and Justice Corps (a multi-racial team of CRLS students) with skills, relationships, awareness and action for social justice and peace; and providing workshops for and with young people on dealing with bias and violence by building on their positive values and experiences with peace and justice.

- Fostered peace in the community through building bridges by working with City departments, community agencies and religious leaders on the annual commemorative Holocaust program; supported the Civic Unity Committee to bring together community mediation and restorative justice advocates; organized the annual Awards Dinner recognizing those who make Cambridge more peaceful through school and community efforts or at the international level.
- Acted locally for global concerns and globally for the community by supporting the Cambridge-El Salvador Sister City project, a new youth exchange team, leading an April delegation of youth and teachers to our sister city and doing educational programs and organizing support; collaborated with Middle East peace and justice groups to sponsor educational events, present an exhibition on occupation and help with events calling for an end to violence; lead the City effort to form a sister city relationship between Cambridge and Cuba by developing an application packet to submit to Cuba profiling Cambridge; successfully obtained a travel license; created a network and chaired the sister city committee; participated in the International Association for Peace Messenger Cities at the international meeting in Yokohama and represented the Mayor at the international Mayors for Peace gathering in Hiroshima and Nagasaki; and participated in the Disarmament Action Network working for the abolition of nuclear weapons, a responsible military budget and the de-militarization of space.
- 2002 marks 20 years since the creation of the Peace Commission. In recognition of 20 years of work, Cambridge citizens and current commissioners have organized a retreat with a plan for a series of community events and activities to celebrate Cambridge as “One City-One World.”

### **FY03 GOALS**

- *GOAL 1: Respond to school/community violence and create school/community peace by creating programs, workshops and institutes for public school teachers and staff to enable them to more effectively resolve conflicts, appreciate diversity and promote peace-making in the classroom. Work with the Peaceable School Project to train teachers, a new leadership and disseminate a model for creating “peaceable schools.” Support City, community and school collaborations to sustain violence prevention, diversity*

and peace initiatives and explore models of restorative justice and community mediation.

PERFORMANCE MEASURES	FY01 ACTUAL	FY02 BUDGET	FY02 PROJECTED	FY03 PROPOSED
1. Number of teachers attending annual Peaceable Schools Institute	145	125	145	145
2. Number of students receiving multicultural/violence prevention programming	260	160	120	120
3. Number of teachers and staff receiving multicultural/violence prevention training	30	n/a	125	50
4. Number of community/school partnerships	3	n/a	6	3

- *GOAL 2: Build peace-oriented alternatives to violence affecting youth by developing young leaders capable of understanding differences and promoting non-violence. Support model programs that foster multi-racial Cambridge youth reaching out to their peers on issues of violence and social justice.*

PERFORMANCE MEASURES	FY01 ACTUAL	FY02 BUDGET	FY02 PROJECTED	FY03 PROPOSED
1. Number of youths involved in Peace and Justice Corps	26	20	25	25
2. Number of peers reached via Peace and Justice Corps	450	150	150	150

- *GOAL 3: Bridge community divisions by creating, supporting and recognizing programs and groups which promote peace and justice and decrease violence. Sponsor forums, recognition, educational and networking events, which address issues of class, race, gender and build support for social justice and community issues. For 2002, the Peace Commission will be recognizing its 20<sup>th</sup> anniversary.*

PERFORMANCE MEASURES	FY01 ACTUAL	FY02 BUDGET	FY02 PROJECTED	FY03 PROPOSED
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1. Number of residents and groups honored at Peace and Justice dinner	29	20	26	20
	250	175	225	200
2. Number of participants at dinner	4	4	6	8
3. Number of events for networking	175	150	150	250
4. Number of participants at 20 <sup>th</sup> anniversary events including Holocaust Commemoration				

■ *GOAL 4: Thinking globally, acting locally through disseminating information relevant to*

*Cambridge's diverse communities and linking cultural programming with social/political action for peace. Initiatives include on-going response to current global issues through sister city efforts with El Salvador and building a relationship between Cambridge and Cuba, supporting efforts to understand and promote a just peace in Israel/Palestine including delegations and other timely collaborations or resolutions; initiating municipal resolutions and policies of support for countries facing unwarranted injustices; creating public forums on issues of global concern; acting as a resource center for and participant in collaborative efforts among community, school, university, and local peace and justice organizations.*

**FINANCING PLAN.** This budget will be financed by \$49 285 in property taxes; and \$23 450 in cherry sheet revenue.

**STATUTORY ANALYSIS.** Salaries and Wages, \$60 105; Other Ordinary Maintenance, \$11 280; and Travel and Training, \$1 350.

ACTUAL FY01	PROJECTED FY02		BUDGET FY03	OFFICE OF CABLE TELEVISION
365 753	707 020	<b>CABLE TELEVISION</b> <b>CCTV</b>	<b>415 210</b> <b><u>439 500</u></b> <b>854 710</b>	<b>PURPOSE &amp; OVERVIEW:</b> The Office of Cable Television is responsible for the television and audio production needs related to the programming for the City of
<u>365 753</u>	<u>707 020</u>		<p>Cambridge Municipal Television Channel. The Channel, operating within the Cambridge broadcast footprint, is a resource that provides both original and acquired programming drawn from and relating to the City of Cambridge. The Municipal Channel strives to provide its viewers with a sense of the overall vitality that is associated with the city in the areas including among others, education, culture, arts, health &amp; human services and history. The Office of Cable Television is also responsible for the oversight and administration of the contractual agreements and obligations of the City of Cambridge cable license with AT &amp; T.</p> <p>As we move into the 21<sup>st</sup> century, the Municipal Channel will play an increasingly important role in forging community understanding as it builds upon its legacy of presenting both public and cultural affairs programming. The Office of Cable Television, in its upcoming season, will continue to partner with a number of City of Cambridge departments and agencies to produce and broadcast programs and specials on the Channel.</p> <p>In what will now become a new and regular focus for the Office of Cable Television, the Municipal Channel will begin to produce original programming. Cambridge, with its important contributions in the local, national and international arena, is a potent environment for the production and dissemination of information and ideas. With the advancements and accomplishments being made in the areas of education, science, intellectual thought, politics and governmental leadership to name a few, there is a wealth of opportunity to develop programming to stimulate and serve our viewing audience.</p> <p>The Office of Cable Television works with and develops programming specifically for City departments and agencies. Covering and broadcasting City Council and subcommittee meetings and related hearings, long a staple of the Municipal Channel diet, the office will continue to strive to improve the production value of its presentations.</p> <p><b>SIGNIFICANT BUDGET MODIFICATIONS:</b> According to the contract the City has with its Cable TV provider, the City receives 5% of gross revenues received by the cable provider. During</p>	

FY02, the City's 5% was received as two supplemental appropriations. Under the agreement the City has with Cambridge Municipal Television (CCTV), 3% of the aforementioned 5% is distributed to CCTV to support municipal access. For FY03 a new division has been added to the Cable budget to enable the City to pass through funds directly to CCTV. The remaining 2% supports the Cable Department's operating budget.

#### **FY02 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:**

- ?? Continued to establish broadcast partnerships with acquired programming providers to augment channels offerings. In addition to our established program streams, we now air series provided by NASA and the Kids News Network.
- ?? Established a partnership with the Kennedy School of Government to air selected programs from their KSG Forum series archives. We will also provide a "live" broadcast for a number of KSG Forum specials that will feature people or topics of particular interest to the Cambridge community.
- ?? Produced a one-hour documentary, *Quest of a Lady Falcon*, that will examine the complex dynamics of the student/athlete experience. The production will follow the CRLS girls' varsity track team over the course of their season to get an inside look at the balance that must be achieved as the team members vie for the league championship while maintaining their academic course load.
- ?? Purchased and put on-line the Multi-Image Network, a broadcast standard bulletin board and emergency alert system. We now have the capability to remotely send and/or change emergency messages, in real time, to alert Cambridge residents to any developing situation. The Multi-Image Network will also serve to dramatically upgrade the on-air aesthetic of our bulletin announcements and between program transitions.

#### **FY03 GOALS**

☞☞GOAL 1: *Increase the number of City departments utilizing the new services and technologies of the Office of Cable TV.*



<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of departments utilizing services	26	30	28	28

*GOAL 2: Expand Channel Eight produced programming.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Hours per week of programming	19.5	27	27	27
2. Programs per week	11	12	14	16
3. Number of in-house programs produced	37	40	40	40
4. Number of hours of live City Council and subcommittee meetings covered / rebroadcast	164/228	120/370	115/180	120/200

**FINANCING PLAN.** This budget will be financed by \$121 810 in property taxes; \$732 500 in municipal access fees; and \$400 in the sale of program tapes.

**STATUTORY ANALYSIS.** Salaries and Wages, \$360 410; Other Ordinary Maintenance, \$490 850; and Travel and Training, \$3 450.

ACTUAL FY01	PROJECTED FY02		BUDGET FY03
7 848 963	11 769 355	<b>MATURING BONDED DEBT</b>	<b>14 330 350</b>
3 425 409	4 925 290	<b>INTEREST ON BONDS</b>	<b>4 936 735</b>
	<b>600</b>	<b>SANDERS TEMPERANCE FUND</b>	<b>600</b>
	<b>600</b>	<b>DOWSE INSTITUTE FUND</b>	<b>600</b>
<u>202 506</u>	<u>216 000</u>	<b>BOND SALE FEES</b>	<u>216 000</u>
<b>11 476 878</b>	<b>16 911 845</b>		<b>19 484 285</b>

**DEBT SERVICE**

**PURPOSE & OVERVIEW:** The primary purpose of this allotment is to finance the debt service on all City bonds with the exception of Water and School issues. Funds to cover the debt service on all issues related to improvements to the water system, including the construction

of a new water treatment plant, are included in the Water budget, and principal and interest payments on School issues are included in the School budget. Debt service on the one remaining Cambridge Health Alliance (CHA) issue, the construction of a new ambulatory care center at the Cambridge Hospital, is included in this budget with reimbursements from the CHA included as a revenue to offset these costs. The allocations shown above, as well as the amount for debt service included in the Water budget, include the gross debt service on the loans from the Massachusetts Water Pollution Abatement Trust (MWPAT) for sewer reconstruction projects and the construction of a new water treatment plant. Approximately 63% of the debt service on sewer loans and 36% on water loans from MWPAT are covered by subsidies from the State with the remainder financed through sewer and water service charges respectively.

Funds budgeted in these cost centers cover debt service on a wide variety of projects, including the acquisition and renovation of the Citywide Senior Center, construction of the Frisoli Youth Center, renovations to various public buildings including several fire stations, and improvements to the City's many recreational facilities.

The City last issued bonds on December 11, 2001 to finance renovations to City Hall, City Hall Annex, and the field house at CRLS as well as the last phase of the construction of a new water treatment plant and several sewer reconstruction projects.

In conjunction with the December 11, 2001 bond sale mentioned above, the City received the highest credit ratings awarded by the three major credit rating agencies: Moody's Investors Service, Standard & Poor's Corporation, and Fitch IBCA, Inc. Cambridge is one of only a few cities nationally to receive the highest rating from all three agencies.

**SIGNIFICANT BUDGET MODIFICATIONS.** The sizable increase in the Maturing Bonded Debt allocation for FY03 is directly attributable to the first principal payment on the December 2001 General Obligation bonds, as well as a loan that the City received from Massachusetts Water Resources Authority (MWRA) to finance sewer reconstruction projects in the City. Of the approximately \$2.4 million in additional debt service costs, \$1.5 million is related to sewer reconstruction projects with the remaining \$.9 million supported by a combination of property taxes, Parking Fund revenues and Section 108 Housing Loan Repayments. Of the additional \$1.5 million in sewer costs, \$1.36 million will be covered through the Sewer Service Charge with the remainder subsidized by the Commonwealth through the State Revolving Fund.

**MATURING BONDED DEBT.** This allotment covers the cost of the principal payments on the City's existing bonded debt with the exception of the School and Water debt, which is included in their respective budgets. This allotment also includes the total principal payments on the City's loans from the Massachusetts Water Pollution Abatement Trust (MWPAT) and the Massachusetts Water Resources Authority (MWRA) which have been used to cover a large portion of the costs of the Phase VI Sewer Separation Project. There is no impact on this cost center for FY03 from the issue planned for the Winter of 2003 because the first principal payment will not be due until the Winter of 2004, which will be reflected in the FY04 budget.

**INTEREST ON BONDS.** The interest which the City pays on its bond issues is determined primarily by market conditions and the supply of bonds at the time of the issue, the maturity schedule of the issue, and the City's credit ratings. As mentioned above, the City's credit rating was reviewed by the three major credit rating agencies in conjunction with the bond sale on December 11, 2001 and confirmed at the highest level by all three agencies. This factor, in addition to favorable market conditions at the time of the sale, contributed to the lowest interest rate in many years, 3.91%.

**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, any fees related to loans that the City receives from the Massachusetts Water Resources Authority (MWRA) and Massachusetts Water Pollution Abatement Trust (MWPAT) are included.

**FINANCING PLAN.** The sewer service charge will provide \$6 356 455 for a portion of the debt on the sewer and surface drainage issues with the remaining \$2 973 300 funded through state subsidies. Golf course fees of \$108 500 will cover debt service on bonds issued for improvements to the golf course. Loan repayments of \$473 190 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 \$2 580 000. The Parking Fund will contribute \$176 250 for its share of the first interest payment on the bonds scheduled to be issued in the Fall of 2001. State aid revenues of \$510 000, combined with a property tax contribution of \$6 306 590, cover the remainder of debt service costs.

**STATUTORY ANALYSIS.** Other Ordinary Maintenance, \$216 000; and Extraordinary Expenditures, \$19 268 285.

**PUBLIC LIBRARY  
- Summary**

ACTUAL FY01	PROJECTE D FY02		BUDGET FY03
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<p>2 957 937 <u>1 287 183</u> 4 245 120</p>	<p>3 297 210 <u>1 423 480</u> 4 720 690</p>	<p style="text-align: center;"><b>MAIN LIBRARY</b> <b>BRANCH LIBRARY</b></p>	<p>3 471 480 <u>1 480 420</u> 4 951 900</p>
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**PURPOSE & OVERVIEW:**

Cambridge, a diverse community of active citizens, proud of its past, hopeful of its future, envisions its public library as a doorway to oppor-

tunity, self-development and recreation for all its residents. The Library serves as a forum where residents may share ideas, cultures, and resources among themselves and with people around the globe.

The Library serves as the primary information source for residents and businesses. It provides both traditional library services, such as book circulation and story hours, as well as newer ones, such as access to electronic information and literacy training. According to its strategic plan, the Library is designed to work as a unified system with a strong Main Library and six active branch libraries. The principal roles of the system include support of both independent learning and formal education, children's services, reference services, and provision of popular materials. Library hours average 345 hours each week. Our staff is dedicated to promoting literacy, providing information resources in a variety of formats, offering an array of cultural and educational programs for all ages, and promoting library use in all neighborhoods of the city. Active cardholders now exceed 54 000.

**SIGNIFICANT BUDGET MODIFICATIONS:** The FY03 budget includes cost-of-living allowance (COLA) for Cambridge Public Library Staff Association (CPLSA) employees for three years (FY01-03) as well as COLA for non-union employees for FY03.

**FY02 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:**

- Increased system circulation by 2%.
- Per capita circulation was 9.4, 27% above state average.
- Increased O'Neill Branch circulation by 30%.



- Increased borrower registration by 20%, or 8 000 new borrowers.

- Increased the number of reserve books handled by 7%; processed over 66 000 reserves.
- Increased the number of computer users by 18% to over 73 000.
- Increased audio-visual acquisitions by 30%.
- Selected architect for Main Library expansion and renovation.
- Awarded grant from Massachusetts Board of Library Commissioners for training volunteer literacy tutors.
- Answered over 360 000 reference questions.
- Published *Life in Our Own Words; A collection of Poems and Short Stories* in collaboration with the Writers of Color Workshop.
- Created and distributed, in cooperation with the Agenda for Children, welcome baby packets to all parents of Cambridge newborns.
- Developed two recommended reading lists and a lecture series in response to the events of September 11, 2001.

## LIBRARY SYSTEM GOALS

- *GOAL 1: Redesign library Web site for ease of use and visual appeal.*
- *GOAL 2: Increase remote use of library resources by 10%.*

PERFORMANCE MEASURES	FY01 ACTUAL	FY02 BUDGET	FY02 PROJECTED	FY03 PROPOSED
1. Number of visits to library Web site through City portal	119 103	n/a	134 978	148 475
2. Number of connections to CPL online catalog and databases	n/a	n/a	122 824	135 100

- *GOAL 3: Improve materials availability to library patrons.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Increase A-V acquisitions by 25%	2 556	2 500	3 332	4 165
2. Process patron requests for materials from Minuteman libraries.	31 079	31 200	34 810	35 000

■ *GOAL 4: Maintain quality of service in an efficient and cost-effective manner.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. System circulation	926 057	903 800	948 804	950 000
2. Register new borrowers	6 955	7 400	8 372	8 300
3. Reserves filled	62 292	61 700	66 590	66 700
4. Questions answered	365 662	349 300	362 362	362 000
5. Program attendance	61 619	62 000	59 758	60 000
6. Summer reading club participation	971	1 000	612	800
7. Total transactions	1 490 000	1 457 400	1 520 810	1 522 400
1. Cost per transaction*	2.85	3.00	2.87	3.00
* 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 programs.				

**FINANCING PLAN.** This budget will be financed by property taxes, \$4 448 250; fines, \$80 000; state aid to free public libraries, \$118 500; photocopying, \$1 500; and cherry sheet revenue, \$303 650.

**STATUTORY ANALYSIS:** Salaries and Wages, \$4 000 870; Other Ordinary Maintenance, \$867 880; Travel and Training, \$36 650; and Extraordinary Expenditures, \$46 500.



**PUBLIC LIBRARY  
- Main Library**

<b>ACTUAL FY01</b>	<b>PROJECTE D FY02</b>	<b>BUDGET FY03</b>
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301 794
302 712
665 339
683 852
366 231
283 883
315 929
<u>38 197</u>
2 957 937

316 245
325 455
737 505
683 115
381 485
375 545
324 175
<u>153 685</u>
3 297 210

<b>ADMINISTRATION</b>	<b>409 365</b>
<b>PUBLIC SERVICES</b>	<b>304 175</b>
<b>REFERENCE SERVICES</b>	<b>715 815</b>
<b>CIRCULATION SERVICES</b>	<b>746 085</b>
<b>TECHNICAL SERVICES</b>	<b>394 990</b>
<b>CHILDREN'S SERVICES</b>	<b>397 725</b>
<b>SUPPORTIVE SERVICES</b>	<b>319 940</b>
<b>COMPUTER TECH. SUPPORT SVCS</b>	<b><u>183 385</u></b>
	<b>3 471 480</b>

**PURPOSE & OVERVIEW:** The Main Library serves as the heart of the library system, providing the infrastructure and support services for administration, facilities management, cataloging, materials processing, reference services, outreach to senior citizens, and personnel functions. The City's most comprehensive and expansive library collections can be found at the Main Library thus

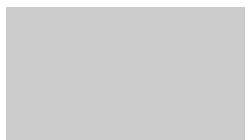
providing the backup, through inter-library loan, for the branch collections. Transactions at the Main Library account for nearly 66% of all library activity.

**FY03 GOALS**

- *GOAL 1: Complete schematic design for Main Library building.*
- *GOAL 2: Identify and evaluate options for temporary relocation of Main Library functions during construction and plan for transition.*
- *GOAL 3: Make new materials available for public use as quickly as possible.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Process and catalog new materials within five working days	92%	95%	95%	95%

- *GOAL 4: Provide library users with access to a broad collection of print, electronic, and audio-visual resources.*



<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Select, purchase and catalog new acquisitions for library collection	36 697	35 000	34 810	35 000
2. Evaluate 900's collection: identify weaknesses; select titles to address weaknesses; update outdated titles; weed collection (number of volumes evaluated) *	n/a	n/a	n/a	19 900
3. Evaluate science fiction collection: identify weaknesses; select titles to address weaknesses; update outdated titles; weed collection (number of volumes evaluated) *	n/a	n/a	n/a	7 909
4. Evaluate biography collection: identify weaknesses; select titles to address weaknesses; update outdated titles; weed collection (number of volumes evaluated) *	n/a	n/a	n/a	7 604
5. Deliver library materials to home-bound residents, nursing homes, and senior housing (number of books)	14 809	n/a	13 988	14 000
6. Deliver library materials to home-bound residents, nursing homes, and senior housing (number of deliveries)	795	n/a	810	820
7. Provide bi-weekly delivery service (Sept. – June) to home daycare providers (number of deliveries)	130	n/a	266	294
* Evaluated every 5 years				

**PUBLIC LIBRARY  
- Branch Libraries**

<b>ACTUAL FY01</b>	<b>PROJECTE D FY02</b>	<b>BUDGET FY03</b>
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184 703	225 410	<b>O'NEILL (NORTH CAMBRIDGE)</b>	241 645
188 463	204 230	<b>VALENTE (CAMBRIDGE FIELD)</b>	231 625
157 870	167 705	<b>BOUDREAU (OBSERVATORY HILL)</b>	149 220
131 917	147 545	<b>O'CONNELL (EAST CAMBRIDGE)</b>	149 585
125 354	147 950	<b>COLLINS (MOUNT AUBURN)</b>	147 135
<u>498 876</u>	<u>530 640</u>	<b>CENTRAL SQUARE</b>	<u>561 210</u>
<b>1 287 183</b>	<b>1 423 480</b>		<b>1 480 420</b>

**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 and can be more inviting to those unfamiliar with public libraries and how they work.

**FY03 GOALS:**

- *GOAL 1: Offer services and collections to promote use of O'Connell Branch.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Increase audio-visual collection at O'Connell branch by 50%	352	n/a	400	600
2. Increase circulation at O'Connell branch by 500	23 008	n/a	22 800	23 300



**HUMAN SERVICES  
- Summary**

<b>ACTUAL FY01</b>	<b>PROJECTE D FY02</b>		<b>BUDGET FY03</b>
1 772 849	1 612 120	<b>ADMINISTRATION</b>	<b>1 731 875</b>
1 025 945	1 222 445	<b>OFFICE OF WORKFORCE DEV.</b>	<b>1 241 835</b>
1 706 189	1 702 005	<b>PLANNING &amp; DEVELOPMENT</b>	<b>1 753 365</b>
2 604 617	3 031 145	<b>COMMUNITY SCHOOLS</b>	<b>1 587 350</b>
1 051 203	1 088 945	<b>RECREATION</b>	<b>1 117 085</b>
687 876	718 440	<b>ELDERLY SERVICES/COA</b>	<b>826 850</b>
		<b>CHILD CARE &amp;</b>	
1 829 489	2 251 345	<b>FAMILY SUPPORT SERVICES</b>	<b>2 246 725</b>
491 124	484 385	<b>GOLF COURSE</b>	<b>516 825</b>
528 016	592 600	<b>LEARNING CENTER</b>	<b>623 680</b>
		<b>YOUTH PROGRAMS</b>	<b><u>1 719 615</u></b>
<b>11 697 308</b>	<b>12 703 430</b>		<b>13 365 205</b>

**PURPOSE & OVERVIEW:** In FY03, the Department of Human Service Programs will continue providing staffing and leadership for major community collaborations, such as the Agenda for Children project and the HUD Continuum of Care for services to the homeless. The Agenda for Children brings together residents, policy-makers and service providers in the areas of health, human services and education to seek consensus upon and work toward implementation of goals to improve

the lives of Cambridge children. During FY02, the Department continued to work closely with the School Department in a major planning initiative around extended day programming to meet the needs of Cambridge students and their families.

All of this work befits the Department's original charge (by ordinance in 1980) of "creating and coordinating services which enhance the quality of life for Cambridge residents." The Department works to respond appropriately to changing needs and opportunities with a combination of services provided directly by the City, planning and technical assistance for local groups and services provided through contracts with community agencies. Among the service components of the Department itself are Community Schools, Recreation, Youth Centers, Fuel Assistance, the Council on Aging, the Community Learning Center, the Multi-Service Center for the Homeless, Haitian Services, the Cambridge Prevention Coalition, the Commission for Persons with Disabilities, the Kids' Council, and the Center for Families and Child Care. Services purchased by the City for residents through not-for-profit agencies include: mental health; substance abuse services; domestic violence programs; food programs; legal assistance; and specialized services for newcomers and linguistic minority communities.

The Department in its overall goals for the year is continuing to emphasize collaborations among the divisions and with other City Departments and human service providers to meet the needs of Cambridge's most vulnerable residents. Those goals are:

- In collaboration with the School Department, Cambridge Health Alliance, Public Library, Police Department and community partners, continue implementation strategies to achieve the two goals adopted by the Kids' Council for the Agenda for Children: *Children and their parents need to be able to read. Children and youth need access to supervised activities in nurturing and safe environments.*
- In partnership with the School Department, implement recommendations from a recent evaluation conducted by the Harvard Graduate School of Education of the Harrington Extended Day Program.
- With support from the Cambridge Community Foundation, continue community-wide professional development training for out-of-school time staff led by the Agenda for Children's Coordinator for Out-of-School Time.
- Continue the provision of housing search assistance and stabilization for families, individuals and senior citizens.
- Through training and professional development, enhance the capacity of middle school age out-of-school time programs at the Fitzgerald School to incorporate children with severe special needs.
- Work collaboratively with the School Department, the Economic Development Office of Community Development, community organizations and employers to expand the number of opportunities for youth to incorporate a work component into their academic studies.
- Continue work with the Housing Authority to implement programs that improve the literacy and vocational skills of public housing residents.
- To ensure appropriate taxi service is available for Cambridge senior and disabled residents, the Council on Aging and the Commission for Persons with Disabilities will continue to collaborate with the License Commission to increase taxi accessibility.
- In collaboration with the Personnel Department, continue to roll out comprehensive training for supervisory staff.

**SIGNIFICANT BUDGET MODIFICATIONS:** The Positive EDGE program has been transferred from the Executive budget to the Department of Human Services's budget, Youth Programs division. This transfer will support increased coordination and collaboration among youth serving programs. A separate budget division has been created in FY03 to reflect the change that took place when the Youth Program Division became organizationally separate from the Community School Division.

**FY02 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:**

- Served 79 839 meals in 32 sites throughout the City during the 2001 Summer Food Service Program. Meals were served at 12 open sites, including parks, MDC pools, housing developments and at 20 enrolled sites.
- Successfully sponsored the 15<sup>th</sup> annual CityRun road race, raising approximately \$16 000 for the Friends of Cambridge Athletics.
- Continued to provide of meals to elders at the Citywide Senior Center, 365 days a year. Also provided wellness programs, English for Speakers of Other Languages, multi-cultural celebrations, computer classes, monthly social events and creative arts activities.
- Provided significant support to the North Cambridge Crime Task Force in organizing and carrying out the 9<sup>th</sup> successful Day and Night Out Against Crime, attracting more than 2 000 participants.
- Provided athletic opportunity to 10 summer camps serving 500 children ages 7-14 through coordination of the 18<sup>th</sup> Annual City-Wide Youth Games held at Danehy Park.
- Collaborated with five elementary schools to incorporate an academic component into a full time summer camp experience for children K-6.
- Through the Agenda for Children, provided professional development in quality improvement to 42 out-of-school time staff from municipal and community-based programs.
- In collaboration with the School Department and the Harvard Graduate School of Education, undertook an evaluation of the Harrington Extended Day program.



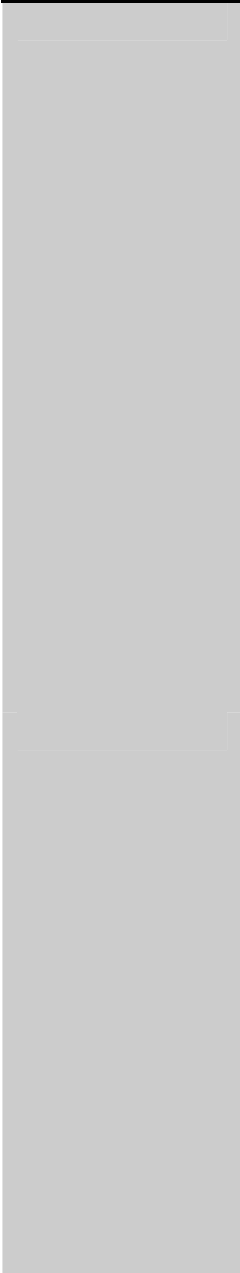
- Received State licensure of five pre-teen after-school programs.
- Began development of a comprehensive database of human service programs, in collaboration with the Cambridge Health Alliance, to be made available to parents and providers through the internet.
- Conducted two pilot training programs, in collaboration with the Personnel Department, serving 24 staff, with a focus on the role of the supervisor, managing performance, and building a team.

**FINANCING PLAN.** This budget is supported by \$10 199 930 in property taxes; \$66 335 in recreational activity fees; \$10 000 in league fees; \$73 425 in swimming pool fees; \$551 825 in golf course fees; \$4 000 in special needs fees; \$40 000 in senior center revenue; \$1 097 570 in childcare tuition fees; \$392 595 in community schools fees; \$46 350 in field permit fees; \$266 265 in cherry sheet revenue; and \$616 910 in Community Development Block Grant funds.

**STATUTORY ANALYSIS.** Salaries and Wages, \$10 973 625; Other Ordinary Maintenance, \$2 293 630; Travel and Training, \$72 950; and Extraordinary Expenditures, \$25 000.

**HUMAN SERVICES  
- Grants and Contracts**

ACTUAL FY01	PROJECTE D FY02	BUDGET FY03
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**GRANTS ACTIVITIES:** Grants not appropriated during the budget process continue to provide major funding for services to families, homeless individuals, childcare 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.

**DEPARTMENT OF TRANSITIONAL ASSISTANCE, EMERGENCY TRANSITIONAL PROGRAMS** (\$92 828). 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** (\$137 000). These funds are used to assist Cambridge overnight and day shelter programs with operating and facility improvement expenses, and other services for homeless persons.

**MASSACHUSETTS DIVISION OF HOUSING AND COMMUNITY DEVELOPMENT/HOMELESSNESS INTERCEPT PROGRAM** (\$192 500). 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** (\$1 574 217). Administered through the City, three-year grants totaling \$4 282 813 to fund 20 Cambridge programs assisting homeless persons through a continuum of care



| with housing and services.

**U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT SHELTER PLUS CARE** (\$93 840). Administered through the City and the Housing Authority, this multi-year grant of \$385 000 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** (\$33 727). 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** (\$152 470). 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 32 meal sites in the summer of 2001, serving 70 328 meals and 9 509 snacks. Partial reimbursement is also provided for high quality breakfasts and snacks offered to children in the Department's 12 childcare programs. FY02 is the first year that the five youth centers received Bureau of Nutrition funds for 22 050 snacks served to program participants.

**MASSACHUSETTS DEPARTMENT OF EDUCATION** (\$867 910). The Community Learning Center, in collaboration with the Cambridge Housing Authority, receives funds for Adult Basic Education, English for Speakers of Other Languages, volunteer coordination, and education for homeless adults, workplace education, and family literacy.

**MASSACHUSETTS DEPARTMENT OF EDUCATION/YOUNG ADULTS WITH LEARNING DISABILITIES PROJECT** (\$85 000). The Community Learning Center receives funds for specialized training for teachers and technical assistance in the area of working with learning disabled students.

**MASSACHUSETTS DEPARTMENT OF EDUCATION/EVENSTART** (\$40 376). These federal funds are contracted to the School Department with a subcontract to the Community Learning Center for a program of early childhood education, parent support, parent and child activities, home visits and adult basic education.

**CAMBRIDGE HOUSING AUTHORITY** (\$47 643). Funds from the U.S. Department of Housing and Urban Development are subcontracted to the Community Learning Center from the Cambridge

Housing Authority to provide classes in basic computer skills and transitional classes for CHA residents who are interested in attending college.

**FOUNDATIONS/FRIENDS OF THE CLC/E.R.I** (\$90 665). The Community Learning Center receives funds from several foundations, including the Nellie May, Highland Street and Cambridge Community Foundations, and the Commonwealth Corporation and E.R.I., for general operating support, for transitional classes for adults with a GED or high school diploma who are interested in attending college, for out-of-school youth working towards an adult diploma, and for GED preparation.

**CAMBRIDGE HOUSING AUTHORITY/PUBLIC SCHOOLS** (\$76 085). The Office of Workforce Development receives funds from the Cambridge Housing Authority to expand Cambridge Employment Program job search services to public housing residents, and School Department funding for the citywide youth employment office.

**EXECUTIVE OFFICE OF ELDER AFFAIRS/PROJECT BREAD** (\$67 900). 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.

**LOW INCOME FUEL ASSISTANCE/SEWER AND WATER PROGRAM/FEMA** (\$946 535). The City of Cambridge is the only municipality currently operating a fuel assistance program in the Commonwealth. The program served 1 860 households in Cambridge and Somerville over the 2001-02 winter season with financial assistance for heating bills and rental assistance if heat is included in the rent. In addition, 121 residents of both cities received assistance with their annual water and sewer bills. FEMA funds were used for emergency situations.

**MASSACHUSETTS DEPARTMENT OF EDUCATION, CENTER FOR FAMILIES** (\$169 980). This Massachusetts Family Network grant funds parent outreach, education and support to families with children prenatal to age three.

**CHILDREN'S TRUST FUND, CENTER FOR FAMILIES INITIATIVE** (\$60 000). 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 (\$149 252).** These grants fund the Cambridge Prevention Coalition to provide substance abuse prevention services to youth, parents and medical personnel.

**MASSACHUSETTS EXECUTIVE OFFICE OF PUBLIC SAFETY, NORTH CAMBRIDGE CRIME TASK FORCE (\$40 000).** This grant is awarded to the City through the Community Policing Grant Program to support community involvement in crime prevention efforts. The grant is used to cover the salary of the Taskforce's coordinator as well as Taskforce operations.

**MASSACHUSETTS DEPARTMENT OF EDUCATION/PERFORMANCE PROJECT (\$98 800).** The Community Schools received funding to work collaboratively with the School Department on Extended Day programming and on summer and vacation camps with an academic component. Also, the Performance Project operates theatrical, dance and other performing arts classes, using a mix of funds from State agencies, private foundations and contributions from businesses and individuals.

**MASSACHUSETTS EXECUTIVE OFFICE OF PUBLIC SAFETY/UDAG (\$43 000).** The Cambridge Youth Program received funds for substance education provided in conjunction with CASPAR in the youth centers, and Area IV UDAG funds for SAT preparation classes and a summer teen leadership program.

**HUMAN SERVICES  
- Administration**

<b>ACTUAL FY01</b>	<b>PROJECTE D FY02</b>	<b>BUDGET FY03</b>
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328 385	308 340
821 577	534 670
165 338	145 125
271 681	384 225
<u>185 868</u>	<u>239 760</u>
1 772 849	1 612 120

<b>LEADERSHIP</b>	<b>319 185</b>
<b>OPERATIONS</b>	<b>607 470</b>
<b>MIS</b>	<b>162 280</b>
<b>EXTENDED DAY</b>	<b>400 000</b>
<b>AGENDA FOR CHILDREN</b>	<b><u>242 940</u></b>
	<b>1 731 875</b>

**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 \$5.6 million in grant funding, and \$13.4 million in the general fund, which includes \$2.2 million in tuition and fees. The Division is responsible for the Department's budget preparation, accounts payable and receivable, and expense and revenue tracking and reconciliation as well as the recruitment and hiring of staff, all payroll processing, employee orientations, employee benefit tracking and other related functions for the Department.

For the past two years, the Division has led a Department wide effort to build a more collaborative culture. Cross-divisional teams led by staff have been working to address issues of communication, diversity, and staff support and validation. One component of the project is a joint effort with the Personnel Department to develop a pilot comprehensive supervisory training program for managers.

MIS leadership acts as a liaison with the City's MIS Department, analyzes the technology needs of the Department, sets the Department's technology priorities, and responds to the Department's MIS needs. The Division is also responsible for the administration of the Federal Fuel Assistance Program serving over 1 800 low-income households. In addition, the Division administers the Federal Summer Nutrition Program providing nutritious meals and snacks at over 30 sites in the summer.

**FUNDING SOURCES/ADMINISTRATION:  
(excludes Workforce Development)**



**HUMAN SERVICES  
- Administration**

ACTUAL FY01	PROJECTE D FY02		BUDGET FY03
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1 025 945	1 222 445	<p style="text-align: center;"><b>WORKFORCE DEVELOPMENT</b></p> <p>The Office oversees the Cambridge Employment Program (CEP), convenes the Jobs Consortium (through which local job developers share job leads), and works closely with its partners to coordinate school to career activities, the Youth Employment Center, the annual private sector Summer Jobs Campaign, and Bunker Hill Community College’s Cambridge site. The Office also manages contracts with local community-based organizations for employment and training services (including Just-A-Start’s Biomedical Training Program) and oversees both constructions monitoring under the Cambridge Employment Plan Ordinance and First Source hiring agreements.</p> <p>For the Mayor’s Summer Youth Employment Program (MSYEP), the Office will continue to increase participants’ skills and employability by expanding career/college readiness activities, and enhancing the Summer Work and Learning component. To better serve adults and employers, the Office has expanded resources available through the Cambridge Employment Program by co-locating staff funded by the Cambridge Housing Authority, and by working closely with Career Source, a one-stop career center located at Alewife. The office will continue to play a major role in the Metro North Region’s implementation of the federal Workforce Investment Act.</p>	<p style="text-align: center;"><b>1 241 835</b></p> <p><b>PURPOSE &amp; OVERVIEW:</b> The mission of the Office of Workforce Development (OWD) is to expand employment and training opportunities for Cambridge adult and youth residents and to assess and respond to the unmet needs of the local workforce and employers. It does so by forging alliances among employers, community-based organizations, the schools and post-secondary educational institutions and by providing research and development services to them. The principal areas of Office responsibility are: (1) streamlining access to information about employment and training resources for residents and employers; (2) coordinating service delivery through collaborative planning and program development; (3) creating opportunities for youth and adult residents to develop career pathways; and (4) providing unified outreach to employers to increase opportunities for adult and youth residents.</p>
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**FUNDING SOURCES/WORKFORCE DEVELOPMENT:**

**FY03 GOALS**

- *GOAL 1: Increase job placements and employment referrals for adult residents of Cambridge.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of CEP education, training and job placements	147	135	75	135
2. Number of employers participating in OWD-sponsored activities such as job fairs, mock interviews and information sessions	38	25	25	25
3. Number of job seekers engaged with employers through OWD efforts such as job fairs, mock interviews, and information sessions	116	150	70	70

- *GOAL 2: Increase training and education opportunities for Cambridge residents and businesses.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of enrollments in courses at Bunker Hill Community College Cambridge Satellite Campus	262	280	259	260
2. Number of individuals enrolled in courses at Bunker Hill Community College Cambridge Satellite Campus	233	230	226	230
3. Number of employers participating in OWD sponsored activities with employment and training providers	6	10	10	10

- *GOAL 3: Assist youth in making transition from school to further education or employment through the Career Pathways Initiative - a collaborative effort of the City, the schools, and community agencies with business and higher education institutions.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of students enrolled in school to career activities including internships	89	80	54	50
2. Number of elementary school, high school and higher education staff engaged in school-to-career initiatives	12	20	15	15
3. Number of employers and community based agencies engaged in school-to-career initiatives	21	22	20	20

- *GOAL 4: Improve career awareness and work readiness of students and increase access to, and quality of, summer and school year jobs.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of student enrollments in work-readiness and career awareness workshops	147	200	200	200
2. Number of youth visits at the Youth Employment Center	798	500	500	500
3. Number of private sector summer and school year jobs	175	225	120	180
4. Number of employers participating in career awareness activities through the Profit From Experience Campaign	7	15	15	15

- *GOAL 5: Enhance experience of Mayor's Summer Youth Employment Program participants by increasing staff capacity, infusing school-to-work best practices and creating connections to year-round programming.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of youth enrolled in MSYEP who receive work experience, work readiness workshops and career awareness activities	506	500	572	500
2. Number of supervisors/mentors trained in working with young employees	91	85	101	90
3. Number of students enrolled in Summer Work and Learning projects with school-to-work competencies	172	170	186	170
4. Number of youth served in school year employment and service learning activities	45	n/a	52	50

**HUMAN SERVICES  
- Planning & Development**

<b>ACTUAL FY01</b>	<b>PROJECTE D FY02</b>		<b>BUDGET FY03</b>
103 266	125 770	<b>LEADERSHIP</b>	<b>98 565</b>
824 736	808 525	<b>COM. DEV. BLOCK GRANT</b>	<b>803 455</b>
109 068	109 015	<b>COMMISSION FOR PERSONS</b>	
105 729	64 010	<b>WITH DISABILITIES</b>	<b>114 825</b>
519 759	545 595	<b>KIDS' COUNCIL</b>	<b>67 540</b>
7 444	2 850	<b>HUNGER AND HOMELESS SVCS.</b>	<b>620 375</b>
<u>36 187</u>	<u>46 240</u>	<b>PLANNING &amp; DEVELOPMENT</b>	
1 706 189	1 702 005	<b>HAITIAN SERVICES</b>	<b><u>48 605</u></b>
			<b>1 753 365</b>

**PURPOSE & OVERVIEW:**  
 Planning and Development staff assist in formal and informal community needs and resources assessment activities, working with the Commission on Human Service Programs, DHSP staff from other divisions and other local groups. The Division is providing leadership and staff support in working

with other divisions and community agencies in the development of an on-line human services Information and Referral database for Cambridge and Somerville. The Division also gives technical assistance to agencies seeking funding from many sources, and coordinates the processes for agency proposals for funds which flow through the Division, such as Community Development Block Grant, Emergency Shelter Grant and the HUD Supportive Housing and Shelter Plus Care Programs. The Grants Management unit administers outgoing contracts for a variety of community services.

This Division also offers direct casework services to homeless and at-risk individuals and families and transitional single room occupancy housing for men and women through the Multi-Service Center. As a component of case management activities, financial assistance from several sources is available on a limited basis to stabilize families and individuals at risk of losing housing and to help homeless people move into housing. DHSP-staffed programs are complemented by services provided on site by Shelter, Inc., Tri-City Mental Health, the Cambridge Health Alliance, Shelter Legal Services and CASCAP Representative Payee/Budget Counseling Services. The Division is working with community agencies to develop Family Transitional Housing programs utilizing HUD funds. Haitian Services provides case management and services to persons who have resettled here from Haiti.

The Cambridge Prevention Coalition will continue to provide substance abuse prevention services to middle grade students and parents and to provide substance abuse education to health care professionals. The Coalition is developing and implementing a program to decrease youth access to alcohol through trainings for alcohol servers and sellers.



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**FUNDING SOURCES/PLANNING & DEVELOPMENT:  
(excludes Kids' Council)**

**FY03 GOALS**

■ *GOAL 1: Continue to provide services to Multi-Service Center homeless individuals and those at risk of homelessness.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of clients seen for personal counseling, mental health services, substance abuse services, employment	2 269	2 100	2 100	2 100
2. Number of clients placed in temporary housing	237	150	225	225
3. Number of clients placed in permanent housing	129	125	125	125
4. Number of clients maintained in current housing	141	120	150	150



- *GOAL 2: Provide homeless prevention counseling and housing search assistance for homeless families and those at risk of homelessness.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of family intakes	416	300	300	300
2. Number of families placed in housing	84	80	80	90
3. Number of families referred for personal counseling, mental health services, substance abuse services, employment	542	400	450	500
4. Number of families maintained in current housing	208	125	200	225

- *GOAL 3: Continue to contract with local service providers to serve disadvantaged residents through the use of Community Development Block Grant monies, McKinney Homelessness monies, and City tax dollars.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of clients served in youth and family services programs	1 430	1 400	1 400	1 450
2. Number of clients served through domestic violence and abuse prevention program.	472	500	425	450
3. Number of clients served through linguistic minority programs	792	875	825	850
4. Number of clients served through homelessness prevention and service programs	2 242	2 500	2 700	3 100
5. Number of clients served through food pantry programs	13 500	14 000	14 000	14 050

■ *GOAL 3: (continued)*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
6. Number of clients served through elderly and disabled service programs	675	600	500	550

**COMMISSION FOR PERSONS WITH DISABILITIES**

**PURPOSE & OVERVIEW:** The Commission for Persons with Disabilities promotes the full integration of people with disabilities into all aspects of Cambridge community life. Covering a wide range of access and disability topics, Commission staff provides information to individuals with disabilities, their families, and social service agencies. Ensuring compliance with the Americans with Disabilities Act (ADA) continues to be an essential focus of the Commission’s interactions with other City departments. Other ADA efforts include serving as a clearinghouse for processing requests for reasonable accommodations from City employees and supervisors, educating Cambridge businesses about their ADA obligations, and providing technical assistance to both the public and private sectors. Staff is available to provide disability awareness training throughout the city, free of charge, to businesses, non-profits and schools.

The Commission continues to administer a number of programs for Cambridge residents with disabilities, which include: issuing Temporary Disability Parking Permits, providing Taxi Discount Coupons, and processing applications for accommodations for disabled residents unable to comply with the City’s trash and recycling requirements.

**FY03 GOALS**

■ *GOAL 1: Continue implementation of the City’s ADA Compliance Plan.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of ADA trainings and technical assistance sessions provided to City Departments and employees	83	70	70	80

■ *GOAL 1: (continued)*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
2. Working with School Department, adapt City's ADA handbook for School Department	50%	95%	75%	95%

■ *GOAL 2: Improve access to public accommodations and transportation services in Cambridge.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of site visits and access surveys of Cambridge businesses completed	47	40	40	40
2. Number of Cambridge agencies and businesses which remove barriers to access	12	10	10	10
3. Number of trainings delivered to Cambridge Taxi School attendees to enhance awareness of serving passengers with disabilities	12	12	12	12

■ *GOAL 3: Improve understanding of disability issues and awareness of resources for people with disabilities.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of disability awareness trainings delivered to various City Departments	57	35	35	35
2. Number of responses to individual service, information and referral requests	1 461	1 200	1 200	1 200

■ *GOAL 3: (continued)*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
3. Number of training and technical assistance sessions delivered to Cambridge private sector organizations	71	100	100	100
4. Number of community newsletters on disability resources, news and information	5	10	10	10

■ *GOAL 4: Working with The Cambridge Adult Employment Alliance and other community organizations, implement recommendations from “In The Loop” Report to increase employment opportunities for individuals with disabilities.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Implementation of plan recommendations, percent complete	20%	30%	30%	40%

**KIDS’ COUNCIL**

**PURPOSE & OVERVIEW:** Created by City ordinance in 1991, the Coordinating Council for Children, Youth, and Families (Kids’ Council) provides leadership in promoting a comprehensive local response to the needs of Cambridge children and families. The Council is comprised of parents, community members, top City officials, and representatives from universities, businesses, philanthropies, and community organizations. Currently, the major undertaking of the Kids’ Council is the *Agenda for Children*. This initiative 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 Council prioritized two goals for citywide action:

1. All Cambridge children and their families will be able to read.

2. All Cambridge children and youth will have equal access to safe, stimulating, nurturing, and healthful out-of-school time activities, in order to ensure optimal academic performance and overall healthy development.

Last year, two coordinators were hired to implement the action plans to achieve the two goals. The Community Engagement Program will continue to facilitate networking among community-based organizations in order to strengthen their capacities to organize parent participation in the ongoing development of the Agenda for Children. The Harrington Extended Day Program, which was launched as a pilot to address the out-of-school time activities goal, will be completing its third year. The program is currently undergoing a re-evaluation by an outside consultant to assess program progress. Measurable benchmarks for the program will be developed from the re-evaluation findings.

As the Kids’ Council looks forward to measurable gains from the Agenda for Children, it can take pride in the achievements of its first major initiative, the *Centers for Families*. Launched in 1994, this initiative’s pilot project, the Center for Families of North Cambridge, became one of the first 12 family support programs in the United States to receive accreditation as an exemplary program from Family Support America, the professional organization for the family support field. For the coming year, planning for a second Center for Families will begin. In addition, the Kids’ Council will be focusing on youth participation in governance, development of a newsletter to promote the City’s efforts for children and families, and holding a Middle School Summit to highlight and address the needs of adolescents.

■ *GOAL 1: Agenda for Children, Literacy Initiative: Parents, primary caregivers, and early care and education providers will be supported as primary and continuous teachers.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of families and children reached through “talk” (language development) campaign, “Reading Parties, Parent Child activity” Events, and Storytelling.	n/a	n/a	n/a	300/600
2. Number of early care and education providers participating in literacy related professional development	n/a	n/a	n/a	125

■ *GOAL 1: (continued)*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
3. Number of books made available to families and children through a variety of events	n/a	n/a	n/a	2 500

■ *GOAL 2: Agenda for Children, Out of School Time Initiative: Create an Out-of-School Time Resource Partnership that supports service providers in strengthening operational infrastructure, increasing program quality and coordination for families through collaboration and innovation.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of Out-of-School Time Programs entered into database	n/a	n/a	n/a	85
2. Number of Out-of-School Time Programs participating in Resource Partnership engaged in professional development and quality improvements utilizing the National School Age Care Alliance standards	n/a	n/a	42	47

■ *GOAL 3: Agenda for Children, Community Engagement: To expand community engagement and ownership of the Agenda for Children's two goals.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of parent group meetings through outreach by the 8 contracted agencies	8	n/a	8	24

■ *GOAL 3: (continued)*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
2. Number of parent participants from underrepresented populations (Non-English speakers, new immigrants, Asian/Pacific Islanders, blacks, Latinos, etc.)	130	n/a	64	256

**HUMAN SERVICES  
- Community Schools**

<b>ACTUAL FY01</b>	<b>PROJECTE D FY02</b>		<b>BUDGET FY03</b>
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<p>85 404 2 372 225 <u>146 988</u> 2 604 617</p>	<p>89 145 2 766 625 <u>175 375</u> 3 031 145</p>	<p style="text-align: center;"><b>LEADERSHIP</b> <b>COMM. SCHOOLS PROGRAMS</b> <b>SUPPORT SERVICES</b></p>	<p>93 065 1 288 610 <u>205 675</u> 1 587 350</p>
<p>the 13 Community Schools, directors work with their respective councils to assess community needs and to create high quality, cost effective out-of-school time programs to address them, including afterschool enrichment classes, four extended day programs with the school department, full-day summer and vacation camps. The Community Schools also run programs such as Summer Arts in the Park, cultural and social family events, such as Black History Family Night and children’s performances in music, dance, and theater. Participants in these programs represent the racial and ethnic diversity of Cambridge and over the past year, there has been a substantial increase in Asian, Hispanic and Haitian participation. Community schools also collaborate with local cultural and social service organizations. Tuition assistance is provided in all aspects of the programs; for example, last summer, 31 percent of the children in the summer camp received scholarships. During the summer of FY02, Community Schools collaborated with a number of elementary schools to allow children enrolled in academic programs to participate in summer camps. Community Schools are covered by participant fees supplemented by corporate and individual donors and by City tax dollars.</p> <p><b>FUNDING SOURCES/COMMUNITY SCHOOLS:</b></p>			

**PURPOSE & OVERVIEW:** The Division of Community Schools provides a network of neighborhood services offering educational, cultural, social and recreational opportunities for all age groups. Through





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- *GOAL 1: Continue to provide out-of-school time programs such as enrichment classes, summer and vacation camps, and provide programs for adults, families and seniors.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of children's classes city-wide during the school year	1 031	1 150	1 150	1 150
2. Number of adult, family and senior classes citywide during the school year	276	250	250	250
3. Number of summer camps for children	14	11	12	13
4. Number of children served in summer camps	937	900	863	900
5. Number of school vacation camps	9	6	6	6
6. Number of youth enrolled in CIT programs in summer camps	130	100	103	100
7. Number of partners, such as universities, community coalitions, community-based agencies and City departments, collaborating on children's programs.	56	60	60	60
8. Number of collaborative summer academic/camp programs	5	5	6	5

- *GOAL 2: Continue to provide summer Arts in the Park events that support families of young children, preschools, and summer camps.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of Arts in the Park events	54	50	54	50

- *GOAL 3: Enhance training for staff and residents of all ages in domestic violence prevention,*

*and assist in outreach for programs of the safe neighborhood groups, utilizing resources of safe neighborhood/crime-watch groups, community schools, youth centers and community-based providers.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of meetings for youth and adult residents with an emphasis on crime prevention, personal safety, and community resources	49	45	45	45

**HUMAN SERVICES  
- Recreation**

<b>ACTUAL FY01</b>	<b>PROJECTE D FY02</b>		<b>BUDGET FY03</b>
84 126	86 170	<b>LEADERSHIP</b>	<b>90 060</b>
60 121	59 880	<b>SUMMER</b>	<b>59 115</b>
43 842	61 895	<b>GOLD STAR</b>	<b>64 770</b>
218 151	184 030	<b>WAR MEMORIAL</b>	<b>190 280</b>
143 354	126 805	<b>SPECIAL NEEDS</b>	<b>132 535</b>
2 139	10 000	<b>LEAGUES</b>	<b>10 000</b>
65 379	60 665	<b>RECREATION ACTIVITIES</b>	<b>62 475</b>
266 173	274 630	<b>DANEHY PARK</b>	<b>273 165</b>
<u>167 918</u>	<u>224 870</u>	<b>SUPPORT SERVICES</b>	<u><b>234 685</b></u>
<b>1 051 203</b>	<b>1 088 945</b>		<b>1 117 085</b>

**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, city-wide and neighborhood based recreation programs and facilities; for the scheduling of all City parks

for athletic uses; and for the maintenance and management of Mayor Thomas W. Danehy Park, the 55- acre former landfill which has become the main focal site of youth and adult athletic leagues and city-wide special events such as the Danehy Park Family Day. The Division oversaw an expansion of the recreational opportunities at Danehy with the addition of a new upgraded 400 meter running track and will continue systematic improvements to the extensively used fields to ensure quality playing surfaces. Staff is also engaged in open space initiatives such as the Fresh Pond Master Plan Advisory Committee, the Open Space Committee and the Green Ribbon Committee.

The Division provides municipal support for Cambridge Camping - Inner City Day Camp, Cambridge Girls Softball, Little League Baseball, Babe Ruth Baseball, Youth Soccer, Youth Hockey, Shoot Straight Basketball and Pop Warner Football and manages the City of Cambridge Road Race - "CityRun" - which annually attracts 700 participants and approximately \$16 000 in corporate and individual donations and was named one of the top 100 road races in New England by New England Runner Magazine. The Division coordinates multi-faceted recreational programs and activities at the War Memorial Pool and Fieldhouse, and the Gold Star Pool, and summer children's activities at neighborhood parks and playgrounds, including 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:**

**FY03 GOALS**

■ *GOAL 1: Provide high quality instruction to children and adults in swimming and recreation activities, including tennis, jazz/ballet and gymnastics.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of youth recreation classes	100	75	75	100
2. Number of adult recreation classes	24	18	18	24
3. Number of youth swimming classes	80	80	80	80
4. Number of adult swimming classes	32	32	32	32

■ *GOAL 2: Provide year-round recreational programming for special needs participants ranging from pre-school age to young adults.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of children age three and up in summer camps	70	70	70	70
2. Number of children age 6-14 in after school programs	25	25	25	25
3. Number of young adults in evening programs	25	25	25	25
4. Number of children in unified integrated Saturday programs	60	60	60	60
5. Number of children participating in Special Olympics	60	60	60	60

■ *GOAL 3: Maximize youth program usage of City athletic fields through consistent sound field management practices.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Total number/percentage of permitted hours of youth programs	13 302/77%	13 518/77%	13 518/77%	13 518/77%
a. Number/percentage of youth soccer hours	4 832/28%	5 048/29%	5 048/29%	5 048/29%
b. Number/percentage of little league hours	4 004/24%	4 004/23%	4 004/23%	4 004/23%
c. Number/percentage of Babe Ruth baseball hours	1 716/10%	1 716/10%	1 716/10%	1 716/10%
d. Number/percentage of CRLS high school hours	1 452/ 8%	1 452/ 8%	1 452/8%	1 452/8%
e. Number/percentage of girl's youth softball hours	512/ 3%	512/ 3%	512/3%	512/3%
f. Number/percentage of school intramural program hours	368/ 2%	368/ 2%	368/2%	368/2%

g. Number/percentage of Pop Warner football hours	258/ 1%	258/ 1%	258/1%	258/1%
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■ GOAL 3: (continued)

PERFORMANCE MEASURES	FY01 ACTUAL	FY02 BUDGET	FY02 PROJECTED	FY03 PROPOSED
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	4 010/23%	4 106/23%	4 106/23%	4 106/23%
a. Number/percentage of adult softball hours	2 992/17%	3 040/17%	3 040/17%	3 040/17%
b. Number/percentage of adult soccer and ultimate frisbee hours	1 018/ 6%	1 066/ 6%	1 066/6%	1 066/6%



ACTUAL FY01	PROJECTE D FY02		BUDGET FY03
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79 615	80 395		83 440
202 727	233 260		269 605
52 896	54 440		55 995
<u>352 638</u>	<u>350 345</u>		<u>417 810</u>
687 876	718 440		826 850

**HUMAN SERVICES  
- Elderly Services & COA**

<b>LEADERSHIP</b>	<b>83 440</b>
<b>SUPPORT SERVICES</b>	<b>269 605</b>
<b>2050 SENIOR CENTER</b>	<b>55 995</b>
<b>CITY-WIDE SENIOR CENTER</b>	<b><u>417 810</u></b>
	<b>826 850</b>

**PURPOSE & OVERVIEW:** The Elderly Services Division, also known as the Council on Aging (COA), is responsible for the provision and oversight of services to Cambridge residents age 60 and older. The Division's mission is to

promote and safeguard the health and independence of seniors, to advocate for seniors in many areas, to arrange for necessary services, and provide meaningful social and recreational options that enhance their lives. The Division provides information, referral and case management services to seniors, and coordinates services that may include homemaker, transportation, counseling and meals as well as numerous other social, advocacy, recreational and support services. Due to the increasingly complex problems of finding health benefits and prescription drug benefits coverage, the COA has sponsored informational sessions for seniors. The Division reaches out to seniors through active promotion of services and through distribution of 4 000 copies of its monthly newsletter. The Substance Abuse Services for Seniors (SASS) program is a unique program within the Commonwealth, serving seniors who have difficulty with substance abuse or medication misuse. The Division operates a Senior Shuttle bus which picks up individuals at all major housing buildings and at other locations throughout the City, Monday through Friday.

At the Citywide Senior Center and the North Cambridge Senior Center, seniors are provided with a variety of services, classes and events. The Senior Food Pantry is the only pantry in the area specifically serving seniors. Income-eligible participants visit weekly and take home fresh fruits and vegetables, meats and canned goods. Breakfast and lunch are served 365 days per year. Other services and classes include counseling and support groups, vision screenings, blood pressure clinics, men's groups, computer classes, as well as many other educational and recreational offerings, including numerous classes devoted to exercise, movement, and physical health and wellness. Groups of seniors from diverse ethnic backgrounds meet regularly at the Citywide Senior Center, including Asian, Haitian, Russian and African American seniors. In addition to weekend meals and casual drop-ins, the Citywide Senior Center now offers classes on Saturdays in response to requests from many seniors. To ensure that the programs and services provided at the new Center meet the needs of Cambridge's seniors, a citywide advisory committee meets regularly with the Center staff to provide input.

**FUNDING SOURCES/COUNCIL ON AGING:**

**FY03 GOALS**

- *GOAL 1: Continue to provide a comprehensive array of social and support services to Cambridge residents age 60 and over, including information, referral to support services, and case management, Serving the Health Information Needs of the Elderly (S.H.I.N.E.) benefits counseling, substance abuse services, and the coordination of home-based services.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of information and referral services provided	4 426	3 000	3 500	3 200
2. Number of clients provided case management services	70	n/a	80	80
3. Number of seniors receiving home-based services	44	50	60	60

- *GOAL 2: Continue to operate Social Meals program and expand Food Pantry outreach to assure*

*Seniors adequate nutrition and a year-round breakfast and lunch program.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of seniors receiving Food Pantry services at twice weekly pantry	263	265	295	300
2. Number of Food Pantry visits by financially eligible seniors	4 423	4 600	4 600	4 600
3. Number of meals served at 806 and 2050 Mass. Avenue sites	34 935	33 000	35 000	35 000
4. Number of different seniors coming to meals at the Senior Centers on a monthly basis	548	575	575	560
5. Number of seniors receiving home delivered food pantry services	n/a	15	12	20

■ *GOAL 3: Continue transportation services for seniors to the Citywide Senior Center and continue to serve other transportation needs of seniors.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of seniors linked to transportation services to the Center	225	230	230	235
2. Number of seniors served by subsidized weekly food shopping trips	248	235	240	240
3. Number of seniors served by subsidized medical transportation	326	330	330	330
4. Number of seniors using taxi coupons	216	300	300	315

- *GOAL 4: Enhance program offerings to seniors to eliminate digital divide and to improve Seniors' well being and fitness.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of different seniors attending computer classes	110	150	150	150
2. Number of hours of health/fitness/wellness classes offered each month	44	45	55	50
3. Number of special events promoting health/fitness/wellness	22	12	18	18

**HUMAN SERVICE  
- Childcare & Family  
Support Services**

<b>ACTUAL FY01</b>	<b>PROJECTE D FY02</b>	<b>BUDGET FY03</b>
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84 953	88 820	<b>LEADERSHIP</b> 113 480
411 571	531 135	<b>AFTERSCHOOL</b> 554 505
1 004 418	1 253 310	<b>PRE-SCHOOL</b> 1 193 950
328 526	349 445	<b>SUPPORT SERVICES</b> 355 070
21	28 635	<b>CENTER FOR FAMILIES</b> 29 720
<u>1 829 489</u>	<u>2 251 345</u>	<u>2 246 725</u>

**PURPOSE & OVERVIEW:** The Childcare and Family Support Services Division offers residents the services of 13 Massachusetts Office for Child Care Services licensed child-care programs. The six Pre-School Programs and the seven School-Age Programs serve

approximately 280 children daily. The Childcare Division is supported by municipal revenues, parent tuition, and state contracts. City scholarship funds enable many lower income children to be served. More than half of the children served receive full or partial subsidy or scholarship through the state or the City.

The School-Age Programs located at the Morse, Fletcher-Maynard and Fitzgerald Schools serve children in grades K-4, and the King and Graham and Parks Programs serve children in grades K-2 & 3-6. Parents have the option of enrolling two, three or five days per week. School-Age Programs focus on socialization skills, community service and building self-esteem as well as providing academic support and programmatic linkages with the school day curriculum.

Of the six existing Pre-School Programs, five, located at the King, Longfellow, Morse, Kennedy and Fitzgerald Schools are full day, year-round programs and one, located at the Haggerty, is a half day school year program where children are enrolled two, three or five days per week. The Pre-School programs offer a developmentally appropriate curriculum focused on the children's interests and abilities. Inclusionary practices are strongly supported through collaboration with the Office of Special Education of the Cambridge School Department. Linkages are also made to the elementary school curriculum wherever possible. The program is enhanced by the presence of student interns from local colleges, a practice that also aids in recruitment of new staff.

**FUNDING SOURCES/CHILDCARE:**

**FY03 GOALS**

- *GOAL 1: Continue to offer high quality licensed pre-school childcare to a diverse population.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of pre-school slots	97	113	113	113
2. Percentage of children receiving some subsidy or scholarship	66%	48%	60%	60%
3. Percentage of teachers remaining more than two years	55%	50%	50%	50%
4. Number of children with significant special needs served	5	5	5	5

- *GOAL 2: Continue to offer high quality school-age childcare to a diverse population.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of school-age slots	160	184	168	168
2. Percentage of children receiving some subsidy or scholarship	53%	55%	54%	55%
3. Percentage of teachers remaining more than two years	53%	50%	35%	40%
4. Number of children with significant special needs served	12	12	12	12

- *GOAL 3: Within the Department's childcare programs, expand opportunities for children to increase their literacy skills by increasing children's connection to libraries and by increasing linkages to school curriculum.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Percentage of eligible children having individual library cards	95%	95%	95%	95%
2. Number of visits to public libraries for Pre-School and School-Age programs	28	30	30	30
3. Implement a plan to increase linkages to public schools curriculum in order to fully support children's literacy needs, percentage complete	n/a	n/a	50%	75%

- *GOAL 4: Expand the childcare staff's knowledge of state-of-the-art practices in parent support techniques and in building children's literacy skills.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of staff training sessions targeted to goal	4	4	4	6

## CENTER FOR FAMILIES

**PURPOSE & OVERVIEW:** The Center for Families of North Cambridge began in 1994 as an initiative of the Kids' Council. This neighborhood based, school-linked family support program is housed in the Fitzgerald School Community Wing. An elected Community Advisory Council representing the North Cambridge neighborhood oversees the program. The Director of the Center for Families of North Cambridge is supported by City funds equally from the Cambridge Health Alliance, the School Department and the City. The operating costs for the Center for Families of North Cambridge are supported by a Massachusetts Family Network grant from the Department of Education and a Massachusetts Family Center grant from the Children's Trust Fund. The Center for Families is one of the firsts of 12 family centers nationally to be certified by Family Support America in recognition of the role it plays in strengthening families. For FY03, one of the program's challenges is to address the loss of its playspace facility.

- *GOAL 1: Create formal and informal opportunities for families to enhance parent-child relationships and mobilize resources to support family development.*

PERFORMANCE MEASURES	FY01 ACTUAL	FY02 BUDGET	FY02 PROJECTED	FY03 PROPOSED
1. Number of families enrolled in parent education/support groups, workshops and family playgroups	222	200	100	240
2. Number of families participating in drop-in activities	304	280	130	60
3. Number of families enrolled in ESL classes	13	12	12	12
4. Number of families that requested information and referral services	189	150	100	150
5. Number of families that received crisis case management	31	40	30	45
6. Number of families served	361	340	300	400

- *GOAL 2: Provide outreach to non-English speaking families and low-income families.*

**FY01**                  **FY02**                  **FY02**                  **FY03**



<b>PERFORMANCE MEASURES</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>PROPOSED</b>
1. Number of families contacted during door-to-door outreach at Fresh Pond Apartments, Jefferson Park, Walden Square and Lincoln Way	465	500	150	500
2. Number of presentations/outreach visits to ESL classes, WIC, Head Start, neighborhood health center, and other community organizations serving low-income and non-English speaking families	10	20	16	25

■ *GOAL 3: Enhance accessibility of programs to families.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of children receiving on-site child care services while families participate in parent education/support groups, ESL class, or workshops	159	150	110	150
2. Number of languages in which parent education/support groups and information and referral services are conducted	3	3	3	3

**HUMAN SERVICES  
- Golf Course**

<b>ACTUAL FY01</b>	<b>PROJECTE D FY02</b>	<b>BUDGET FY03</b>
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255 396  
235 728  
491 124

247 930  
236 455  
484 385

**OPERATIONS** 258 115  
**MAINTENANCE** 258 710  
516 825

**PURPOSE & OVERVIEW:**  
Thomas P. O'Neill, Jr./Fresh Pond  
Golf Course. The Cambridge  
Municipal Golf Course at Fresh  
Pond is in operation from early

April through early December and is fully supported by daily fees, membership and league fees. The membership program at the golf course offers a variety of categories and rates including families, juniors, junior non-residents, residents, non-residents and senior citizens. There are also a variety of leagues scheduled at the course which include companies and organizations, two weekly women's leagues, the Cambridge Rindge and Latin and Matignon High Leagues and a members' tournament program on weekends. All leagues, with the exception of the high schools, are charged an additional fee and are given specific, but limited tee times in order to facilitate play for all people. In addition, the golf course management staff has instituted a very successful free weekly junior golf lesson program, hosted a recent United States Public Links Ladies Qualifying Tournament and has assisted in the development and implementation of a variety of charitable golf tournaments for non-profit organizations and agencies. Working with the Massachusetts Golf Association and Harvard University, staff has initiated a weekly off-season youth golf lesson program. The Golf Course will be 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.

**FY03 GOALS**

- *GOAL 1: Continue to provide reasonable and affordable access to the golf course through different membership and non-membership options.*

	<b>FY01</b>	<b>FY02</b>	<b>FY02</b>	<b>FY03</b>
<b>PERFORMANCE MEASURES</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>PROPOSED</b>
1. Total number of rounds annually	55 448	60 400	56 565	57 682



■ *GOAL 2: Continue to expand the youth program at the Golf Course.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of youth members	102	102	102	102
2. Number of youths participating in free weekly clinics	50	50	50	50

ACTUAL FY01	PROJECTE D FY02		BUDGET FY03
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<p>77 025 <u>450 991</u> 528 016</p>
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<p>80 775 <u>511 825</u> 592 600</p>
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<p><b>LEADERSHIP OPERATIONS</b></p> <p>each year in the following areas: English as a Second Language (ESL), citizenship preparation, literacy, GED preparation, the Adult Diploma Program and the Pre-College Bridge Program. The core program includes seven levels of English as a Second Language classes and six levels of basic reading, writing and math classes. GED and pre-GED classes prepare students to pass the five high school equivalency examinations. The Adult Diploma Program awards a Cambridge Rindge and Latin School Diploma to adults based on a combination of demonstrated competency in reading, writing, mathematics and US history and credit for previous coursework, employment, home management, languages, and other life experience areas. The Bridge Program prepares students for the transition to post-secondary education. All students receive educational counseling; individual tutoring with trained volunteers is available as needed. Students can also learn basic computer operations, and practice their reading, writing and math skills on a computer.</p> <p>Of the more than 1 000 adults served each year at the CLC, approximately 200 are from the United States and the remainder come from 70-80 different countries, with over 40 different native languages represented. Approximately 35% of the costs of the CLC have been supported by City tax dollars, with the remaining funds coming from grants, contracts, and private fundraising. These funds have enabled CLC to provide, in addition to the core services described above, family literacy programs, outreach and classes for special populations including the homeless, and public housing residents, an intensive pre-vocational program, teacher training on working with learning disabled students, workplace education and the development of public health and civic education curricula.</p>
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<p>84 460 <u>539 220</u> 623 680</p>
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**HUMAN SERVICES**  
**- Community Learning Center**

**PURPOSE & OVERVIEW:** The Community Learning Center (CLC) located at 19 Brookline Street, provides adult basic education classes to more than 1 000 adults



**FUNDING SOURCES/COMMUNITY LEARNING CENTER:**

**FY03 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.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of school year classes	89	83	85	83
2. Number of school year instructional hours	11 595	11 730	11 936	11 730
3. Number of school year student slots	762	730	750	730
4. Number of summer classes	38	36	41	36
5. Number of family literacy classes	5	5	5	5
6. Number of citizenship classes	2	2	2	2
7. Number of students served	1 129	1 170	1 170	1 170
8. Number of 7-8 week computer modules offered	12	16	16	16

- *GOAL 1: (continued)*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
9. Number of classes using computer lab regularly	28	30	27	30

■ *GOAL 2: Continue to improve the quality of instruction.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of in-house staff development sessions	19	14	22	14
2. Number of class curricula written or revised	2	2	2	2
3. Number of student assessment measures revised	3	2	3	2

■ *GOAL 3: Continue to improve the transition from CLC programs to other education and training programs by establishing and strengthening collaborative relationships with other agencies, by expanding in-house student workshops and increasing follow-up calls to former students.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of high school graduates	43	35	35	35
2. Number of advanced ESL graduates	20	15	15	15
3. Number of students advancing to education and training program	61	40	40	40
4. Number of workshops for students on careers, further education, study skills, health education and support services	32	25	17	25



■ *GOAL 3: (continued)*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
5. Number of follow-up contacts with former students	152	110	100	110

ACTUAL FY01	PROJECTE D FY02		BUDGET FY03
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**HUMAN SERVICES  
- Youth Programs**

**YOUTH PROGRAMS 1 719 615**

**PURPOSE & OVERVIEW:** The Cambridge Youth Programs' goal is to enrich the lives of youth (aged 9-

19) by promoting their leadership skills while providing them with a safe, fun place in which to grow. Programs are provided through a network of five youth centers located in different neighborhoods of the City. The centers include classroom space, meeting rooms, gymnasiums and easy access to parks and fields. A diverse and multi-talented staff is available six days per week to provide direct services and mentorship to youth.

The Cambridge Youth Programs have a history of adapting to the changing needs of the community. Following completion of a program assessment, the City invested significant new resources into the Program to permit development of new program models. 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. That program runs Monday through Friday for 9-13 year olds with participants engaging in community service, life skills development, academic support, recreation and arts programming. Youth Leaders, a Saturday service learning program, is also available to 9-13 year olds to allow participants to learn about their communities with a focus on service, diversity and learning about the world around them. During the Summer, there are four summer camps, two Summer Sports Leadership Academies and two Summer Arts Programs.

Development of a new Teen Program for 14-19 year olds is in process. The teen enrichment program will 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 second year, which is a training internship for youth age 16-18 who are mentored by Youth Program staff. Leaders in Action teens work in each youth center and participate in biweekly trainings focussed on self-awareness, career development, event planning, communication and service learning among others. The Neighborhood Service Project, 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.

## FUNDING SOURCES/YOUTH PROGRAM

### FY03 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	FY01 ACTUAL	FY02 BUDGET	FY02 PROJECTED	FY03 PROPOSED
1. Develop and implement new pre-teen programming models, percent implemented	70%	95%	85%	95%
2. Develop and implement new teen programming model, percent implemented	n/a	n/a	25%	75%

■ *GOAL 1: (continued)*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
3. Number of teen focus groups for program development	n/a	n/a	5	10
4. Number of trainings provided to full- and part-time staff	15	15	15	15
5. Number of summer enrichment programs for pre-teens and teens	4	4	4	4
6. Development and implementation of program evaluation system, percent complete	50%	90%	75%	95%

■ *GOAL 2: Enhance program visibility and deepen connections to families, neighborhoods, schools and community-based organizations.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of meetings of new city-wide advisory board	1	4	6	7
2. Number of partnerships/collaborations with community based organizations	10	8	8	12
3. Number of parents and community volunteers who participate in program activities	40	50	40	56

**POSITIVE EDGE**

**PURPOSE & OVERVIEW:** Positive EDGE is a youth outreach and advocacy program created in response to crises of violence and abuse that impact the City. Established in February 1993, Positive EDGE directs its attention toward at-risk youth who have not been reached through conventional efforts established by City and community agencies. Positive EDGE also bridges gaps between City

departments, organizations, local community agencies and community ethnic groups, and provides institutional links and assistance to City youth who have dropped out of school, are court involved, or are experiencing difficulties and require guidance and support.

With Education, Direction, Guidance and Empowerment (the tenets of Positive EDGE), Youth Advocates are trained to deal with youth on a one-to-one basis, building relationships, linking them with much needed services, and more importantly, evaluating needs in order to tailor programs to fit their unique situations.

In FY02 Positive EDGE enhanced its presence in the schools by dedicating two youth advocates to school based work. Also, Positive EDGE produced an author/speaker series “Healing Words with Rage” in conjunction with CRLS. A mentor and workshop series, “Sister to Sister” was developed in conjunction with Boston Community Center’s Girls Program and Dorchester High School.

**FY03 GOALS**

- *GOAL 1: Provide case management services and create and implement data collection devices for statistical analysis.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Creation of intake forms to determine service needs	0	100%	75%	100%
2. Creation of post-intake tracking forms	0	100%	50%	100%

- *GOAL 2: Organize events, presentations and workshops geared towards networking, skill, and personal development amongst youth.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of events	16	4	12	12
2. Number of Public Safety Partnerships	4	8	4	4

- *GOAL 3: Provide technical support to existing programs geared towards social / academic achievement.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of programs supported	3	9	12	12
2. Number of programs/resource referrals made by Positive Edge	6	10	30	40
3. Number of students referred to Positive Edge for services	42	50	70	100

- *GOAL 4: Increase interaction and contact with city departments and entities involved in the maintenance of public safety initiatives within the City of Cambridge.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Creation of projects/programs with existing city departments	2	6	8	8
2. Participate in citywide tasks force	4	4	4	4
3. Implementation of programs, projects, and/or initiatives	5	10	10	10

- *GOAL 5: Develop and implement school based services to facilitate and links between neighborhood, communities and schools.*

**COMMISSION ON THE  
STATUS OF WOMEN**

<b>ACTUAL FY01</b>	<b>PROJECTE D FY02</b>		<b>BUDGET FY03</b>
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133 211	143 005	<p><b>WOMEN’S COMMISSION</b></p>	146 110
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**PURPOSE & OVERVIEW:**  
The Cambridge Commission on the Status of Women was established in

October 1977 to “act as a centralizing force in the City of Cambridge and in the community to deal with all women’s issues.” The powers and duties of the Commission are: “to ensure the equal status of women in educational, economic, political, health, legal and social spheres; to design and implement programs that promote equality for women in the city; to recommend policy to all departments, divisions and agencies of the City, including the City Manager and City Council; to initiate, coordinate and monitor legislation; and to respond to incidents of discrimination against women.”

**FY02 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:**

- Conducted six public meetings as part of the Cambridge Women’s Arts and Heritage Project to engage Cambridge residents in gathering a history of women’s contributions to the life of the City in collaboration with the Cambridge Arts Council, the Historical Commission and the Public Library. Worked with the project’s artist to develop preliminary designs for the piece of public art for the new main library building which will celebrate Cambridge women’s history. Continued participation in the development of a Cambridge Women’s Heritage Trail and database of women’s accomplishments to be posted on the City’s Web site.
- Began evaluation of the City’s Domestic Violence-Free Zone (DVFZ) Initiative in cooperation with the City’s Violence Prevention Coordinator. Initiated a study of model workplace policies for domestic violence prevention and intervention. Coordinated a monthly meeting of local agencies and organizations to improve and increase domestic violence services. Collaborated with the Superior Officers Union of the Cambridge Police Department to develop a comprehensive booklet on domestic violence which also raised \$10,000 to support the work of Transition House of Cambridge, a battered women’s shelter and program.
- Sponsored three sessions of the Girls’ Leap Program for safety awareness for pre-teen and adolescent girls and their parents or guardians. Co-sponsored with the Police Department several six-week Rape Awareness Defense programs for women. Worked with Girls Leap, the Wellesley Centers for Women and the Cambridge Public Schools to initiate a study of gender-based attitudes toward physical education among middle grade students with the goal of fostering a lifetime commitment to physical fitness and health.

**PUBLIC INVESTMENT FUND****BUDGET****COMMUNITY MAINTENANCE & DEV.  
- Public Building Renovations**

<b>FY03</b>	<b>660 000</b>
<b>FY04</b>	<b>750 000</b>
<b>FY05</b>	<b>750 000</b>
<b>FY06</b>	<b>750 000</b>
<b>FY07</b>	<b><u>750 000</u></b>
	<b>3 660 000</b>

**STATUS OF PRIOR YEAR FUNDING.** In recognition of the high priority placed on the maintenance of both the interior and exterior of public buildings, consistent allocations have been made to this program since the inception of the formal capital improvement plan in the mid-1980's. Most public building renovation projects have been financed through current revenues but certain large projects such as improvements to City Hall and City Hall Annex have required bond financing. Since the loan order for City

Hall renovations was approved in 1992, over \$5.1 million in improvements have been made to both the interior and exterior of the facility. There is currently a balance of approximately \$.25 million which will be combined with a FY01 appropriation of \$400 000 and an appropriation made in the FY03 capital budget for the same amount to finance further interior renovations. The other large building renovation project currently underway is the complete rehabilitation of City Hall Annex for which \$8.3 million was appropriated in FY01. The design phase of this project has been completed with construction expected to begin in the late spring of 2002 and be completed in the summer of 2003.

**FY03 FUNDING.** As mentioned in the above section, \$400 000 in property taxes will be allocated to this program to bring the total amount available for the next phase of City Hall renovations to over \$1.0 million. These funds will cover the costs of additional interior work to create a modern work environment while keeping the historical characteristics of the building intact. The remainder of this allotment will fund the replacement of carpets and furnishings in various City buildings including the Senior Center and the Area 4 Youth Center (\$150 000) and the replacement of both boilers in the Lombardi Building that are currently in very poor condition and either beyond repair or require continual maintenance (\$110 000). It is recommended that both boilers be replaced at the same time due to the many pipes, valves, exhaust ducts, and condensate return tanks that are interconnected.

**FY04-07 FUNDING.** It is expected that a portion of future allocations will be set aside to continue the program of replacing carpets and furnishings in City facilities and finance improvements to the exterior of the Coffon Building.



**PUBLIC INVESTMENT FUND**

**BUDGET**

**HUMAN RESOURCE DEVELOPMENT  
- Parks & Recreation**

<b>FY03</b>	<b>2 305 090</b>
<b>FY04</b>	<b>13 100 090</b>
<b>FY05</b>	<b>9 750 090</b>
<b>FY06</b>	<b>1 250 090</b>
<b>FY07</b>	<b><u>1 050 090</u></b>
	<b>27 455 450</b>

**STATUS OF PRIOR YEAR PROJECTS.** A combination of property taxes, free cash, bond proceeds, golf course revenues, and Block Grant funded the following projects in FY02:

**?? Area Four Open Space Planning (\$750 000) -** Bond proceeds financed the second phase of the process to develop a plan and related site design, environmental assessment, and demolition of the

Buildings located at 238 Broadway and 163 Harvard Street to create open space at these locations.

**?? Agassiz School / Alden Playground (\$400 000) -** Planning for this project will begin in the fall of 2002 with construction planned for the winter of 2003. Improvements to this site include upgrades of the play equipment and park furniture, safety surfacing to meet current Americans with Disabilities Act (ADA) and consumer product safety guidelines, and fencing and landscaping improvements.

**?? Maple Avenue Park (\$300 000) –** Planning for this project will begin the spring of 2002 with construction expected to occur during the late summer of 2002. This allotment will finance renovations including the installation of new play equipment, safety surfacing, and lighting and landscaping improvements.

**?? Lopez Park (\$150 000) -** Funding has been provided to replace the major play structure at Lopez Park with planning anticipated during the summer of 2002 and construction in the fall of 2002.

**?? Rindge Field Tennis and Basketball Court Lights (\$100 000) -** The replacement of the existing court lights and poles at the tennis and basketball courts is being done in conjunction with renovations to Bergin Park. Work on these two projects began in the spring of 2002 and is expected to be completed in the summer of 2002.

**?? Park Preventative Maintenance Program (\$175 000) -** This allocation covers an annual preventative maintenance contract as well sod replacement at various sites and restoration of existing irrigation systems.

**FY03 FUNDING.** Bond proceeds are the largest single component of this allocation providing \$850 000 in funding for extensive improvements to the Thomas P. O’Neil, Jr. / Fresh Pond Golf Course with other projects funded through a combination of property taxes, free cash, golf course fees, and Block Grant. The FY03 Parks and Recreation budget includes the following projects:

**PUBLIC INVESTMENT FUND**

**BUDGET**

**EDUCATION  
- School Equipment/Renovations**

<b>FY03</b>	<b>666 000</b>
<b>FY04</b>	<b>1 000 000</b>
<b>FY05</b>	<b>1 000 000</b>
<b>FY06</b>	<b>1 000 000</b>
<b>FY07</b>	<b><u>1 000 000</u></b>
	<b>4 666 000</b>

**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 existing elementary schools and the high school as well as the construction of new facilities. Reimbursements from the state for up to 90% of the principal and interest costs on the bonds issued to finance these improvements have significantly reduced the costs of these projects to the taxpayers of Cambridge. The City expects to receive \$24 633 000


over the next seven years to offset debt service of \$38 986 604 on several bond issues.

In the last two fiscal years, current revenues have been the source of funding used to finance school renovation projects and equipment purchases including roof and masonry repairs at the King School; facilities improvement project relating to the high school restructuring; improvements to the field house at CRLS; replace-ment of school buses; and preliminary work related to the merger of the Maynard and Fletcher Schools.

**FY03 FUNDING.** \$666 000 in free cash has been allocated to fund the following projects:

- ?? Kennedy School Boiler Replacement (\$350 000) - This allotment will finance the replacement of two 25 year old boilers at the Kennedy School. Both boilers have required frequent repairs over the past several years and the possibility that one or both could fail is high. Funds were appropriated in the FY02 capital budget for engineering and specification-preparation fees.
- ?? Longfellow School Window Replacement (\$210 000) - Funds have been provided to replace all windows in the Longfellow School due to safety problems with inoperable windows and windows that are too heavy to open and stay open. This is the third school that has had problems with windows with funds being provided in prior capital budgets to address similar problems at the Graham & Parks School and Fletcher-Maynard Academy.
- ?? Bus Replacement (\$106 000) - In the past three capital budgets, allocations have been made to purchase 12 new school buses to replace buses that were at least 13 years old that had become very costly to repair and presented safety issues. This allotment will provide funds for the acquisition of two more buses, bringing the total number replaced to 14. In order to complete the cycle of replacing all aging buses, funds will be provided in the FY04 capital budget to purchase the remaining two buses needed to achieve this goal.

?? **FY04-07 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.

?? **Improvements to the Thomas P. O'Neill, Jr. / Fresh Pond Golf Course (\$890 000)** - Bond proceeds of \$850 000 will supplement golf course fees of \$40 000 to provide a total capital budget of \$890 000 for the reconstruction of all trees, bunkers, and cart paths on the golf course. It is expected that construction will begin in early September with the project completed by mid-December of 2002. By using temporary tees, the course will be able to remain open while improvements are being made until its normal closing date of October 31, 2002 with construction continuing unabated until its completion in mid-December.

?? **Renovations to Lowell School Playground (\$410 000)** - This allotment will provide funds for the complete redesign of the Lowell School Playground from a large active playground to a smaller playground with a passive area with flower gardens. The current play structure, which does not comply with most Consumer Product Safety guidelines, will be replaced with a smaller compatible piece of equipment.

?? **Phase 1 of Improvements to Water Play Structures (\$150 000)** - Funds have been set aside for the first phase of improvements to water play structures at Hoyt Field, Warren Pals Playground, and Pine Street Playground with the goal of reducing down time due to vandalism and equipment failure.

?? **Park Preventative Maintenance (\$175 000)** - This allocation will provide funds to continue the program that includes an annual maintenance contract for play structure repairs and court resurfacing as well as improvements to existing irrigation systems and turf restoration and repair.

?? **Replacement of Wood Structure at Dana Park (\$385 000)** - In accordance with the City's plan to replace existing wood structure play equipment, this allocation will fund the acquisition of new play equipment, fencing improvements, and resurfacing the playground.

?? **Design and Construction of a Skate Park (\$200 000)** - Funds will be allocated for the design and construction of a new skate park. The specific design and location of the skate park will be determined by a community process involving Cambridge youths and potential abutters.

?? **Block Grant Contingency Fund (\$95 090)** - The remainder of the Block Grant entitlement which is not allowed to specific programs has been set aside as a contingency for eligible open space projects.

**FY04-07 FUNDING.** Bond proceeds will be the primary financing component for this program in FY04-07 with current revenues, golf course fees, and Block Grant providing funding for smaller projects. Bond proceeds will finance improvements to parks and recreational facilities in various neighborhoods of the City including the second phase of the construction of open space in Area 4, significant improvements to Donnelly Field and the Gold Star Pool, construction of a youth center in West Cambridge, renovations to Lusitania and Glacken fields, and improvements to the Cambridge Common done in conjunction with the Harvard Square Enhancement Project.

**PUBLIC INVESTMENT FUND****BUDGET****HUMAN RESOURCE DEVELOPMENT  
- Accessibility Improvements**

<b>FY03</b>	<b>50 000</b>
<b>FY04</b>	<b>50 000</b>
<b>FY05</b>	<b>50 000</b>
<b>FY06</b>	<b>50 000</b>
<b>FY07</b>	<b><u>50 000</u></b>
	<b>250 000</b>

**STATUS OF PRIOR YEAR PROJECTS.** Allocations of \$50 000 to this cost center have been made for the past four 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. Prior allocations were used to upgrade elevators and door hardware in various City buildings, to provide an access ramp at the O'Connell branch library, to construct a unisex accessible restroom at the Central Square branch library, to provide accessibility

improvements to the Cambridge Cemetery Administration Building, and to install automatic door openers at four City buildings.

**FY03 FUNDING.** In order to continue the program of making public facilities more accessible to people with disabilities, \$50 000 has been allocated to construct a ramp and to provide access to restroom facilities at the Collins branch library.

**FY04-07 FUNDING.** It is the City's intent to continue to improve access to public facilities for people with disabilities by consistently allocating funds to this cost center in future capital budgets.

<b>PUBLIC INVESTMENT FUND</b>	<b>BUDGET</b>
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**COMMUNITY MAINTENANCE & DEV.  
- Public Works Site Acquisition/Construction**

<b>FY03</b>	-
<b>FY04</b>	-
<b>FY05</b>	<b>10 000 000</b>
<b>FY06</b>	-
<b>FY07</b>	<u><b>20 000 000</b></u>
	<b>30 000 000</b>

**FY03-07 FUNDING.** It is the City's intent to acquire a site in an industrial area of the City and build a new Public Works facility on this location. Funds have been included in the FY05 budget to acquire a site with construction expected to begin within a few years thereafter. Bond proceeds will fund both the site acquisition in FY05 and construction of a new facility in FY07. Additional funds will be appropriated in future years to demolish the current Public Works facility and convert the site to open space with some housing units as well.



**PUBLIC INVESTMENT FUND****BUDGET****COMMUNITY MAINTENANCE & DEV.  
- Streets/Sidewalks Reconstruction**

<b>FY03</b>	<b>2 636 365</b>
<b>FY04</b>	<b>1 111 410</b>
<b>FY05</b>	<b>1 111 410</b>
<b>FY06</b>	<b>1 111 410</b>
<b>FY07</b>	<b><u>1 111 410</u></b>
	<b>7 082 005</b>

**STATUS OF PRIOR YEAR PROJECTS.** For most years during the 1990's, the City received approximately \$2 000 000 annually from the State through the Chapter 90 program for street and sidewalk reconstruction. However, in recent years, funding from this source has decreased significantly due to reductions at the state level. In FY00, the City was awarded \$1 325 265 in Chapter 90 funds which increased slightly to \$1 376 790 in FY01. Further reductions at the state level lowered the City's share to

\$687 350 in FY02. These allocations have been supplemented with Street Preservation Offset Fund (SPOF) revenues and property taxes to continue the program of reconstructing street and sidewalks in neighborhoods throughout the City as well as constructing and repairing pedestrian ramps to make sidewalks accessible to persons with disabilities.

**FY03 FUNDING.** The City expects to receive \$661 410 from the Massachusetts Highway Department (MHD) through its Chapter 90 program in FY03. This amount, which is slightly lower than the FY01 allocation of \$687 350, will be supplemented by SPOF revenues of \$1 724 955 and property taxes of \$250 000 for a total street and sidewalk reconstruction budget of \$2 636 365. The significant increase in the SPOF revenues is directly attributable to the large amount of utility work that has been done in the City in the last few years. In FY02, a limited amount of street and sidewalk reconstruction was performed due to Chapter 90 funds and property taxes providing only \$937 350 in total financing for this program. The allocation of SPOF revenues will provide funds to reconstruct the following streets and sidewalks as well as continue the program of reconstructing and repairing sidewalks and pedestrian ramps to make them accessible to persons with disabilities.



<b>STREET</b>	<b>LIMITS</b>	<b>DESCRIPTION</b>	<b>COST</b>
Richdale Ave.	Upland Road / Walden Street	Roadway	\$ 196 905
Cameron	Mass. Ave. / Somerville Line	Roadway	141 080
Washburn	Mass. Ave. / Somerville Line	Roadway	68 305
Blanchard Road	Concord Ave. / Belmont Line	Roadway / Sidewalk	255 124
Kinnaird	Western Ave. / Bay Street	Roadway	150 000
Jay	Western Ave. / Kinnaird Street	Roadway	81 600
Howard	Western Ave. / Kinnaird Street	Roadway	108 533
Haskell	Rindge Ave. / Mass. Ave.	Roadway	67 067
Rindgefield	Rindge Ave. / Hollis Street	Roadway	50 667
North N Mass. Ave.	Cameron Ave. / Alewife Brook Parkway	Roadway	240 000
South N Mass. Ave.	Cameron Ave. / Rice Street	Roadway	120 000
Bent	Fulkerson Street / Third Street	Roadway	267 667
Buckingham	Craigie Street / Concord Ave.	Roadway / Sidewalk	269 556
Sparks	Brattle Street / Concord Ave.	Roadway / Sidewalk	301 111
Francis Place	Montgomery Street / Westerly	Roadway	6 667
Lincoln Lane	Fayerweather Street / Westerly	Roadway	22 083
Dunstable	Full Length of Cul-de-sac	Roadway	40 000
			<b>\$2 386 365</b>

**FY04-07 FUNDING.** With future funding from the Chapter 90 program uncertain at this point, the most conservative path to follow at this point is to level fund the portion of the budget funded through this source as well as through property taxes. Since SPOF revenues are dependent on utility work that is difficult to predict, an annual allocation of \$200 000 from this source is included in this portion of the capital plan.

<b>PUBLIC INVESTMENT FUND</b>	<b>BUDGET</b>
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**COMMUNITY MAINTENANCE & DEV.  
- Cemetery Improvements**

<b>FY03</b>	<b>82 000</b>
<b>FY04</b>	<b>80 000</b>
<b>FY05</b>	<b>80 000</b>
<b>FY06</b>	<b>80 000</b>
<b>FY07</b>	<u><b>80 000</b></u>
	<b>402 000</b>

**STATUS OF PRIOR YEAR PROJECTS.** An allocation of \$50 000 in the FY02 capital budget provided funds for the first phase of a multi-year project to restore the approximately 4 000 veterans' graves that are in poor and deteriorating condition. With these funds, 1 400 sunken grave markers were raised and repaired by removing them from their existing locations and laying a foundation of dense gravel. After resetting them in their original location, loam was spread and the area was seeded. It is expected

that this project will continue during FY03 using cemetery staff to perform the work described above.

**FY03 FUNDING.** An allocation of \$82 000 has been made from free cash to archive all 90 000 Cambridge cemetery paper records into a database format. The current cemetery burial records consisting of cards and ledger books will be scanned into a viewable / storable database format that can be stored both on-site and off-site for record safety and will allow for a future database to be generated for burial information accessibility by those concerned from both a computerized terminal at the Cambridge Cemetery and off-site through a Government Information System (GIS) Web-based secure software program.

**FY04-07 FUNDING.** Funds have been included in future capital budgets for improvements to the cemetery chapel and garage as well as for the veterans' graves restoration project.



<b>PUBLIC INVESTMENT FUND</b>	<b>BUDGET</b>
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**COMMUNITY MAINTENANCE & DEV.  
- Parks & Cemetery Tree Pruning**

<b>FY03</b>	<b>125 000</b>
<b>FY04</b>	<b>125 000</b>
<b>FY05</b>	<b>125 000</b>
<b>FY06</b>	<b>125 000</b>
<b>FY07</b>	<u><b>125 000</b></u>
	<b>625 000</b>

**STATUS OF PRIOR YEAR PROJECTS.** In the FY02 capital budget, for the first time, the City included a specific allotment for the pruning of trees which had been performed intermittently, using other funds including open space and cemetery improvement allocations. Work is expected to commence in June 2002 to prune approximately 700 trees at such sites as Danehy Park, Riverside Press Park, Winthrop Park, as well as several other parcels.

**FY03 FUNDING.** The objective of this program is to establish a four- to five-year cycle of pruning for the nearly 3 000 trees in the City's public open space inventory. The emphasis of such a program differs in part from the City's already-established cycle of street tree pruning. In addition to the elimination of hazards and deadwood and utility clearance, pruning in parks and cemeteries features more intensive tree health care techniques such as crown thinning and reduction.

**FY04-07 FUNDING.** In the interest of maintaining cyclical pruning of City's trees, funds have been allocated in future capital budgets.



**PUBLIC INVESTMENT FUND****BUDGET****COMMUNITY MAINTENANCE & DEV.  
- Parking Improvements**

<b>FY03</b>	<b>340 000</b>
<b>FY04</b>	<b>200 000</b>
<b>FY05</b>	<b>200 000</b>
<b>FY06</b>	<b>200 000</b>
<b>FY07</b>	<b><u>200 000</u></b>
	<b>1 140 000</b>

**STATUS OF PRIOR YEAR PROJECTS.** Over the past several years, the City has maintained the fund balance in the Parking Fund at a level that has enabled it to make consistent allocations to finance the capital portion of the Traffic, Parking, & Transportation budget at the amount required to provide necessary services. The replacement of obsolete traffic control equipment with computerized on-line equipment has been the highest priority in this program since its inception in the 1980's. The FY02 Capital Budget included \$100 000 to

complete the program of installing new "closed loop" signals at 72 intersections throughout the City.

**FY03 FUNDING.** \$100 000 in Parking Fund revenues have been allocated to fund ongoing enhancements to the signal system. This includes improvements at Huron and Aberdeen, and the installation of Light Emitting Diodes (LED) and countdown Pedestrian Signals at various locations.

\$240 000 funding for the Green Street Garage will fund the 3<sup>rd</sup> and final phase of the garage improvements which include necessary structural repairs and the failed water protection system on the roof of the library.

**FY04-07 FUNDING.** Future allotments will fund enhancements to the traffic signal system and the conversion of signals lamps to LED which will have a longer life and use less electricity. Also a review of the First Street Garage will lead to preventive maintenance work at the facility in the future.



**PUBLIC INVESTMENT FUND****BUDGET****COMMUNITY MAINTENANCE & DEV.  
- Water System Improvements**

<b>FY03</b>	<b>1 000 000</b>
<b>FY04</b>	<b>5 200 000</b>
<b>FY05</b>	<b>1 200 000</b>
<b>FY06</b>	<b>1 200 000</b>
<b>FY07</b>	<b><u>1 200 000</u></b>
	<b>9 800 000</b>

**STATUS OF PRIOR YEAR PROJECTS.** The largest capital improvement project in the City's history, the construction of the Walter J. Sullivan Water Purification Facility, began in July 1998 and was completed in the Fall of 2001. The project was funded through a combination of General Obligation bonds and loans from the Massachusetts Water Pollution Abatement Trust (MWPAT). The City has currently issued \$55.5 million in General Obligation bonds and has received loans for \$24.7 million from the MWPA.

The debt service on the General Obligation bonds is fully paid by revenues from the water service charge. The water service charge covers approximately 36% 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 (\$9 028 650 as of June 30, 2001) to offset debt service costs. By using these reserve funds, the City projects water rate increases (ranging from a high of 17.6% in FY04 to a low of -0.7% in FY07) over the next five years. If the City did not have significant retained earnings in the Water Fund that it was able to use to lower the water rate, projected rate increases in future would be significantly higher.

In addition to the large bond-financed project described in the above paragraph, current revenues of \$1.238 million supported a wide range of projects in FY02 including the investigation into an appropriate automated meter reading system for the City, replacement of infrastructure components of the water distribution system, continued implementation of the Fresh Pond Master Plan, and continued US Geological Survey water quality monitoring in our reservoir system.

**FY03 FUNDING.** Funding for this cost center in FY03 is provided by current water service charge revenues (\$1.0 million) and will fund the following projects:

**?? Improvements to Water System in Conjunction with City Projects (\$100 000)** - These funds will provide for the replacement of old water mains, valves, hydrants and lead water services in tandem with the Department of Public Works sewer, stormwater and roadway work and Community Development Department surface enhancement projects.



?? **Installation of Water Mains in the Cambridgeport Area (\$250 000)** - These funds will cover the cost to install new water mains to support the infrastructure needs related to the Cambridgeport Roadway Project.

?? **Water Works Improvements to the Distribution System (\$120 000)** - Funds have been set aside to cover the cost of a contract to perform improvements and repairs to the distribution system including emergencies and support to other departments.

?? **Consulting Services (\$145 000)** - These funds will be used to perform services to support the department in the areas of enhanced security, GIS facility maintenance and a biological filter evaluation study.

?? **Implementation of Fresh Pond Master Plan (\$250 000)** - Funds have been included in this budget to cover the cost of the design of improvements to Little Fresh Pond shoreline (path side), conceptual design for Kingsley Park improvements, education and signage planning and the purchase of landscape maintenance equipment.

?? **Water Department Web Site Development (\$25 000)** - These funds will support improvements to the department Web page to meet public information needs and the City standards.

?? **Continuation of the US Geological Survey Water Quality Monitoring Program (\$110 000)** - Funds have been allocated for the continuation of a contract with the US Geological Service to maintain gauging equipment at the Stony Brook and Hobbs Brook Gatehouses and staff training, specialized water quality laboratory analysis, and the acquisition of stream monitoring equipment.

**FY04-07 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, and Watershed areas with the focus on water mains which have outlived their useful lives. Bond proceeds of \$4 000 000 in FY04 will provide funds for the installation of an automatic meter reading system.

**PUBLIC INVESTMENT FUND****BUDGET****COMMUNITY MAINTENANCE & DEV.  
- Sewer Reconstruction**

<b>FY03</b>	<b>15 870 000</b>
<b>FY04</b>	<b>18 005 980</b>
<b>FY05</b>	<b>12 853 000</b>
<b>FY06</b>	<b>13 650 000</b>
<b>FY07</b>	<b><u>20 450 000</u></b>
	<b>80 828 980</b>

**STATUS OF PRIOR YEAR PROJECTS.** The Public Works Department is currently managing several reconstruction projects including Fresh Pond, Agassiz, Cherry Street / South Mass. Avenue, Cambridgeport, and Harvard Square as well as common manhole removal and infiltration / inflow projects. These projects, which are primarily funded through bond proceeds, fall into three categories: 1) General Obligation bonds with the full amount of the debt service being paid through sewer service charge

revenues; 2) loans from the Massachusetts Water Pollution Abatement Trust (MWPAT) with the debt service covered through a combination of state subsidies and sewer service charge revenues; and 3) loans from the Massachusetts Water Resources Authority (MWRA) with the City responsible for repaying only the principal amount of the loan. The City currently has nine outstanding loans with the MWPAT and two with the MWRA that have financed a wide range of sewer projects including separation of sanitary and surface drains, common manhole removal, and reduction of inflow and infiltration amounts. By taking advantage of these state-subsidized programs, the City has been able to make the necessary improvements to the City's sanitary and surface drainage systems while, at the same time, maintain a sewer rate that does not put an undue burden on the consumer.

**FY03 FUNDING.** Although the FY03 budget is up \$1 270 000 from its previous year's level, the portions funded through sewer service charge revenues and general obligation bonds, whose debt service is fully paid through sewer service revenues, are down by \$1 680 458. This decrease is offset by increases in MWRA grants and loans of \$2 950 458 which will cover a portion of the costs of the Fresh Pond, Cherry Street / South Mass. Ave., Cambridgeport and Infiltration / Inflow projects. The decrease of \$500 000 in current revenues is primarily the result of the need to reallocate funds to the operating budget to cover a larger-than-anticipated increase in the MWRA assessment due to a reduction in state assistance to the MWRA and a significant increase in debt service costs related to the December 15, 2001 bond issue. It should be noted that many multi-phase projects funded through the issuance of bonds will now be receiving support only for FY03 with future funds allocated as the projects progress. Additional information on these projects is provided below.

?? **Agassiz Area Sewer Separation (\$220 000)** - In continuing the sewer separation and storm water management program in the Agassiz area, the City is allocating \$220 000 in bond proceeds towards continued sewer and storm water flow metering and modeling to further refine the sizing, location and operations associated with the proposed

facilities in the area.

- ?? **Fresh Pond Sewer Separation (\$1 580 000)** - As part of the sewer separation project in the Fresh Pond area, an appropriation of \$1 580 000 will be funded by a grant from the MWRA of \$614 868 and a bond issuance of \$965 132.
- ?? **Cherry Street & South Massachusetts Avenue (\$5 600 000)**
  - The City appropriated \$1 215 000 in FY02 toward the design of new facilities in the Bishop Allen/Columbia Street area to begin to address the significant flooding problem that exists in this area. The facilities proposed included new stormwater storage facilities and pump stations, which would discharge water into the newly constructed drain system on South Massachusetts Avenue. An additional \$5 600 000 appropriation in FY03 will provide funds to begin the construction process associated with these facilities.
- ?? **Common Manhole Removal (\$525 000)** - The City removed over 70 common manhole structures from the storm and sewer system infrastructure during FY99-01 with an additional 50 common manholes removed using FY02 funds. In FY03 the City is proposing an additional \$525 000 from bond proceeds which will be used to produce another 50 common manhole design solutions.
- ?? **Inflow / Infiltration (\$1 545 000)** - Using both MWRA grants (\$1 387 595) and MWRA loans (\$157 405), the Department of Public Works intends to move aggressively ahead with the elimination of those sources of inflow and infiltration identified by system investigations over the past year. The construction effort will focus primarily on the Cambridgeport area of the City.
- ?? **Cambridgeport (\$2 045 000)** - These funds which will be provided through a general obligation bond issuance (\$1 684 410) and a MWRA loan (\$360 590), will be used primarily to reestablish the Talbot Street outfall and enhance the Endicott Street

outfalls in the Cambridgeport area as well as construct new conveyance pipes on some of the interior streets in the area where the existing capacity is inadequate. This work is being done in conjunction with the Common Manhole and Inflow / Infiltration program.

- ?? **Remedial Reconstruction (\$1 000 000)** - The sewer service charges will fund the normal remedial reconstruction program that maintains the existing storm, sewer and combined sewer system and appurtenances.
- ?? **Fresh Pond Reservation Drainage (\$1 700 000)** - The City completed a study of the reservation drainage system last year. In the first phase of a four phase reconstruction program, the City intends to clean and reconstruct portions of the drainage system that conveys water from those areas south of Fresh Pond through the reservation via Blanchard Road to the Wellington Brook. The project will be funded by the issuance of general obligation bonds.
- ?? **Porter Square (\$525 000)** - In conjunction with the proposed surface enhancement project scheduled for construction in FY04 the City is proposing to separate sewers in this area at the same time. The \$525 000 proposed in a bond sale will fund the design of the new system proposed for the area. Construction would occur as part of the enhancement project.
- ?? **Harvard Square (\$630 000)** - The City is proposing as part of the continuing reconstruction of the Harvard Square drainage and sewerage system that \$630 000 in City bonds be sold to further repair and reconstruct the drainage systems on Mount Auburn Street. This will have the impact of reducing flooding and backups throughout the Eliot Street area and on Mount Auburn Street.

?? **Bellis Circle (\$500 000)** - In constructing the new stormwater management systems in the Bellis Circle area, the City proposes constructing new drainage systems on Sherman Street between the Danehy Park parking lot and the railway tracks, as well as enlarging the wetlands area and placing a detention chamber and pump station in the parking lot. This additional bond issuance is required to fully fund the project.

**FY04-07 FUNDING.** As mentioned above, all projects that are financed through bond proceeds will receive funding only for FY03. Future allocations contain funds for later phases of these projects. In addition, a consistent allocation of sewer service revenues will be made for smaller projects.

**PUBLIC INVESTMENT FUND****BUDGET****COMMUNITY MAINTENANCE & DEV.  
- Traffic Calming**

<b>FY03</b>	<b>650 000</b>
<b>FY04</b>	<b>650 000</b>
<b>FY05</b>	<b>650 000</b>
<b>FY06</b>	<b>650 000</b>
<b>FY07</b>	<b><u>650 000</u></b>
	<b>3 250 000</b>

**STATUS OF PRIOR YEAR PROJECTS.** Traffic calming focuses on redesigning streets to improve the safety of people walking, biking and driving on the street. Mechanisms may include raised crosswalks and intersections, curb extensions, crossing islands, and other physical features which calm traffic and enhance pedestrian safety. The Community Development Department works to coordinate traffic calming projects with scheduled street and sewer improvements planned by the Department of Public Works. This allows the

most efficient use of resources and reduces the disruption to residents during construction.

In FY02, traffic calming improvements were constructed on Concord Avenue and Fayerweather Street. In addition, designs were completed for traffic calming on Aberdeen Avenue, Russell Street, Holworthy Street, and Pleasant Street at Florence Street.

**FY03 FUNDING.** An allocation of \$650 000 from property taxes will finance FY03 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 Holworthy Street, Brattle Street, Broadway, Matignon Road, Second Street, and Willow Street, as well as pedestrian access point around Cambridge Common.

**FY04-07 FUNDING.** It is anticipated that an allocation will be made in each budget cycle to fund traffic calming projects.



**PUBLIC INVESTMENT FUND****BUDGET****COMMUNITY MAINTENANCE & DEV.  
- Cambridgeport Roadways**

<b>FY03</b>	<b>91 000</b>
<b>FY04</b>	-
<b>FY05</b>	-
<b>FY06</b>	-
<b>FY07</b>	-
	<b>91 000</b>

**STATUS OF PRIOR YEAR PROJECTS.** This project will mitigate the traffic impacts of commercial development in Cambridgeport. In February 1999 the City Council approved the conceptual design and the right of way taking for the project. A 25% design hearing for the project was held in March 2001. Final design of the project is anticipated to be completed in the summer of 2002. Construction is expected to begin in the spring of 2003.

**FY03 FUNDING.** A \$91 000 allocation will be used to pay for landscaping, irrigation and street furniture not funded by the Massachusetts Highway Department (MHD) as part of the construction of the Cambridgeport Roadways. This construction will be combined with stormwater and sewer construction initiated by the Department of Public Works. The overall project cost is \$6 826 000 (including the current allocation of \$91 000) of which the MHD is expected to pay \$4 541 300 from Transportation Improvement Program (TIP) funds. The remaining \$2 193 700, which will fund stormwater and sewer construction, will be provided by general obligation bonds (\$1 833 110) and a MWRA loan (\$360 590.) This allocation is included in the Sewer Reconstruction budget.

**FY04-07 FUNDING.** It is anticipated that no further funding will be required for this program.





**PUBLIC INVESTMENT FUND****BUDGET****COMMUNITY MAINTENANCE & DEV.  
- Concord Alewife Planning Study**

<b>FY03</b>	<b>125 000</b>
<b>FY04</b>	<b>150 000</b>
<b>FY05</b>	-
<b>FY06</b>	-
<b>FY07</b>	-
	<b><u>275 000</u></b>

**STATUS OF PRIOR YEAR PROJECTS.** With the completion of the Citywide Rezoning and the follow-up rezoning of Eastern Cambridge, Cambridgeport (SD-8) and Alewife (SD-4/4A) in FY01 and FY02, the Concord Alewife area remains the last large commercial area of Cambridge in need of more detailed planning and has significant development potential. Key issues to be addressed in this study include appropriate mix of uses; access and traffic, possible City uses, and the character of future development.

**FY03 FUNDING.** The proposed study would be in two phases: an area assessment phase (FY03) and a plan development phase (FY04). It is anticipated that an appointed committee would work with the Community Development Department and a consultant team to develop zoning and non-zoning recommendations with emphasis on promoting a development pattern which is consistent with the overall goals of the Citywide Rezoning. These goals include careful management of traffic growth and impacts, increased incentives for housing and affordable housing, and support for economic growth in the city. It is anticipated that an allocation of \$125 000 will be made to achieve Phase 1 (area assessment).

**FY04-07 FUNDING.** It is anticipated that an allocation will be made in FY04 of \$150 000 to fund the plan development phase of this project.



**PUBLIC INVESTMENT FUND****BUDGET****COMMUNITY MAINTENANCE & DEV.  
- Porter Square Pedestrian Enhancements**

<b>FY03</b>	<b>250 000</b>
<b>FY04</b>	<b>2 300 000</b>
<b>FY05</b>	-
<b>FY06</b>	-
<b>FY07</b>	-
	<b><u>2 550 000</u></b>

**STATUS OF PRIOR YEAR PROJECTS.** The Porter Square Roadways Plan was developed in 1997-98 through a community process involving a citizens 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 movement configurations, several additional crosswalks and a number of urban design improvements including trees, benches, lighting, plantings and an expanded public plaza. The design was brought to the 25% level.

The Porter Square improvements will be constructed in conjunction with sewer separation work in the area. Construction is proposed to occur in FY04 and will be coordinated with a MHD construction project on Beacon Street anticipated for FY03-04.

**FY03 FUNDING.** \$250 000 is allocated in FY03 to complete the design and prepare construction documents.

**FY04-07 FUNDING.** It is anticipated that \$2 300 000 from bond proceeds would be allocated for construction in FY04.



**PUBLIC INVESTMENT FUND****BUDGET****COMMUNITY MAINTENANCE & DEV.  
- Yerxa Road Underpass Construction**

<b>FY03</b>	-
<b>FY04</b>	<b>4 070 000</b>
<b>FY05</b>	-
<b>FY06</b>	-
<b>FY07</b>	-
	<u>4 070 000</u>

**STATUS OF PRIOR YEAR PROJECTS.** Since 1993, the City of Cambridge and the North Cambridge neighborhood have been planning for safe and direct crossings of the Fitchburg rail line. The City allocated \$50 000 for a safety study and preliminary design which was completed in 1994. Final design of the Yerxa Road underpass is substantially complete and was funded through a \$500 000 state grant.

The Yerxa Road underpass will connect the dense residential areas of Walden Square and Richdale Avenue with community facilities, the Fitzgerald School, McMath Park, and the Gately Shelter on the opposite side of the railroad tracks. The design is fully ADA compliant and includes a new underpass with lighting. The design also includes retaining walls and handrails on both sides, plantings, a small seating area, and steel picket fencing along both sides of the railroad.

The total cost to construct the Yerxa Road underpass is estimated at \$4.07 million. The budget has increased in part because the Fitchburg commuter rail trains must remain in operation during the entire construction process. This requires significant relocation of tracks. In order to help defray the cost of the project, the City will seek outside grant funding for a portion of the construction cost.

**FY03 FUNDING.** No funding is being requested in FY03.

**FY04-07 FUNDING.** It is anticipated that a \$3.07 million allocation of bond proceeds will be made in FY04 to fund the construction of the Yerxa Road Underpass. It is anticipated that this funding will be supplemented with \$1 million in grant funding.



**PUBLIC INVESTMENT FUND****BUDGET****COMMUNITY MAINTENANCE & DEV.  
- Historical Restorations**

<b>FY03</b>	-
<b>FY04</b>	<b>50 000</b>
<b>FY05</b>	<b>50 000</b>
<b>FY06</b>	<b>50 000</b>
<b>FY07</b>	<b><u>50 000</u></b>
	<b>200 000</b>

**STATUS OF PRIOR YEAR PROJECTS.** Consistent allocations have been made to this cost center to fund a program of restorations to the many historic sites throughout the City. Projects currently underway include the restoration and replacement of historic site markers; fabrication and installation of markers at Fort Washington and in North Cambridge; bronze statue and plaque maintenance; masonry restoration at various locations including the Williams Dawes Park, Flagstaff Park, and the Washington Elm marker; and Phase 1 of

a multi-year project of restorations to the Old Burying Ground.

**FY03 FUNDING.** There are no funds allocated to this cost center in FY03 in order that the resources of the Historical Commission can be used to complete the projects described in the above section and various other projects undertaken in recent years.

**FY04-07 FUNDING.** Future allocations will fund a continuing program to preserve the many sites in Cambridge that enable the City to play a unique role in American history.





PUBLIC INVESTMENT FUND	BUDGET
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**COMMUNITY MAINTENANCE & DEV.  
- Harvard Square Enhancement Project**

<b>FY03</b>	-
<b>FY04</b>	<b>3 500 000</b>
<b>FY05</b>	-
<b>FY06</b>	-
<b>FY07</b>	-
	<u>3 500 000</u>

**STATUS OF PRIOR YEAR PROJECTS.** An FY02 allocation of \$500 000 from property taxes will finance the design and transportation analysis of enhancements for Harvard Square. The design is expected to occur over the next 18 months and will address pedestrian, bicycle, and vehicular traffic patterns and safety, sidewalks, crosswalks, street lighting, urban design and landscaping.

The first phase of the design project will identify immediate improvements which will be constructed in FY03 and funded through the City's regular maintenance program. Improvements will likely involve sidewalk repairs and lighting improvements.

**FY03 FUNDING.** No funding is being requested in FY03.

**FY04-07 FUNDING.** It is anticipated that a \$3.5 million allocation will be made in FY04 to fund the construction of the more significant enhancements.



**PUBLIC INVESTMENT FUND****BUDGET****COMMUNITY MAINTENANCE & DEV.  
- Facade Improvement Program**

<b>FY03</b>	<b>175 000</b>
<b>FY04</b>	<b>175 000</b>
<b>FY05</b>	<b>175 000</b>
<b>FY06</b>	<b>175 000</b>
<b>FY07</b>	<b><u>175 000</u></b>
	<b>875 000</b>

**STATUS OF PRIOR YEAR PROJECTS.** The FY02 allocation of \$200 000 was used to continue the City's façade improvement program on Cambridge Street and in Central Square. This program, which supports comprehensive urban design work in these two business districts, provides property and business owners with matching grants for storefront improvements. An architectural consultant was hired to provide preliminary design services to applicants. A total of four façade upgrades have been completed during FY02 with five

additional facades in process. A workshop was held in each eligible area to help promote the program and to provide guidance for appropriate façade improvements.

**FY03 FUNDING.** A allocation of \$175 000 from property taxes will be used to expand the funding of façade improvements and signage and lighting improvements citywide, as well as to continue improvements on Cambridge Street and Central Square. An architectural consultant will also be retained for design services with FY03 funding.

**FY04-07 FUNDING.** It is anticipated that this program will continue to receive funding in future years.



**PUBLIC INVESTMENT FUND****BUDGET****COMMUNITY MAINTENANCE & DEV.  
- Employment Program Fund**

<b>FY03</b>	<b>280 000</b>
<b>FY04</b>	<b>280 000</b>
<b>FY05</b>	<b>280 000</b>
<b>FY06</b>	<b>280 000</b>
<b>FY07</b>	<b><u>280 000</u></b>
	<b>1 400 000</b>

**STATUS OF PRIOR YEAR PROJECTS.** The Employment Program Fund continues to coordinate employment and job training programs through the Just-A-Start Corporation.

**FY03 FUNDING.** \$280 000 in Block Grant funds will continue to finance the Just-A-Start Rehabilitation Assistance Program (RAP) which trains and employs Cambridge youths to provide a range of low-cost housing rehabilitation, energy conservation, and de-

leading services throughout Cambridge and at the request of the Cambridge Housing Authority. As in prior years, the crews will work on CDBG-eligible low- and moderate-income households.

**FY04-07 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**

<b>FY03</b>	<b>1 664 330</b>
<b>FY04</b>	<b>1 664 330</b>
<b>FY05</b>	<b>1 664 330</b>
<b>FY06</b>	<b>1 664 330</b>
<b>FY07</b>	<b><u>1 664 330</u></b>
	<b>8 321 650</b>

**STATUS OF PRIOR YEAR PROJECTS.** This program combines the Capital Fund allocation with funds from the HOME Program, Affordable Housing Trust Fund, and other public and private sources to finance renovations to existing housing units and the development of new units.

**FY03 FUNDING.** \$1 664 330 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 \$491 637 for rehab loans and technical assistance to eligible owners of structures with 1-4 units through the Home Improvement Program (HIP) administered by Just-A-Start (JAS) and Homeowners' Rehab, Inc. (HRI). In addition, \$105 650 will support the efforts to rehabilitate multi-family properties while keeping rents affordable through a program administered by the Cambridge Neighborhood Apartment Housing Services (CNAHS).

\$309 867 of Block Grant funds will be made available to two neighborhood-based development corporations and service providers to continue to acquire and rehab properties for affordable homeownership and rental housing. \$737 176 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.

**FY04-07 FUNDING.** It is anticipated that Block Grant funds will continue to support this program.

**PUBLIC INVESTMENT FUND****BUDGET****COMMUNITY MAINTENANCE & DEV.  
- Neighborhood Business Development**

<b>FY03</b>	<b>50 000</b>
<b>FY04</b>	<b>50 000</b>
<b>FY05</b>	<b>50 000</b>
<b>FY06</b>	<b>50 000</b>
<b>FY07</b>	<b><u>50 000</u></b>
	<b>250 000</b>

**STATUS OF PRIOR YEAR PROJECTS.** In FY02 \$127 315 in Block Grant funds were allocated to support the following activities: the Cambridge Business Development Center (\$70 000), and a best practices program for independent retailers, restaurateurs and storefront service businesses (\$57 315).

**FY03 FUNDING.** \$50 000 in Block Grant funds will be allocated to support the Cambridge Business Development Center and a retail best practices program

for independent retailers, restaurateurs and storefront service businesses.

The Cambridge Business Development Center continues to provide educational workshops and programs to low-and moderate-income micro-enterprises including start-up and developing businesses. Throughout the year the center offers three-hour workshops or getting started in business and a business planning course.

A retail best practices program for is being extended city-wide. The program offers educational workshops covering such topics as visual merchandising, marketing, security, window display and provides individual in-store consultations addressing issues specific to each participating establishment.

**FY04-07 FUNDING.** It is expected that consistent Community Development Block Grant allocations will continue to be made to fund these programs.





**PUBLIC INVESTMENT FUND**

**BUDGET**

**COMMUNITY MAINTENANCE & DEV.  
- One Percent for Art**

**FY03**

**FY04**

**FY05**

**FY06**

**FY07**

**STATUS OF PRIOR YEAR PROJECTS.** In FY02, Cambridge Arts Council (CAC) worked with artists, art conservators, community groups and other City departments to complete five public art projects linked to the One Percent for Art Ordinance. Artworks include a large suspended sculpture installed in the atrium of the Fitzgerald School; two brightly colored seating alcoves at the Gately Youth Center; a series of construction pavers arranged in traditional quilt patterns at Sheridan Square; an installation of cement

bleachers at the Area 4 Youth Center; and, a 28-foot long mural at Paine Park created by the artist and neighborhood youth that includes images from a variety of world cultures.

Also occurring in FY02 was the completion of a multi-faceted public art component for the Walter J. Sullivan Water Purification Facility at Fresh Pond. The project, *Drawn Water*, included a terrazzo floor design with a map of Cambridge highlighting the water systems that support the Fresh Pond Reservoir. Additional features included an exterior water fountain linked to an interior cylinder of water and a series of artist-designed water access covers located throughout the thirteen neighborhoods of Cambridge.

Additionally, significant progress was made on *Turnaround/Surround*, a large-scale project at Danehy Park. Following extensive material tests that advanced technology for artistic use of rubber surfacing at the park, the artist oversaw the installation of bituminous pads for two sculptural discs preparing the site for the final phase of the project in which thrones for the king and queen of the hill will be installed via an intensive community input process.

**FY03 FUNDING.** Although the FY02 Capital Budget does not include specific allocations for public art, it is expected that the appropriate budget transfers for one percent of the overall construction budget for approved capital building and improvement projects will be made during the year. Approved projects currently being developed for FY03 include the expansion and renovation of the main branch of the Cambridge Public Library, improvements to the War Memorial, redevelopment of Harvard Square, renovations to the Green Street Garage, development of Area 4 open space, and improvements to the Taylor Square Fire Station.

Additionally, following in-depth community input, the artists selected for the Vellucci Plaza project in Inman Square will oversee the redesign and installation of their landscape and sculptural elements during the construction phase.

Pursuant to the design of bronze benches for the community gathering area of the Valente Library, the artist will begin fabrication for the benches that will be on display at the Valente branch until their installation in fall 2003. Also, the artist selected for City Hall Annex at 57 Inman Street will complete the design phase and work with the architects to install a multifaceted artwork.

**FY04-07 FUNDING.** Projects for the next fiscal years are expected to include the planning and commissioning of artists for the Cambridge Police Headquarters, improvements to Harvard Square, Cambridge Street and ongoing work in the areas of community maintenance and development, parks and recreation, education (schools), and public safety.

**PUBLIC INVESTMENT FUND****BUDGET****COMMUNITY MAINTENANCE & DEV.  
- Public Art Conservation Fund**

<b>FY03</b>	<b>35 000</b>
<b>FY04</b>	<b>35 000</b>
<b>FY05</b>	<b>35 000</b>
<b>FY06</b>	<b>35 000</b>
<b>FY07</b>	<b><u>35 000</u></b>
	<b>175 000</b>

**STATUS OF PRIOR YEAR PROJECTS.** Continued streamlining of the Public Art Maintenance Program allowed for routine cleaning and preventative maintenance of the public art collection at two intervals in FY02. Additionally, the Cambridge Arts Council (CAC) current maintenance service contract ensured that a condition assessment report was done for all artworks in the City collection. These combined measures worked to maintain the collection on an ongoing basis in order to prevent the need for more extensive and potentially

costly maintenance projects that can occur without such preventative measures.

As part of the Public Art Program educational initiative *Art Among Us*, students from the Cambridge Rindge and Latin High School worked with a professional art conservator to do routine maintenance work on “Multicultural Manifestos” located in Central Square. Additionally, the 1983 work “Cambridge and its Watershed” depicting the City’s reservoir system was refurbished for inclusion at the newly completed Walter J. Sullivan Water Purification Facility at Fresh Pond. On two occasions extraordinary maintenance work was required for “Turnaround/Surround” at Danehy Park due to vandalism involving graffiti.

Together with conservation industry leader Archetype Publications, CAC published a book entitled “Art in the Open Conservation and Maintenance of Contemporary Public Art” following the international conference held in Cambridge in fall 2001. The work contributed significantly to the public art industry in the United States and began distribution in Europe and North America in June 2002.

**FY03 FUNDING.** Following the 2001 conservation and restoration of two Davenport Street murals in Porter Square and in keeping with FY02 projections, the majority of the annual conservation funds in FY03 will be used for the biennial maintenance of the collection. However, information resulting from CAC’s conference on conservation and maintenance of public art and the subsequent distribution of the post-conference publication will be analyzed to explore new methods and practices for dealing with ongoing conservation and maintenance.

**FY04-07 FUNDING.** The program will continue with ongoing maintenance, treatment, and reassessment of the collection. Building on the success of the *Art Among Us* initiative, renewed emphasis will be placed on efforts to use routine maintenance of artworks as an opportunity to educate residents on the collection and the processes by which new and



existing works are created and maintained.

- Coordinated with the Cambridge Health Alliance, the 8<sup>th</sup> annual Women’s Health Day at the Maynard/Fletcher New Academy. The day combined 40 workshops featuring traditional medical and non-traditional healing exercise approaches to women’s health. Chaired the Women’s Health Task Force of the Cambridge Health Alliance and co-sponsored a series of meetings with African America women to examine that community’s specific health needs and concerns.
- Presented the 5<sup>th</sup> 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.
- Coordinated a weekly support group, The Kitchen Table Conversations, for women currently or recently receiving welfare benefits. Sixteen women and 23 children met weekly at the Windsor Health and Community Center to develop skills and engage in analysis of the needs of women affected by recent changes in welfare laws. Wrote successful grant proposals for \$30 000 to support the project.

**FY03 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.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. New working Committees/ Projects established	0	2	2	3
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.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Initiate telephone notification of key women safety activists within 48 hours of publication of police alert	n/a	n/a	100%	100%
2. Organize a timely meeting to respond to an assault or other incident of violence against women which has a significant impact on a neighborhood or community in collaboration with the Police Department and other agencies or groups	4 days	7 days	7 days	7 days
3. Number of self-defense and safety awareness classes organized/ participants	8/250	5/150	5/150	5/150
4. Implement specialized classes/ programs for pre-teens and teen-aged girls; number of classes	3	3	3	3

■ *GOAL 3: Work with School Department, other City departments and community groups to evaluate girls' needs in relationship to sports, physical fitness, health services and academic achievement.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Estimated number of participants in the Annual 5 <sup>th</sup> Grade Girls' Sports Day	325	350	350	350

■ *GOAL 4: As a member of the Mayor's Welfare Reform Task Force, participate in City's response to changes in state and federal laws limiting availability of welfare benefits. Responses may include developing support groups for women affected by loss of*

*benefits and on-going assessment of the impact of reform on individuals, families and communities.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Regular support group meetings per year for low-income women in public housing affected by welfare reform	26	25	25	35
2. Provide regular support and recreation programs for children of participants	24	n/a	35	35

- *GOAL 5: Create a Cambridge Women's Arts and Heritage Project in collaboration with the Arts Council, Historical Commission and Public Library.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Develop a museum-quality Web site for the project	25%	50%	50%	75%
2. Work with artist and architects in collaboration with Arts Council and Library to design public art installation for new main library building	10%	50%	50%	75%
3. Create a database of Cambridge women's history including individual achievements, events and institutions by and for women	10%	n/a	25%	50%
4. Number of public events focusing on themes relevant to the project	10	n/a	3	5

**FINANCING PLAN.** This budget is supported by property taxes, \$136 150; and cherry sheet revenue, \$9 960.

**STATUTORY ANALYSIS.** Salaries and Wages, \$135 250; Other Ordinary Maintenance, \$9 860; and Travel and Training, \$1 000.





ACTUAL FY01	PROJECTE D FY02		BUDGET FY03	HUMAN RIGHTS COMMISSION
134 997	141 395	<p data-bbox="716 245 1178 277"><b>HUMAN RIGHTS COMMISION</b></p> <p data-bbox="627 358 1940 574">for the purpose of protecting the Civil Rights of the citizens of the city. In operational terms, this means that the Commission is mandated to investigate and adjudicate complaints of discrimination in the areas of employment, housing, public accommodation and Civil Rights Act violations. The Commission educates the public including school-age children about their rights and responsibilities under the law, advises the administration about issues affecting City departments, and provides training to City employees.</p> <p data-bbox="627 618 1455 647"><b>FY02 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:</b></p> <ul data-bbox="632 699 1940 1494" style="list-style-type: none"> <li data-bbox="632 699 1940 878">• Received a one-year grant from HUD to develop and implement an aggressive outreach program targeting persons with disabilities, linguistic minorities, and immigrants. The specific outreach program involved collaboration with the Cambridge Public Schools Department and various other City agencies in developing an electronic-based Fair Housing Curriculum in an effort to reach out to the above-identified groups.</li> <li data-bbox="632 927 1940 1036">• Completed a five-year strategic plan in collaboration with the Commissioners, in which all aspects of the Commission’s work are clearly defined and quantified. The Commissioners closely and continuously monitor implementation of the plan.</li> <li data-bbox="632 1084 1940 1338">• Sponsored a Fair Housing Month Celebration in partnership with the Fair Housing Committee. Approximately 200 Cambridge students from sixth 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.</li> <li data-bbox="632 1386 1940 1494">• 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.</li> </ul>	147 490	<p data-bbox="1444 245 1940 354"><b>PURPOSE &amp; OVERVIEW:</b> The Cambridge Human Rights Commission (CHRC) was established in 1984</p>

- Continued to actively provide training sessions on various aspects of Fair Housing and Employment Discrimination Laws to a number of municipal agencies, Cambridge Schools, and community based organizations. The Commission Director also attended televised community forums, community meetings, and various Governor's Advisory Councils and Boards to talk about the effect of discrimination.
- Continued to collaborate with the City's Personnel Office and the Women's Commission in providing regular training on sexual harassment issues to new hires.
- Collaborated with the City's Personnel Office, Affirmative Action Office, and the Women's Commission in developing and implementing a training curriculum on sexual harassment for supervisors.
- Continued to collaborate with the Boston Fair Housing Center in their various projects aimed 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 the public with better access to City services.
- 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 at mediation at some point before a determination on the merit of the case is made. Since its inception, over 30% of cases were amiably mediated before a finding was made.
- Continued to investigate complaints referred to by the MCAD where all parties are represented by attorneys pursuant to the MCAD new Rules and Procedures. This referral recognizes the Commission's ability to investigate complaints of discrimination that involve complex legal

issues, and will enable the Commission to receive more cases from the MCAD, thereby generating more state funding for its enforcement work.

- Continued to receive funding from HUD for enforcement work, education, outreach, and training programs. Also received a new work-sharing agreement with the MCAD in which the previous financial cap was lifted. The Commission now has the ability to receive more state funding based on its case output.

**FY03 GOALS**

- *GOAL 1: Increase public awareness of the Cambridge Human Rights Commission.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of public inquiries	300	400	400	400
2. Number of community training sessions	10	20	20	20
3. Number of events related to human rights issues	20	35	35	35

- *GOAL 2: Increase the effectiveness of case investigation.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of complaint intakes	120	150	150	150
2. Number of complaints received by referral from other agencies for investigation	73	70	70	70
3. Number of complaints under CHRC investigation	61	150	150	150
4. Number of complaints referred to other agencies	150	120	120	120
5. Number of tests performed on complaints under CHRC investigation	5	5	5	5

■ *GOAL 2: (continued)*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
6. Number of complaints closed by the CHRC after investigation or mediation	65	100	100	90

■ *GOAL 3: Continue mediation procedure as a means to resolve complaints through mediation as opposed to with an outside agency.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Mediations performed regarding City Employees' issues	3	5	5	4
2. Number of complaints under formal mediation	61	150	150	150
3. Number of complaints mediated	32	50	50	50

■ *GOAL 4: Continue in-house public hearing procedure.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of complaints pending hearing	2	3	3	3
2. Number of complaints heard and adjudicated	0	2	2	2

■ *GOAL 5: Maintain funding by the Massachusetts Commission Against Discrimination (MCAD) and the Federal Department of Housing and Urban Development (HUD). Both MCAD and HUD pay the Commission on a case by case basis. The reimbursement rate is negotiated each year.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of complaints paid by MCAD	43	50	50	50
2. Number of complaints paid by HUD	10	16	16	16
3. Reimbursement per case/MCAD*	\$200/400	\$200/400	\$200/400	\$200/400
4. Reimbursement per case/HUD	\$1 800	\$1 800	\$1 800	\$1 800
* \$200 for employment cases / \$400 for housing cases				

- *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.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Joint projects and training (sexual harassment, diversity, Fair Housing, etc.)	10	15	15	20

**FINANCING PLAN.** This budget is supported entirely by property taxes.

**STATUTORY ANALYSIS.** Salaries and Wages, \$142 735; Other Ordinary Maintenance, \$2 825; and Travel and Training, \$1 930.

ACTUAL FY01	PROJECTE D FY02		BUDGET FY03	VETERANS' SERVICES/ BENEFITS
<p>221 751 <u>125 337</u> 347 088</p>	<p>256 875 <u>175 000</u> 431 875</p>	<p style="text-align: center;"><b>ADMINISTRATION</b></p> <p style="text-align: center;"><b>BENEFITS</b></p> <p>and their families (22 500), provide them with quality support services, and direct an emergency 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 FY02, 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 8 500 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><b>SIGNIFICANT BUDGET MODIFICATIONS:</b> The Benefits portion of this budget has been increased in FY03 to reflect the additional number of units of service provided to clients in FY02. The original FY02 allocation was \$150 000, but projections indicate that \$175 000 will be needed in FY02 to cover all costs related to this program. The FY03 allocation of \$175 000 represents level funding of this account based on the assumption that the number of units of service provided to clients will stabilize in FY03.</p>	<p>275 590 <u>175 000</u> 450 590</p>	<p><b>PURPOSE &amp; OVERVIEW:</b> Mandated by Massachusetts General Law, Chapter 115, the Department's mission is to advocate on behalf of Cambridge's wartime veterans (8 100)</p>

**FY02 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:**

- Successfully managed a 20% percent increase in the number of weekly units of service (client’s services). Continued to minimize Chapter 115 expenditures by aggressively procuring federal benefits, initiating third party reimbursements and enhancing case management.
- Enhanced the department’s Web site by adding pictures to Veterans’ events.
- Assisted spouses in applying for new real estate tax abatements.
- Planned and presented a salute to the fallen firefighters and police officers who lost their lives on September 11<sup>th</sup> in conjunction with the Cambridge Veterans Organization.
- Distributed over 2 000 flags to City employees in observance of the attack on America.
- Participated, in conjunction with the US Department of Veterans, in presenting a program for Vietnam Veterans regarding available medical and financial benefits.
- Compiled a directory of Veterans’ monuments and memorials located in Cambridge for publication in a statewide directory.

**FY03 GOALS**

- *GOAL 1: Continue compliance with MGL Chapter 115 (Veterans’ Benefits) regulations.*

PERFORMANCE MEASURES	FY01 ACTUAL	FY02 BUDGET	FY02 PROJECTED	FY03 PROPOSED
1. Ensure new applications are forwarded for approval to the state within 10 days after intake	100%	100%	100%	100%
2. Develop a case management plan for each new client within 30 days of intake	100%	100%	100%	100%



■ *GOAL 1: (continued)*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
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)	875	924	1 050	1 100
5. Number of veterans receiving City subsidy; (units of service)	415	416	473	498
6. Number of spouses or dependents receiving City subsidy; (units of service)	470	508	577	602
7. Percentage of new clients accessing federal benefits	14%	20%	20%	20%

■ *GOAL 2: Increase public awareness of veterans' benefits, services and issues by producing a veterans' television program on cable television and veterans' articles for local publication.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of Cable TV programs produced or rebroadcast	10	12	12	12
2. Number of newspaper articles produced	18	16	18	16

■ *GOAL 3: Increase community participation in veterans' ceremonial events by increasing public awareness through personal presentations, media utilization, linkages with schools, community organizations and other City departments. Continue the ceremonial and public events function of the Department by honoring both living and deceased veterans.*

■ *GOAL 4: Produce timely updates to the Veterans' Web page.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of veterans benefits updates	12	12	12	12
2. Number of informational/current event updates	21	12	12	12

- *GOAL 5: Continue to upgrade staff skills with an emphasis on team building, skill sharing and accountability.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
1. Number of internal staff trainings	18	14	14	4
2. Number of external trainings	16	12	12	12

- *GOAL 6: Aggressively identify and access federal and state resources for eligible clients.*

<b>PERFORMANCE MEASURES</b>	<b>FY01 ACTUAL</b>	<b>FY02 BUDGET</b>	<b>FY02 PROJECTED</b>	<b>FY03 PROPOSED</b>
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 \$253 335 in property taxes; \$3 500 in reimbursements from the Veterans' Administration for burial payments; \$65 855 in reimbursements from state Veterans' payments; and \$127 900 in cherry sheet revenue.

**STATUTORY ANALYSIS.** Salaries and Wages, \$220 490; Other Ordinary Maintenance, \$49 300; and Travel and Training, \$180 800.

ACTUAL FY01	PROJECTED FY02		BUDGET FY03	EDUCATION
105 521 653	112 952 345	<p style="text-align: center;"><b>EDUCATION</b></p>	116 562 345	<p>At the time of the printing of this budget document, the detailed School Department Budget had not yet been adopted by the School Committee. The Proposed FY03 School Budget of \$116 562 345 represents an increase of \$3 610 000 or 3.2% from the FY02 Budget of \$112 952 345.</p> <p>The City Manager's budget guidelines were developed through a collaborative process that began early this year with meetings that included the City Manager, Mayor, School Committee Budget Co-Chairs, City Council Finance Chair, and other City and School Officials. These guidelines helped establish the financial guidelines for the School Department budget.</p> <p>The School budget includes initial efforts to formulate a long-range financial framework for supporting the education mission and goals of the school district over the five-year period beginning FY03 and ending in FY07. The Five-Year plan will serve as a planning tool to facilitate development of the operating budget. The Five-Year plan includes an estimate of future costs of long-range strategic educational initiatives recommended by the Superintendent and approved by the School Committee including:</p> <ul style="list-style-type: none"> <li>?? Special Education Five-Year Strategic Plan</li> <li>?? Rindge School of Technical Arts (RSTA) Program Development</li> <li>?? School Improvement Plan Funding</li> <li>?? Program Improvement and School Merger Plan</li> <li>?? District Improvement Plan</li> </ul> <p><b>FINANCING PLAN.</b> This budget is supported by \$86 310 000 in property taxes; \$936 000 in hotel/motel taxes; parking fines, \$100 000; medicaid reimbursement, \$900 000; cherry sheet, \$27 691 345; free cash, \$300 000; miscellaneous receipts, \$25 000; and school debt stabilization transfer, \$300 000.</p> <p><b>STATUTORY ANALYSIS.</b> Salaries and Wages, \$84 162 950; Other Ordinary Maintenance, \$23 474 200; Travel and Training, \$574 155; and Extraordinary Expenditures, \$8 351 040.</p>

ACTUAL FY01	PROJECTE D FY02		BUDGET FY03
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14 194 604

14 139 115

**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 FY03, the MWRA estimated charge of \$15 781 780 represents an 11.2% increase from the FY02 charge of \$14 139 115. The MWRA projected assessment is based on the Governor's recommended FY03 proposed budget.

**FINANCING PLAN.** This appropriation is fully supported by sewer service charges.

**STATUTORY ANALYSIS.** Other Ordinary Maintenance, \$15 781 780.

**15 781 780**

**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 FY03, the MWRA estimated charge of \$15 781 780 represents an 11.2% increase from the FY02 charge of \$14 139 115. The MWRA projected assessment is based on the Governor's recommended FY03 proposed budget.

**FINANCING PLAN.** This appropriation is fully supported by sewer service charges.

**STATUTORY ANALYSIS.** Other Ordinary Maintenance, \$15 781 780.



ACTUAL FY01	PROJECTED FY02		BUDGET FY03
11 546	16 235	<b>ELDERLY GOVERNMENTAL</b>	
20 492	31 880	<b>RETIREES</b>	16 640
17 491	23 760	<b>AIR POLLUTION CONTROL</b>	32 680
5 088 391	6 908 660	<b>MAPC</b>	24 355
339 255	452 340	<b>MBTA</b>	7 081 380
<u>5 477 175</u>	<u>7 488 690</u>	<b>C.S. REGISTRY HOLD PROGRAM</b>	452 340
		<b>SPECIAL EDUCATION</b>	<u>57 215</u>
			<b>7 664 610</b>

**CHERRY SHEET  
ASSESSMENTS**

**PURPOSE & OVERVIEW:** The Cherry Sheet is a form showing all state and county charges to the City as certified by the state director of accounts. The name is due to the fact that years ago the document was printed on cherry colored paper.


The state Cherry Sheet assessments were not available at the time of the budget submission. However, Cherry Sheet assessments included in the FY03 budget are projected to increase two and one-half percent over FY02 Cherry Sheet assessments, with the exception of the Registry of Motor Vehicles Hold Program. The Cherry Sheet assessments consist of the items listed below.

**ELDERLY GOVERNMENTAL RETIREES.** The Elderly Governmental Retirees Plan is a contributory group health and life insurance plan established for City employees who retired prior to the adoption of the City's group policy on July 1, 1957. This allotment covers the administrative premium costs as determined by the state and is carried on the Cherry Sheet.

**AIR POLLUTION CONTROL.** The Air Pollution Commission supervises six districts state-wide. The Metropolitan Boston Control District, of which Cambridge is a member, has a staff of 35 pollution inspectors. The Commission is empowered through the Office of the Governor and has a mandate to control air pollution through the enforcement of the Metropolitan Boston Air Pollution Control Acts and Safety Standards.

**METROPOLITAN AREA PLANNING COUNCIL.** The Metropolitan Area Planning Council (MAPC) serves 101 communities as a clearinghouse for the Federal A-95 review process.

**PUBLIC TRANSPORTATION.** The Massachusetts Bay Transportation Authority (MBTA) provides bus/minibus, trackless trolley and underground subway transportation across the city. The 30 surface routes are located within four-tenths of a mile of 95 percent of all Cambridge residents.



| The MBTA provides rapid transit and other mass transportation to 79 cities and towns including

Cambridge. The cities and towns are assessed for these services by different formulas. Currently, the State pays 50 percent of the total net cost of service while the remainder is distributed among the 79 cities and towns. The portion of the cost distributed among the cities and towns is divided into an express service assessment and a local service assessment. The express service includes all transportation provided by or under control of the MBTA over rights of way with fully controlled access, and is restricted to the use of such service exclusively. Local service includes all transportation other than express service. The operating expenses are allocated on the following basis: 75 percent of the charge is assessed to cities and towns in proportion to the number of commuters in a city or town to the total number of commuters.

A portion of the total MBTA assessment supports the Boston District Commission, which is responsible for bonds issued by the transportation authority prior to the creation of the Metropolitan Transit Authority in 1947. Debt service is assessed to the 14 cities and towns of the Boston Metropolitan District on a pro-rated basis in proportion to the total assessment of each city and town as derived in the charge for operating expenses. The total local service assessment is based on 50 percent of the population and 50 percent of deficits incurred.

**REGISTRY OF MOTOR VEHICLES-HOLD PROGRAM.** Since February 1985, the Parking Violations Bureau has implemented a provision of Massachusetts General Laws Chapter 90 which enables the City to request the state Registry of Motor Vehicles not renew the license and registration of an operator/owner of a motor vehicle that has two or more outstanding parking tickets. This provision is enacted after the motorist has failed to pay the parking tickets and had an opportunity for a hearing. This program has resulted in a significant decrease in the number of delinquent payments.

**SPECIAL EDUCATION.** This assessment is for special education services (Ch. 766) provided by other districts for students who are state wards that reside in Cambridge. The state now makes this adjustment using information provided in an end-of-year report submitted by each school district. However, this adjustment process on the Cherry Sheet is used for special education students who were grandfathered due to a statute change made several years ago.

**FINANCING PLAN.** This appropriation is supported by \$7 212 270 in property taxes; and \$452 340 from the parking fund.

**STATUTORY ANALYSIS.** Other Ordinary Maintenance, \$7 664 610.



**CAMBRIDGE HEALTH ALLIANCE**

<b>ACTUAL FY01</b>	<b>PROJECTED FY02</b>		<b>BUDGET FY03</b>
<b>7 598 000</b>	<b>6 598 000</b>	<p align="center"><b>CAMBRIDGE HEALTH ALLIANCE</b></p> <p>Hospital, Neighborhood Health Centers, and Public Health Department, is an independent authority, which was established by home rule legislation effective July 1, 1996. The primary objective for this change from City department to independent authority was to exempt CHA from certain constraints imposed by State law, which inhibited its ability to compete in the constantly changing health care environment.</p> <p>In accordance with certain provisions of the service agreement between the City and CHA, the City paid CHA \$8 598 000 each year from FY97-00, and agreed to pay \$7 598 000 in FY01, and \$6 598 000 in FY02 and FY03. In addition, the CHA made in-lieu-of-tax payments of \$2 000 000 in FY97 and \$1 000 000 in FY98-00.</p> <p><b>FINANCING PLAN.</b> This budget is fully supported by property taxes.</p> <p><b>STATUTORY ANALYSIS.</b> Other Ordinary Maintenance, \$6 598 000.</p>	<p><b>6 598 000</b></p>

**PURPOSE & OVERVIEW:** The Cambridge Health Alliance (CHA), which includes the Cambridge Hospital, Neighborhood Health Centers, and Public Health Department, is an independent authority, which was established by home rule legislation effective July 1, 1996. The primary objective for this change from City department to independent authority was to exempt CHA from certain constraints imposed by State law, which inhibited its ability to compete in the constantly changing health care environment.

In accordance with certain provisions of the service agreement between the City and CHA, the City paid CHA \$8 598 000 each year from FY97-00, and agreed to pay \$7 598 000 in FY01, and \$6 598 000 in FY02 and FY03. In addition, the CHA made in-lieu-of-tax payments of \$2 000 000 in FY97 and \$1 000 000 in FY98-00.

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

**STATUTORY ANALYSIS.** Other Ordinary Maintenance, \$6 598 000.



**PUBLIC INVESTMENT FUND****BUDGET****PUBLIC INVESTMENT  
- Summary**

<b>GENERAL GOVERNMENT</b>	<b>625 000</b>
<b>PUBLIC SAFETY</b>	<b>1 756 000</b>
<b>COMMUNITY MAINT. &amp; DEV.</b>	<b>24 033 695</b>
<b>HUMAN RESOURCE DEV.</b>	<b>2 355 090</b>
<b>EDUCATION</b>	<b><u>666 000</u></b>
	<b>29 435 785</b>

**CAPITAL BUDGET DECREASES BY 47% IN FY03.**

Due primarily to a substantial decrease in the bond proceeds component of the Capital Fund financing plan, the capital budget is down 47%, or \$26 295 300, from its previous year's level of \$55 731 085. In the FY02 capital budget, \$37 565 000 in bond proceeds financed a wide range of projects including extensive renovations to the War Memorial and field house, several sewer reconstruction projects, improvements to Cambridge Street, open space improvements, and the

first phase of the Harvard Square Enhancement Project. Bond proceeds are used primarily in the FY03 capital budget to finance several sewer reconstruction projects with the debt service on these bonds paid through a combination of sewer service revenues and state subsidies. Debt issuance will also finance two smaller projects: improvements to the Thomas P. O'Neill, Jr. Golf Course at Fresh Pond (\$850 000) and renovations to the Taylor Square Fire Station (\$775 000). The debt service on these two projects will be paid from golf course revenues and property taxes respectively. The allocation for Taylor Square will supplement a previously authorized loan order of \$2 100 000 to bring the total budget for the project to \$2 875 000.

It should be noted that the Capital Improvement Committee received a request from the City Electrician for the City to purchase street lights that are currently owned and maintained by NSTAR. While a preliminary analysis indicates that the acquisition of the street lights could provide economic and service-related benefits to the City, it was determined that further analysis would be required on several aspects of the purchase before a recommendation to the City Council could be submitted. The City will conduct this analysis in the next few months and, if the results are favorable, will submit a proposal to the City Council recommending both the purchase and a method of financing that will provide long-term benefits to the taxpayers of Cambridge.

As the table on the following page indicates, most funding sources for the capital budget are down from their FY02 levels. The largest percentage decrease (other than the elimination of water service charges as a funding source for Water System Improvements) is in property taxes with this revenue decreasing \$5 529 000 or 65%. The largest portion of this decrease (\$5 500 000) represents the elimination of the Stabilization Fund allocation that was included in the FY02 capital budget to provide funds for several purposes including affordable housing and open space acquisition if the Community Preservation Act (CPA) was not approved by the voters in the last municipal election. With the approval of the CPA last November, the City Council rescinded \$5 000 000 from the original \$5 500 000 appropriation since funding for housing, open space,

[REDACTED] and historical preservation would come from a separate surcharge on property taxes and not require specific appropriations.

The decrease in the free cash allocation is directly related to the reduction in total free cash available based on the last calculation of this figure and projections for the future. The sewer service charge component of the capital budget has been reduced due to the need to cover additional sewer-related expenditures in the operating budget due to increases in debt service and the Massachusetts Water Resources Authority (MWRA) assessment.

In past capital budgets, transfers from the Street Preservation Offset Fund (SPOF) have supplemented Chapter 90 funds and property taxes to finance the reconstruction of street and sidewalks. However, due to the large amount of utility work in the City in recent years, the balance in the SPOF has increased to approximately \$1.8 million. With the decrease in Chapter 90 funding over the past years, the amount of street and sidewalk reconstruction is significantly less than it was during the 1990's. By using a large portion of the current balance, the City is able to increase the Street and Sidewalk Reconstruction budget to the level that it was funded at for much of the last decade. It is projected that SPOF revenues will decline over the next few years as utility work is completed.

The following chart shows a comparison of capital fund revenues for FY02 and FY03:

	<b>FY02</b>	<b>FY03</b>	<b>Variance</b>
Property Taxes	8 514 000	2 985 000	- 5 529 000
Free Cash	3 750 000	3 100 000	- 650 000
Parking Fund	100 000	340 000	+ 240 000
Sewer Service Charge	1 650 000	1 000 000	- 650 000
Water Service Charge	238 000	-	- 238 000
Retained Earnings/ Water Fund	1 000 000	1 000 000	-

Street Preservation			
Offset Fund	-	1 724 955	+ 1 724 955
Block Grant	2 166 735	2 089 420	- 77 315
Chapter 90	687 350	661 410	- 25 940
MWRA Grant	-	2 432 463	+ 2 432 463
Bond Proceeds	37 565 000	14 062 537	- 23 502 463
Golf Course Fees	60 000	40 000	- 20 000
<b>TOTAL</b>	<b>55 731 085</b>	<b>29 435 785</b>	<b>- 26 295 300</b>

**HOUSING, OPEN SPACE AND HISTORICAL PRESERVATION FUNDS.** 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 fund 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. As of the submission of this budget, total revenues from this source have not yet been determined but they are estimated to be approximately \$4 500 000. In addition, the City expects to receive matching funds from the state for a total budget of \$9 000 000 for housing, open space, and historical preservation. Since these funds are deposited directly into trust funds established for these purposes, there are no direct allocations to the capital fund as there have been in past budgets.

**CURRENT REVENUES SUPPORT A WIDE RANGE OF PROJECTS.** While the property tax and free cash components of the

capital budget are down from their FY02 levels, the FY03 allocations are large enough to support a wide range of capital improvement projects including further technology upgrades and computer purchases, replacement of a rescue unit and pumper, renovations to the police station, third phase of the radio replacement program, building renovations (includes funds for the next phase of renovations to City Hall), reconstruction of sidewalks and pedestrian ramps, public art conservation program, open space improvements, school renovations and bus replacement, and improvements to public buildings to make them more accessible to persons with disabilities.

Sewer service revenues are also down from previous years' levels but are sufficient to continue funding the remedial reconstruction program. Although there is no specific allocation of water service revenues to the capital budget, improvements will continue to be made to the water system by using a portion of the retained earnings of the Water Fund to finance a variety of projects including the installation of water mains in the Cambridgeport area, second phase of the Fresh Pond Master Plan, and continuation of the water quality monitoring program.

**CAPITAL BUDGETING PROCESS IMPROVED.** As can be seen from the wide scope of projects included in this plan and total funds allocated to the implementation of this 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 City for many years to come. In order to achieve the optimum results from this process, the Capital Improvement Committee, which includes the Deputy City Manager, Director of Management Services for the School Department, and the heads of the Budget, Community Development, Finance, and Human Services Departments, meets on a regular basis throughout the year to ensure that, as needs arise, they may be addressed in a timely and

efficient manner. The information received from reviewing the timing and structure of capital projects has proven to be a valuable planning tool. The Committee works closely with the City's financial advisors to ensure that this information is applied to future capital budgeting processes.

**IMPACT ON 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 2002. 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. In recognition of this benefit, the City has allocated additional Parking Fund revenues to the FY03 capital budget to finance the final phase of renovations to this facility. In a similar situation, a program of continuing improvements to the golf course has been the primary reason that revenues have increased significantly in recent years. The FY03 capital budget includes an \$850 000 allocation from bond proceeds to finance extensive improvements to the golf course with the debt service on these bonds to be paid from additional revenues.

In many cases, the investment in new equipment, such as the acquisition of a new rescue unit and pumper for the Fire Department, will produce savings in both the equipment operation and maintenance accounts. This is an example of a purchase that is necessary to ensure a high level of public safety but also has the positive side effect of reducing the operating budget. Similarly, continued funding of the

school bus replacement program will reduce maintenance costs in the School budget while radio maintenance costs are decreasing as the City purchases new radios to replace those that are obsolete. While renovations and additions to the City's many parks and playgrounds have significantly improved the quality of life in Cambridge, these improvements have resulted in increases to both the operating and capital budgets. 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.

Though 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 Massachusetts Water Pollution Abatement Trust (MWPAT) loans to eliminate those sources of inflow and infiltration that have been identified in investigations of the sewer system with the ultimate goal of reducing the MWRA assessment.

As the capital budgeting process continues to be refined over the next few years, it is expected that the City will be better able to accurately determine the effects of certain capital projects on the operating budget.

**AMBITIOUS PLAN EMERGES FROM PROCESS.** The plan that emerged from the above discussions included \$29 435 785 for FY03 and \$200 212 300 for FY04-07. It is important to note that appropriations are made only for FY03 with future allotments subject to revision as priorities change. As in most capital budgets, bond proceeds are the single largest single source of financing with free cash the largest source of financing from current revenues. As previously mentioned, the property tax component is down significantly from its

FY02 level due to the City's adoption of a different method of financing housing and open space improvements.

**BOND ISSUES NOT INCLUDED IN APPROPRIATION.** It is important to note that, while the \$14 062 537 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 4.3% lower than the FY02 level. The Neighborhood Business Development component of the capital budget is funded at \$50 000 for FY03 which is \$77 315 less than its FY02 level due to a decrease in the entitlement funds that are due to the City from the Community Development Block Grant (CDBG) program. Other programs funded through Block Grant, including Housing Rehab and Development (\$1 664 330), Employment Program Fund (\$280 000) and Open Space Contingency (\$95 090), remain level funded.

**FY04-07 FUNDING.** As can be seen from the chart on page V-13, both the property tax and free cash component of the capital budget remain stable at \$2 785 000 and \$3 100 000 respectively for the remainder of the capital improvement plan. Sewer service revenues will increase to \$1 500 000 in FY04 and remain at that level for the next three fiscal years with bond proceeds funding the largest portion of sewer reconstruction projects. Funding for water improvement projects will be split between retained earnings from the Water Fund and water service revenues. Since revenues from the Street

Preservation Offset Fund (SPOF) are difficult to predict, a conservative estimate of \$200 000 annually is used for the remainder of the capital plan but this could change significantly based on utility work in the City. The Block Grant, Chapter 90, and golf course components of the financing plan will remain stable over the next four years. The figures shown for bond-financed projects relate to appropriations with the amount of bonds issued in these years determined by the cash requirements of the projects. Projects expected to be funded through this source include a site acquisition and construction of a new public works facility, construction of a new West Cambridge Youth Center, several sewer reconstruction projects, open space improvements, and renovations to police headquarters, and installation of an automatic water meter reading system.



# PUBLIC INVESTMENT FUND (IN THOUSANDS)

FUNCTION	PROJECT	CURRENT ALLOTMENTS	3/31/02 EXPENDITURES	3/31/02 ENCUMBRANCES	3/31/02 BALANCE	NEW ALLOTMENTS
<b>GENERAL GOVERNMENT</b>						
	Finance/Management Information Systems	3 459	648	718	2 093	625
	General Services/Telephones	140	40	48	52	-
<b>PUBLIC SAFETY</b>						
	Fire Vehicles/Equipment/Renovations	4 241	1 543	276	2 422	1 305
	Police Renovations/Equipment	892	131	113	648	380
	Emergency Communications	575	220	54	301	71
<b>COMMUNITY MAINTENANCE &amp; DEV.</b>						
	Traffic/Parking Improvements	2 742	975	84	1 683	340
	Sewer Reconstruction	51 281	11 490	8 400	31 391	15 870
	Housing Rehab & Development	4 144	1 223	1 022	1 899	1 665
	Neighborhood Stabilization	938	326	143	469	-
	Streets, Sidewalks, Trees, Lighting	20 935	1 998	2 009	16 928	3 627
	Water System Improvements	10 260	4 475	3 501	2 284	1 000
	Public Building Renovations	28 143	1 930	763	25 450	710
	Public Celebrations/One Percent for the Arts	521	150	172	199	35
	Business Rehab/Development/Training	2 006	94	380	1 532	630
	Public Works Equipment	65	53	12	-	-
	Historical Restorations	200	69	16	115	-
	Cemetery Improvements	250	49	5	196	82
<b>HUMAN RESOURCE DEVELOPMENT</b>						
	Library Renovations	32 399	188	15	32 196	-
	Parks & Recreation	14 670	2 531	2 170	9 969	2 430
	Neighborhood Centers	1 132	179	739	214	-
<b>EDUCATION</b>						
	School Equipment/Renovations	12 921	6 974	2 042	3 905	666
	<b>TOTAL</b>	<b>191 914</b>	<b>35 286</b>	<b>22 682</b>	<b>133 946</b>	<b>29 436</b>

# SUMMARY 2003-2007 EXPENDITURE PLAN

	<u>FY03</u>	<u>FY04</u>	<u>FY05</u>	<u>FY06</u>	<u>FY07</u>	<u>TOTAL</u>
<b>GENERAL GOVERNMENT</b>						
Acquisition of Personal Computers	100 000	100 000	100 000	100 000	100 000	500 000
Technology Upgrades	<u>525 000</u>	<u>525 000</u>	<u>525 000</u>	<u>525 000</u>	<u>525 000</u>	<u>2 625 000</u>
	625 000	625 000	625 000	625 000	625 000	3 125 000
<b>PUBLIC SAFETY</b>						
Fire Vehicles/Equipment	530 000	500 000	500 000	500 000	500 000	2 530 000
Fire Station Renovations	775 000	200 000	500 000	2 000 000	200 000	3 675 000
Police Equipment/Renovations	380 000	3 000 000	25 000 000	200 000	200 000	28 780 000
Radio Replacement/Technology Upgrades	<u>71 000</u>	<u>-</u>	<u>-</u>	<u>300 000</u>	<u>300 000</u>	<u>671 000</u>
	1 756 000	3 700 000	26 000 000	3 000 000	1 200 000	35 656 000
<b>COMMUNITY MAINT. &amp; DEV.</b>						
Public Building Renovations	660 000	750 000	750 000	750 000	750 000	3 660 000
Public Works Site Acquisition/Construction	-	-	10 000 000	-	20 000 000	30 000 000
Street/Sidewalk Reconstruction	2 636 365	1 111 410	1 111 410	1 111 410	1 111 410	7 082 005
Cemetery Improvements	82 000	80 000	80 000	80 000	80 000	402 000
Park and Cemetery Tree Pruning	125 000	125 000	125 000	125 000	125 000	625 000
Parking Improvements	340 000	200 000	200 000	200 000	200 000	1 140 000
Water System Improvements	1 000 000	5 200 000	1 200 000	1 200 000	1 200 000	9 800 000
Sewer Reconstruction	15 870 000	18 005 980	12 853 000	13 650 000	20 450 000	80 828 980
Traffic Calming Design/Construction	650 000	650 000	650 000	650 000	650 000	3 250 000
Cambridgeport Roadway Design	91 000	-	-	-	-	91 000
Concord/Alewife Planning Study	125 000	150 000	-	-	-	275 000
Porter Square/Sidewalk Enhancement Project	250 000	2 300 000	-	-	-	2 550 000
Yerxa Road Underpass Construction	-	4 070 000	-	-	-	4 070 000
Historical Restoration	-	50 000	50 000	50 000	50 000	200 000
Harvard Square Enhancement Project	-	3 500 000	-	-	-	3 500 000
Façade Improvement Program	175 000	175 000	175 000	175 000	175 000	875 000
Employment Program Fund	280 000	280 000	280 000	280 000	280 000	1 400 000
Housing Rehab & Development	1 664 330	1 664 330	1 664 330	1 664 330	1 664 330	8 321 650
Neighborhood Business Development	50 000	50 000	50 000	50 000	50 000	250 000
One Percent for Art	-	-	-	-	-	-
Public Art Conservation Fund	<u>35 000</u>	<u>35 000</u>	<u>35 000</u>	<u>35 000</u>	<u>35 000</u>	<u>175 000</u>
	24 033 695	38 396 720	29 223 740	20 020 740	46 820 740	158 495 635

	<u>FY03</u>	<u>FY04</u>	<u>FY05</u>	<u>FY06</u>	<u>FY07</u>	<u>TOTAL</u>
<b>HUMAN RESOURCE DEV.</b>						
Parks and Recreation	2 305 090	13 100 090	9 750 090	1 250 090	1 050 090	27 455 450
Accessibility Improvements	<u>50 000</u>	<u>50 000</u>	<u>50 000</u>	<u>50 000</u>	<u>50 000</u>	<u>250 000</u>
	2 355 090	13 150 090	9 800 090	1 300 090	1 100 090	27 705 450
<b>EDUCATION</b>						
School Equipment/Renovations	<u>666 000</u>	<u>1 000 000</u>	<u>1 000 000</u>	<u>1 000 000</u>	<u>1 000 000</u>	<u>4 666 000</u>
	666 000	1 000 000	1 000 000	1 000 000	1 000 000	4 666 000
<b>GRAND TOTAL</b>	<b>29 435 785</b>	<b>56 871 810</b>	<b>66 648 830</b>	<b>25 945 830</b>	<b>50 745 830</b>	<b>229 648 085</b>

# DETAIL 2003-2007 FINANCING PLAN

	<u>FY03</u>	<u>FY04</u>	<u>FY05</u>	<u>FY06</u>	<u>FY07</u>	<u>TOTAL</u>
<b>GENERAL GOVERNMENT</b>						
Property Taxes	<u>625 000</u>	<u>625 000</u>	<u>625 000</u>	<u>625 000</u>	<u>625 000</u>	<u>3 125 000</u>
	625 000	625 000	625 000	625 000	625 000	3 125 000
<b>PUBLIC SAFETY</b>						
Property Taxes	981 000	700 000	1 000 000	1 000 000	1 200 000	4 881 000
Bond Proceeds	<u>775 000</u>	<u>3 000 000</u>	<u>25 000 000</u>	<u>2 000 000</u>	<u>-</u>	<u>30 775 000</u>
	1 756 000	3 700 000	26 000 000	3 000 000	1 200 000	35 656 000
<b>COMMUNITY MAINT. &amp; DEV.</b>						
Property Taxes	1 179 000	1 460 000	1 160 000	1 160 000	960 000	5 919 000
Free Cash	1 264 000	805 000	955 000	955 000	1 155 000	5 134 000
Parking Fund	340 000	200 000	200 000	200 000	200 000	1 140 000
Sewer Service Charge	1 000 000	1 500 000	1 500 000	1 500 000	1 500 000	7 000 000
Water Service Charge	-	700 000	700 000	700 000	700 000	2 800 000
Retained Earnings/Water Fund	1 000 000	500 000	500 000	500 000	500 000	3 000 000
Street Preservation Offset Fund	1 724 955	200 000	200 000	200 000	200 000	2 524 955
Block Grant	1 994 330	1 994 330	1 994 330	1 994 330	1 994 330	9 971 650
Chapter 90	661 410	661 410	661 410	661 410	661 410	3 307 050
MWRA	2 432 463	-	-	-	-	2 432 463
Federal Grant	-	1 000 000	-	-	-	1 000 000
Bond Proceeds	<u>12 437 537</u>	<u>29 375 980</u>	<u>21 353 000</u>	<u>12 150 000</u>	<u>38 950 000</u>	<u>114 266 517</u>
	24 033 695	38 396 720	29 223 740	20 020 740	46 820 740	158 495 635
<b>HUMAN RESOURCE DEV.</b>						
Property Taxes	200 000	-	-	-	-	200 000
Free Cash	1 170 000	1 295 000	1 145 000	1 145 000	945 000	5 700 000
Block Grant	95 090	95 090	95 090	95 090	95 090	475 450
Bond Proceeds	850 000	11 700 000	8 500 000	-	-	21 050 000
Golf Course Fees	<u>40 000</u>	<u>60 000</u>	<u>60 000</u>	<u>60 000</u>	<u>60 000</u>	<u>280 000</u>
	2 355 090	13 150 090	9 800 090	1 300 090	1 100 090	27 705 450
<b>EDUCATION</b>						
Free Cash	<u>666 000</u>	<u>1 000 000</u>	<u>1 000 000</u>	<u>1 000 000</u>	<u>1 000 000</u>	<u>4 666 000</u>
	666 000	1 000 000	1 000 000	1 000 000	1 000 000	4 666 000
<b>GRAND TOTAL</b>	<b>29 435 785</b>	<b>56 871 810</b>	<b>66 648 830</b>	<b>25 945 830</b>	<b>50 745 830</b>	<b>229 648 085</b>

# SUMMARY 2003-2007 FINANCING PLAN

	<u>FY03</u>	<u>FY04</u>	<u>FY05</u>	<u>FY06</u>	<u>FY07</u>	<u>TOTAL</u>
Property Tax	2 985 000	2 785 000	2 785 000	2 785 000	2 785 000	14 125 000
Free Cash	3 100 000	3 100 000	3 100 000	3 100 000	3 100 000	15 500 000
Parking Fund	340 000	200 000	200 000	200 000	200 000	1 140 000
Sewer Service Charge	1 000 000	1 500 000	1 500 000	1 500 000	1 500 000	7 000 000
Water Service Charge	-	700 000	700 000	700 000	700 000	2 800 000
Retained Earnings/Water Fund	1 000 000	500 000	500 000	500 000	500 000	3 000 000
Street Preservation Offset Fund	1 724 955	200 000	200 000	200 000	200 000	2 524 955
Block Grant	2 089 420	2 089 420	2 089 420	2 089 420	2 089 420	10 447 100
Chapter 90	661 410	661 410	661 410	661 410	661 410	3 307 050
MWRA Grant	2 432 463	-	-	-	-	2 432 463
Federal Grant	-	1 000 000	-	-	-	1 000 000
Bond Proceeds	14 062 537	44 075 980	54 853 000	14 150 000	38 950 000	166 091 517
Golf Course Fees	40 000	60 000	60 000	60 000	60 000	280 000
<b>GRAND TOTAL</b>	<b>29 435 785</b>	<b>56 871 810</b>	<b>66 648 830</b>	<b>25 945 830</b>	<b>50 745 830</b>	<b>229 648 085</b>

**PUBLIC INVESTMENT FUND****BUDGET****GENERAL GOVERNMENT  
- Acquisition of Personal Computers**

<b>FY03</b>	<b>100 000</b>
<b>FY04</b>	<b>100 000</b>
<b>FY05</b>	<b>100 000</b>
<b>FY06</b>	<b>100 000</b>
<b>FY07</b>	<b><u>100 000</u></b>
	<b>500 000</b>

**STATUS OF PRIOR YEAR FUNDING.** In the past six capital budgets, a total of \$2 100 000 has been allocated to purchase networked Windows-based computers. The purchase of these computers has enabled City employees to access from their desktops the most powerful and graphical software available as well as the many other advancements in computer technology that have occurred in recent years. Also, it has been essential that employees have state-of-the-art equipment to accommodate the installation of the various PeopleSoft modules.

At the beginning of this process, the City set a goal of acquiring 500 new personal computers over a five-year period. With the achievement of this goal in FY01, the City was able to reduce the annual allocation for this purpose from an average of \$400 000 per year to \$100 000 in FY02. 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.

**FY03 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 and will continue to be funded at that level for FY03. 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.

**FY04-07 FUNDING.** It has been determined that, by level funding this program for the next four years, the City will be able to meet the needs of all employees and citizens who rely on technology to perform their duties and obtain information and services from City government.

**PUBLIC INVESTMENT FUND****BUDGET****GENERAL GOVERNMENT  
- Technology Upgrades**

<b>FY03</b>	<b>525 000</b>
<b>FY04</b>	<b>525 000</b>
<b>FY05</b>	<b>525 000</b>
<b>FY06</b>	<b>525 000</b>
<b>FY07</b>	<b><u>525 000</u></b>
	<b>2 625 000</b>

**STATUS OF PRIOR YEAR PROJECTS.** Over the past several years, the City has placed a high priority on upgrading the many management information systems that are used in every City department to provide employees with the most advanced technology available to perform their duties. Bond proceeds have financed large projects such as the acquisition and installation of a new financial system and all phases of the Fiber Optic Infrastructure Project while property taxes and free cash have financed several smaller pro-

jects including the upgrade of the application server to handle the large increase in the number of users since the original server was purchased several years ago and the implementation of secure remote access for certain City employees to allow these employees to access the system from their homes. The FY02 allocation of \$525 000 financed renovations to the City's Web site to improve and encourage citizen and employee access to City services and information, build a site capable of providing interactive services and on-line citizen participation, and install portals and database technologies that are necessary to achieve the full integration of City information resources and capabilities as well as the acquisition and installation of a new budget system.

**FY03 FUNDING.** An allocation of \$525 000 has been made from property taxes to fund this cost center at the same level as in FY02. \$400 000 of this budget has been set aside to finance the upgrade of the PeopleSoft financial system to version 8.0. Support for the current version (7.5) terminates at the end of FY03 so that the upgrade to a higher version is necessary to ensure the continued operation of the system. The remaining \$125 000 will fund further renovations to the City's Web site including both the internet and intranet. FY03 work will focus on continuing the improvements initiated during FY02 as well as providing e-commerce, automating business processes, and establishing standards for navigation and usability.

**FY04-07 FUNDING.** Funds have been allocated in future capital budgets to continue upgrades to the City's Web site and PeopleSoft Financial and Human Resource systems.





**PUBLIC INVESTMENT FUND****BUDGET****PUBLIC SAFETY  
- Fire Vehicles/Equipment**

<b>FY03</b>	<b>530 000</b>
<b>FY04</b>	<b>500 000</b>
<b>FY05</b>	<b>500 000</b>
<b>FY06</b>	<b>500 000</b>
<b>FY07</b>	<b><u>500 000</u></b>
	<b>2 530 000</b>

**STATUS OF PRIOR YEAR PROJECTS.** Since the inception of the formal capital improvement plan in FY85, a total of \$5 575 000 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 FY02 allotment of \$485 000 enabled the Fire Department to replace Rescue Company 1 as well as finance the acquisition of a pumper to replace the vehicle at Engine 2 (Lafayette Square) that had been in operation since 1989. By purchasing a rescue unit with a mounted chassis, it is expected that the life of this vehicle will be significantly longer than the six years that the unit that was recently replaced had been in operation.

**FY03 FUNDING.** \$280 000 in property taxes has been set aside in the FY03 Capital Budget to fund the replacement of the pumper at Engine Company 6 (River Street Station) that has been in operation since 1989 with the remaining \$250 000 financing the replacement of Rescue Company 2 which has been in operation since 1996. As mentioned in the above section, the rescue unit that was purchased with FY02 funds has a mounted chassis that will extend the useful life of the vehicle for several years. It is expected that the rescue unit that will be acquired with FY03 funds will have similar features.

**FY04-07 FUNDING.** It is the City's plan to continue to allocate funds for the replacement of fire vehicles and related equipment 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.