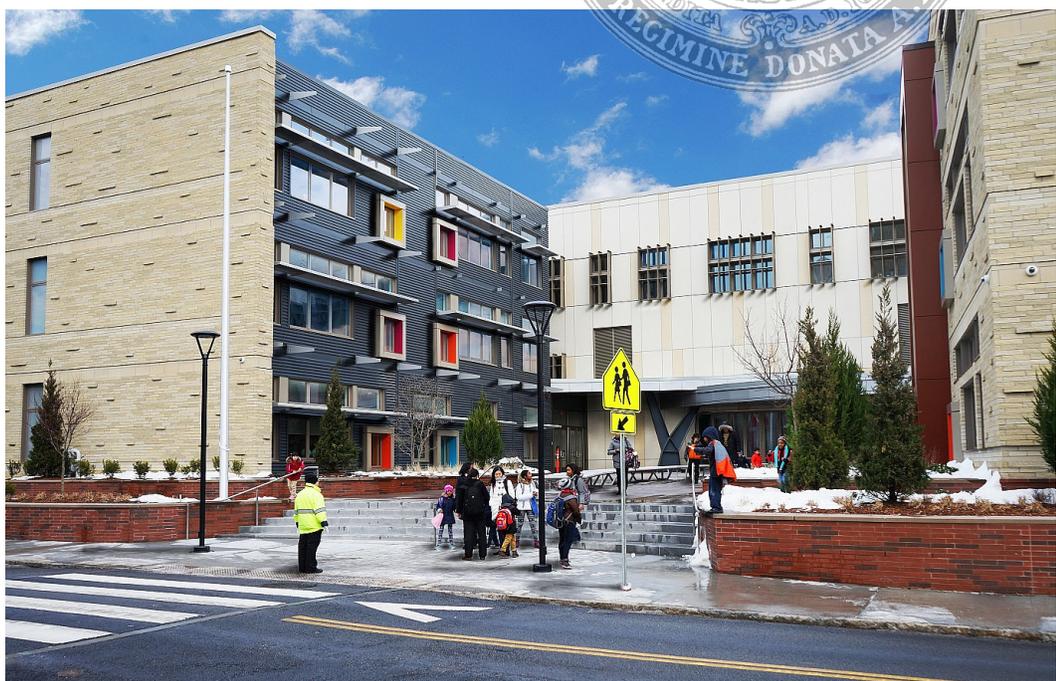
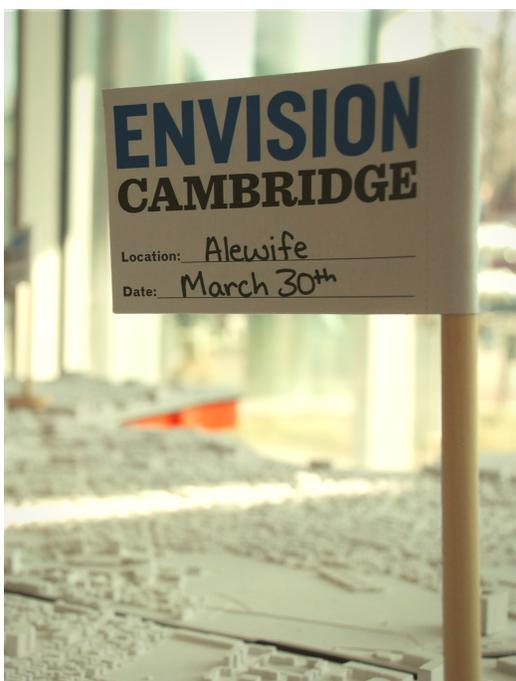




# ANNUAL BUDGET 2016-2017

ADOPTED BY THE CITY COUNCIL, CAMBRIDGE, MASSACHUSETTS



**Envision Cambridge** is a community-wide process to develop a comprehensive plan for a more livable, sustainable, and equitable Cambridge. With input from those who live, work, study, and play in our community, Envision Cambridge will create a shared vision for the future of our city. The plan will result in recommendations on a broad range of topics such as housing, mobility, economic opportunity, climate and the environment, and urban form. These recommendations may include zoning or policy recommendations, infrastructure improvements, and other changes, and will help guide future decisions in working to realize our shared vision.

The new **Dr. Martin Luther King, Jr. Elementary School and Putnam Avenue Upper School** opened in December 2015. Photo credit: Perkins Eastman (bottom right).



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Cambridge**

**Massachusetts**

For the Fiscal Year Beginning

**July 1, 2015**

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Cambridge, Massachusetts for its annual budget for the fiscal year beginning July 1, 2015.

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

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

The City has earned the Distinguished Budget Presentation Award for 31 consecutive years.

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# SECTION I

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## INTRODUCTION

# CITY MANAGER'S BUDGET MESSAGE

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City of Cambridge

*Richard C. Rossi • City Manager*



Executive Department

*Lisa C. Peterson • Deputy City Manager*

May 23, 2016

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

I am pleased to present the adopted Operating and Capital Budgets for the City of Cambridge for FY17 as well as the proposed FY18-21 Operating and Capital Plans. This Operating Budget of \$574,562,125 represents an increase of \$26,338,821, or 4.8%, over the FY16 Adjusted Budget. The proposed Capital Budget is \$83,863,070.

The FY17 Budget sets a bold agenda for the City that closely links with the priorities established by the City Council. Cambridge is a place where families should thrive – through creating and preserving affordable housing, offering diverse learning opportunities, and advancing sustainability efforts to ensure that our community remains equitable, vibrant, and resilient for generations to come.

The City will continue to advance affordable housing by directly offering affordable rental and ownership opportunities to residents, working with affordable housing providers to advance plans for new affordable housing, and planning for the preservation of affordable housing at-risk. A key component of the FY17 workplan will be to advance recommendations for changes to the City's inclusionary housing provisions. Through FY16, the City has appropriated a total of \$124.4 million in Community Preservation Act funds for affordable housing initiatives. Since FY05, the City has created 1,176 units of affordable housing and preserved an additional 1,130 affordable units throughout Cambridge.

This year, we will fully develop the early childhood strategic plan and begin building the system to expand services to families and supports to early childhood providers. Baby U and the Center for Families will continue to engage families and foster children's learning and development. Our STEAM Coordinator is working with many community partners to find a variety of educational, work-based, and enrichment opportunities for students at all grade levels. In addition, the Office of College Success will continue to support students as they transition to college and work with local colleges to improve on-campus support for Cambridge students.

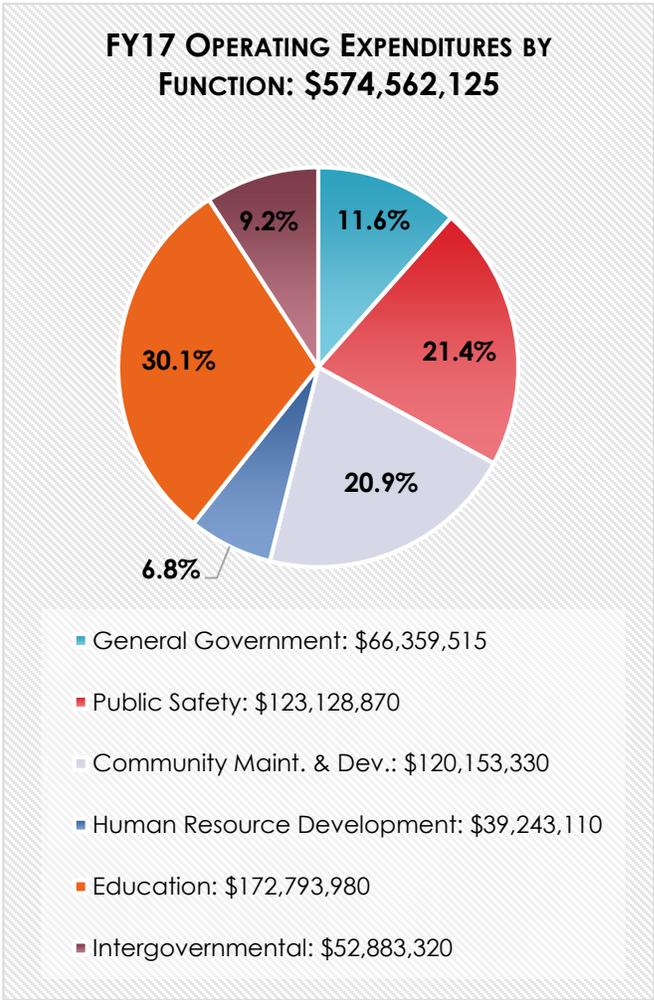
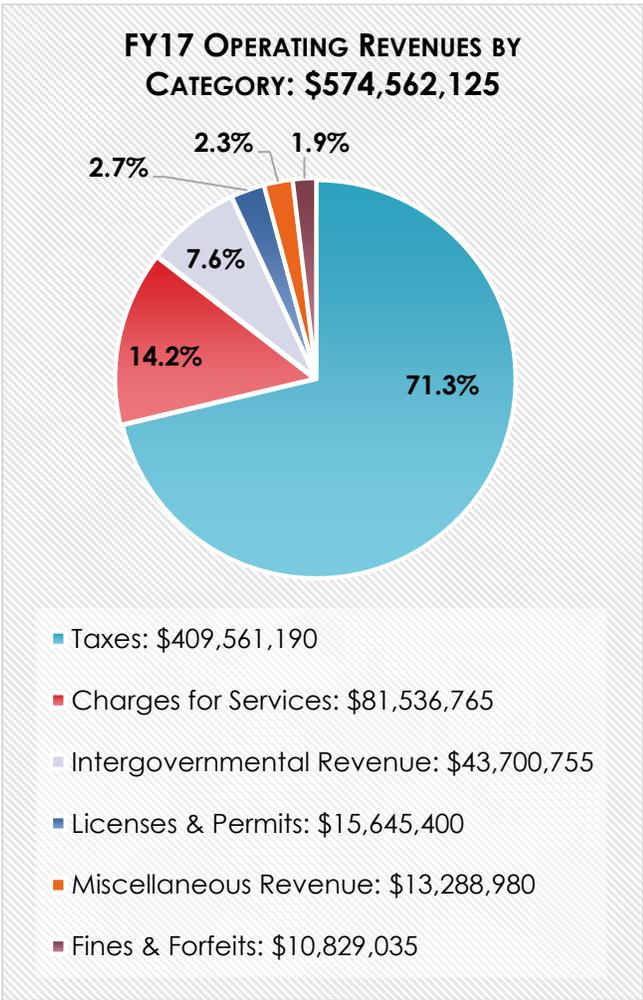
The City has won national recognition from STAR Communities for our efforts to build a more sustainable and resilient community. Cambridge not only achieved the highest possible rating of 5-Stars, but also set a new national standard by becoming the highest-scoring community to date. Last year, the City launched Envision Cambridge, a comprehensive, multi-year planning process to create a shared vision for the community. It will develop a strategic framework that addresses a broad range of issues, including mobility, housing, land use, urban design, climate resiliency, social equity, economic development, and open space. The end result will be a shared vision that will expand opportunities for residents, maintain a high quality of life within the community, and contribute to a healthy environment. As a City, we will be discussing a community shared solar project at the First Street Garage, designing

# CITY MANAGER'S BUDGET MESSAGE

the eastern part of the Grand Junction Greenway, and working with the state and neighboring communities to move the MBTA green line extension forward.

We remain committed to making Cambridge a safe and desirable place to live, work, and visit. In 2015, crime in the city reached a 50-year low, thanks to the dedicated men and women of the Cambridge Police Department (CPD). CPD has been recognized as a national leader in promoting police legitimacy and procedural justice, and has been invited by the Commonwealth to develop a training curriculum to be used across the state. CPD is also incorporating a trauma-informed approach to its internal training, which will focus on enabling officers to manage their own stress and trauma, as well as learn how to promote self-care, wellness, and resiliency in others who have experienced trauma. We will also continue to search for the best solutions to the opioid crisis in collaboration with City, state, and nonprofit partners.

These initiatives highlight the variety of exciting programs and services the City will continue to implement in FY17. I encourage readers to review the City Council goals, the key initiatives, each department's budget narrative, and the list of this year's capital projects to gain a deeper understanding of our FY17 objectives.



# CITY MANAGER'S BUDGET MESSAGE

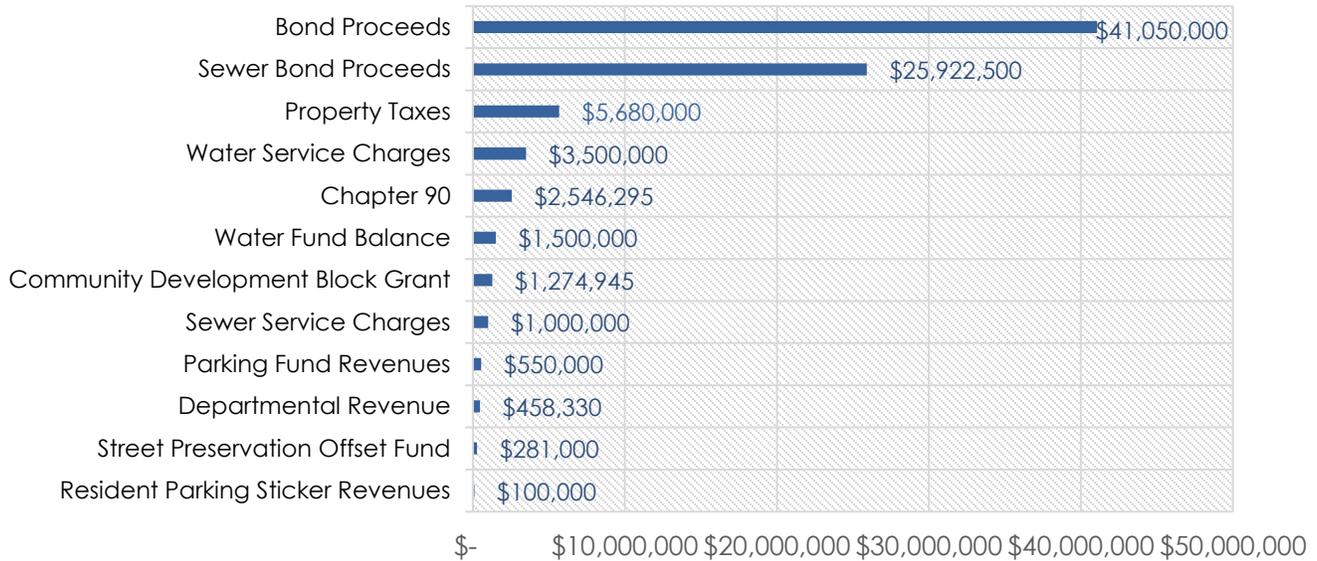
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The proposed **Operating Budget** of \$574,562,125 includes the following:

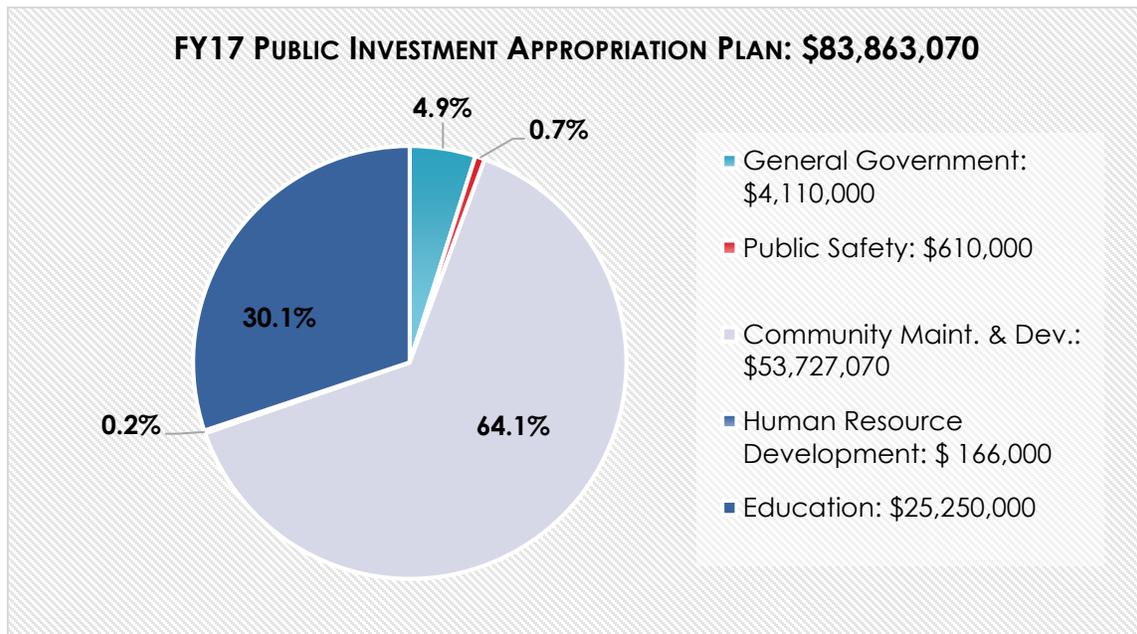
- A total property tax levy of \$376,448,690 to support the General Fund Operating and Capital Budgets. This is an increase of \$22,017,937, or 6.2%, from the FY16 property tax levy. The actual tax levy is determined in the fall as part of the property tax and classification process. In addition, the City can make adjustments to budgeted revenues as part of the process. As in past years, the City may be able to use increased non-property tax revenues at a higher level than what is included in the FY17 Budget, once actual FY16 receipts and final state aid figures are known.
- \$2,000,000 in overlay surplus balances accumulated from prior fiscal years will again be used to lower the tax levy increase.
- A 2.0% cost of living adjustment for all non-union employees and for those unions with settled contracts. A 0% increase in health insurance, 0% increase in dental, and 5.85% increase related to pensions. The 0% increase in health insurance is due to fewer high-cost, chronic claims and employees taking advantage of preventative programs.
- 21 full-time positions have been added to the FY17 Budget to provide appropriate support for the growth in programs throughout the city. New positions include:
  - ❖ Six positions in Public Works: a four-person street cleaning crew to clean up the squares from 4am-12pm, a dedicated custodian at the Alice K. Wolf building, and a Clerk of the Works to perform private development inspections and assist with street and sidewalk reconstruction projects.
  - ❖ Five positions in Public Safety: a Police Crime Analyst, an Emergency Communications Deputy Director, a Sanitation Inspector, and two Electricians.
  - ❖ Four positions in Finance: a Business Analyst to support financial software applications, a Budget Analyst to assist with Participatory Budgeting and the annual budget process, and two positions in the Information Technology Department.
- An OPEB contribution of \$2,000,000, which is consistent with the FY16 allocation.
- The Health Claims Trust Fund is providing \$8,920,000, an increase of \$120,000, to support the health insurance budget.
- Collaboration between the City and School fiscal staffs once again resulted in a successful School budget process. The City increased property tax support to schools to 6.85%. The School Committee adopted the School Department budget of \$172,793,980 on April 5, 2016.
- A 0% increase in the water rate and a 3.2% increase in the sewer rate, resulting in a 2.4% increase in the combined rate as adopted by the City Council on March 21, 2016. This is the sixth consecutive year that the City has been able to produce a 0% increase in the water rate.
- Parking Fund revenues will provide \$9,262,860 to support the operating budgets of various departments.
- The City Debt Stabilization Fund will provide \$1,700,000 to cover debt service costs.
- The City will recommend using \$10,180,000 in Free Cash to lower the property tax levy increase, which is consistent with the City's financial plan.

# CITY MANAGER'S BUDGET MESSAGE

## FY17 PUBLIC INVESTMENT FINANCING PLAN BY SOURCE: \$83,863,070



## FY17 PUBLIC INVESTMENT APPROPRIATION PLAN: \$83,863,070



The proposed **Capital Budget** of \$83,863,070 includes the following:

- The continuation of sewer and stormwater projects at Agassiz (\$2,410,000), Alewife (\$9,262,500), Harvard Square (\$2,000,000), and The Port (\$8,500,000); remedial construction (\$1,000,000) and capital repairs (\$3,500,000); streets and sidewalks (\$5,201,295); Harvard Square surface improvements (\$3,500,000); renovations for the Harvard Square Kiosk and Plaza (\$2,000,000); completion of the Cambridge Common renovation (\$500,000); and the comprehensive municipal facilities improvement plan (\$7,500,000).

# CITY MANAGER'S BUDGET MESSAGE

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- Bond proceeds of \$20,000,000 will be used to fund construction services for the King Open and Cambridge Street Upper Schools & Community Complex. Other school projects include exterior masonry repairs at the Fletcher Maynard Academy (\$2,500,000), roof replacement and photovoltaic array at the Kennedy Longfellow (\$2,200,000), and boiler replacement at the Amigos School (\$500,000).
- A \$5,680,000 Pay-As-You-Go Public Investment allocation, which includes \$3,480,000 in IT projects as part of the IT E-Gov initiative, \$1,600,000 for City Capital projects, and \$600,000 for the winning Participatory Budgeting projects. This represents a \$1,478,000 increase in property taxes.
- Water service charges of \$5,000,000 to cover all water-related capital projects.
- On March 1, 2016, the City sold \$34,990,000 in General Obligation Bonds to finance capital projects such as the King Open and Cambridge Street Upper Schools & Community Complex, sewer reconstruction, street and sidewalk reconstruction, and other municipal and school building renovations. The City's AAA bond rating allowed the City to sell these bonds at the true interest cost of 1.8%. The \$34,990,000 included \$12,740,000 in sewer bonds.

## OUTLOOK

FY15 was another remarkable year financially for the City. Our sound financial practices have left the City with substantial reserves, including \$192,690,567 in Free Cash, \$155,041,795 in excess levy capacity, \$14,783,834 in Parking Fund Balance, and \$11,687,672 in Water Fund Balance. It is anticipated that the City will also end FY16 in a very strong financial position.

The City has used \$41,300,645 in Free Cash to date. Major appropriations include \$9,000,000 to lower the property tax rate, \$2,450,000 for E-Gov IT initiatives, an \$8,000,000 transfer to the Debt Stabilization Fund, a \$16,630,990 transfer to the Mitigation Revenue Stabilization Fund, and \$3,300,000 for the citywide planning process. I anticipate requesting appropriations before year-end to cover winter snowstorm expenses, the School operating deficit, School capital improvements, municipal and school building security systems, playground renovations at the Morse School and Clarendon Avenue Park, and a new customer relationship management system. The City may also acquire and renovate a building to provide space for growing operations.

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

Major priorities that will impact the budget in the near term include bonded projects such as the King Open and Cambridge Street Upper Schools & Community Complex; municipal building expansion opportunities; recommendations from citywide planning efforts, the Broadband Task Force, and the Public Safety IT Study; increases in the School's Operating Budget; and increases related to health insurance, pensions, and collective bargaining agreements. We recognize that not all capital projects are in our five-year plan, but we will continue to review and update the plan to ensure it reflects the needs and priorities of the community.

## CITY MANAGER'S BUDGET MESSAGE

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While overall economic conditions are steady, some uncertainty remains around possible federal and state budget reductions. The long-term outlook for Cambridge continues to be very strong as long as we continue to efficiently manage operations. This has been confirmed by our consistent AAA bond rating. We have been able to absorb operating and programmatic costs associated with expanding services, cover increased salary and fringe benefit costs, and manage debt service costs with an aggressive capital plan.

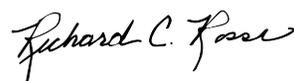
### CONCLUSION

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

Since my appointment as City Manager three years ago, one of my priorities was to ensure that when I retired, each department would have a strong leadership team that was well prepared to be an asset to my replacement. We continue to invest in leadership development and will focus on our mid-managers for the second round of training. Our next City Manager will inherit a workforce that is highly professional and committed to working hard and achieving the City's goals. At the same time, I'm proud of the changes we have made to help employees balance work and family. The City's new Parental and Sick Leave Policies went into effect in November 2015 and allow greater flexibility for all staff to take time off to care for new members of their families as well as for those who are ill.

It has been an honor and a pleasure to serve this great City for 45 years. I am proud that Cambridge will continue to benefit from the dynamic leadership, strong financial position, sustainable infrastructure, and spirit of cooperation we have cultivated. I want to thank the City Council, City staff, our residents, businesses, universities, community organizations, and other partners for all that we have accomplished together to make Cambridge the truly remarkable community that it is.

Very truly yours,



Richard C. Rossi

# SIGNIFICANT BUDGET MODIFICATIONS

DEPARTMENT	DESCRIPTION	COST	POSITIONS
<b>GENERAL GOVERNMENT</b>			
CITY CLERK	City Council database maintenance fee	\$35,000	
ELECTION COMMISSION	OOM for elections - no municipal election	(\$36,945)	1
	Senior Account Clerk - early voting and additional elections	\$92,500	
	TOTAL	\$55,555	1
EMPLOYEE BENEFITS	Retirement System contribution increase of 5.85%	\$279,685	
EXECUTIVE	Cambridge Housing Authority contract for Domestic Violence liaison	\$47,500	
FINANCE	Budget: Budget Analyst position	\$103,000	1
	ITD: 2 Technical positions	\$200,000	
	ITD: Software maintenance costs	\$611,435	
	Treasury: Business Analyst position	\$126,585	1
	TOTAL	\$1,041,020	2
MAYOR	Additional full-time staff member	\$78,000	1
	Funds for boards and commissions luncheon and other activities	\$25,000	
	TOTAL	\$103,000	1
PUBLIC CELEBRATIONS	Cambridge Arts Grant Program (total program funding is \$70,000)	\$35,000	
<b>PUBLIC SAFETY</b>			
ELECTRICAL	Electrician position	\$109,734	1
EMERGENCY COMM.	Assistant Director position	\$168,102	1
	Overtime	\$25,000	
	TOTAL	\$193,102	1
INSPECTIONAL SERVICES	Department reorganization	\$100,000	1
	Sanitary Inspector position	\$105,208	
	TOTAL	\$205,208	1
POLICE	Crime Analyst position	\$96,456	1
PRAB	Down one position. Transferred administrative duties to Peace and Human Rights Commissions	(\$73,735)	-1
TRAFFIC, PARKING & TRANSPORTATION	Pay-by-phone parking meter pilot project	\$350,000	
	Savings on Garage Management contract	(\$90,000)	
	Siemens Contract	\$132,000	
	Xerox Contract	\$88,000	
	TOTAL	\$480,000	
<b>COMMUNITY MAINTENANCE &amp; DEVELOPMENT</b>			
CABLE TV	CCTV programming	\$75,000	

# SIGNIFICANT BUDGET MODIFICATIONS

COMMUNITY DEVELOPMENT	CDBG decrease	(\$30,115)	
	Climate Action Plan	\$40,000	
	Glocal Challenge	\$40,000	
	Greater Boston Regional Economic Development Compact	\$25,000	
	Hubway operations	\$760,000	
	Low Carbon Fund feasibility analysis	\$40,000	
	Retail strategy consultant	\$50,000	
	<b>TOTAL</b>	<b>\$924,885</b>	
DEBT SERVICE	Bond sale and related expenses	\$70,000	
	Increase in debt payments per debt schedule	\$3,361,770	
	<b>TOTAL</b>	<b>\$3,431,770</b>	
PUBLIC WORKS	Athletic field improvements	\$30,000	
	Cleaning public toilets in Harvard and Central Squares	\$81,000	
	Clerk of the Works position	\$122,433	1
	Custodian at Alice K. Wolf building (5 Western Avenue)	\$90,679	1
	Four positions for 4am-12pm street cleaning crew	\$454,694	4
	Increase in recycling processing and other contracts	\$184,130	
	Irrigation system maintenance	\$35,000	
	Overtime	\$40,000	
	Snow operations technology - radios and software	\$47,000	
	Solid Waste part-time position	\$65,330	
	Tree planting	\$75,000	
	<b>TOTAL</b>	<b>\$1,225,266</b>	<b>6</b>
WATER	Debt Service payments decreased (payoff in FY20)	<b>(\$121,000)</b>	
<b>HUMAN RESOURCE DEVELOPMENT</b>			
HUMAN SERVICES	Community Schools OOM that is offset by revenue	\$50,000	
	Early Childhood Task Force recommendations	\$1,300,000	
	Inclusion staffing	\$69,000	
	Multi-Service Center Emergency Rental Assistance	\$50,000	
	Racial Equity process - race, class, & culture in the department	\$30,000	
	STEAM Program OOM	\$35,000	
	<b>TOTAL</b>	<b>\$1,534,000</b>	
<b>EDUCATION</b>			
SCHOOL	Increase is 5.4%	<b>\$8,853,560</b>	
<b>INTERGOVERNMENTAL</b>			
CHERRY SHEET	Based on FY16 Cherry Sheet	<b>\$647,710</b>	
MWRA	Increase in MWRA's allocation	<b>\$382,655</b>	
<b>TOTAL</b>		<b>\$19,561,371</b>	<b>13*</b>

\*Does not include eight positions (four in Community Development, one in Electrical, two in ITD, and one in Human Services) that were added during FY16.

# CITY COUNCIL GOALS

The City of Cambridge is dedicated to continuing to improve the quality of life for everyone in our community in an environment of excellence while maintaining a strong financial position including awareness of the impact on taxpayers. The following icons will represent the City Council’s goals throughout this document.

ICON	GOAL
	<p>1. <b>Foster Community</b> and support <b>Neighborhood Vitality</b>. Support opportunities for citizens to participate and to know each other within their neighborhoods and across the city.</p>
	<p>2. Evaluate City expenditures with a view of maintaining a <b>Strong Fiscal Position</b> and awareness of the <b>Impact on Taxpayers</b> while providing a high quality array of City services.</p>
	<p>3. Strengthen and support <b>Human Services, Public Education, and Out of School Learning</b> in Cambridge for the benefit of residents of all ages.</p>
	<p>4. Value and support the racial, socio-economic, cultural, and religious <b>Diversity</b> of our city.</p>
	<p>5. Promote <b>Public Safety</b> and address the challenges and opportunities for multiple modes of <b>Transportation</b> to safely share roads and sidewalks.</p>
	<p>6. Promote a <b>Healthy Community and Environment</b> to advance Cambridge as a leader in public health and environmental sustainability.</p>
	<p>7. Preserve and create <b>Affordable Housing</b> across the City for low, moderate, and middle-income families and other residents.</p>
	<p>8. Promote <b>Doing Business in Cambridge</b> and work to strengthen our mutually beneficial partnerships with businesses and universities.</p>

# KEY INITIATIVES

## AFFORDABLE HOUSING

The City strives to preserve the diversity of the community by offering a wide range of housing programs to meet the needs of very low, low, moderate, and middle-income residents. Rental and homeownership housing is made permanently affordable wherever possible, and built throughout the city with particular emphasis on units of appropriate size for families with children. The City has a long-standing commitment to support high quality housing that is well integrated into the community and that will remain affordable for future generations.



Through FY16, the City has appropriated a total of \$124.4 million in Community Preservation Act funds for affordable housing initiatives. Since FY05, the City has created 1,176 units of affordable housing and preserved an additional 1,130 affordable units throughout Cambridge.

In FY17, the City will continue to support affordable housing by directly offering affordable rental and ownership opportunities to residents, working with affordable housing providers to advance plans for new affordable housing, planning for the preservation of affordable housing at-risk, and exploring new ideas on how the City can work with housing partners and other public and private funders to offer a range of housing and assistance to residents. A key component of the FY17 workplan will be to advance recommendations for changes to the City's inclusionary housing provisions.

---

## AGENDA FOR CHILDREN OUT OF SCHOOL TIME INITIATIVE



The Agenda for Children Out of School Time Initiative supports over 50 programs and 500 workers to build quality programming and a connected system for over 2,500 children and their families.

The Agenda for Children team has facilitated the growth of the out of school time field through a variety of programs, including a coalition to provide advocacy, networks to share practice and

build systems, and professional development in the form of workshops, symposiums, communities of practice, coaching, assessment, and quality improvement at the classroom and organizational levels.

# KEY INITIATIVES

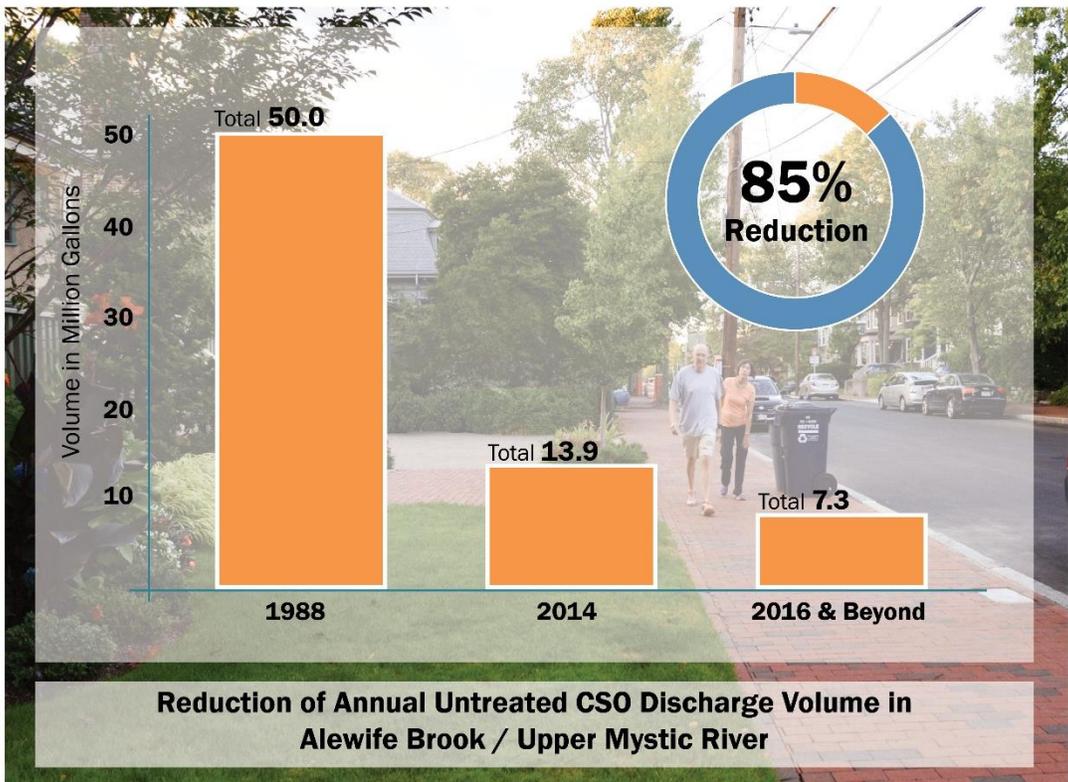
## ALEWIFE BROOK AND CHARLES RIVER WATER QUALITY IMPROVEMENTS

Over the past 20 years, the City of Cambridge has contributed over \$70 million to significant improvements to the water quality of the Alewife Brook and the Charles River through upgrades to its sewer and stormwater drainage system and by preventing combined sewer overflows (CSO).

The City’s sewer and drainage collection system consists of separated and combined systems. In separated systems, there are two pipes: one for sanitary waste and one for rainwater. The sanitary waste goes to the Massachusetts Water Resource Authority’s Deer Island facility for treatment; the rainwater goes to the Alewife Brook or the Charles River. In combined systems, a single pipe takes both sanitary waste and rainwater to the Deer Island Treatment Plant. During heavy rain storms, combined systems can fill up beyond their capacity with a mixture of sanitary waste and rainwater. A CSO acts like a relief valve, allowing sewage to discharge into waterways instead of backing up into homes, businesses, and streets.

Alewife Brook: Through many regional and local efforts, including sewer separation in the Whittemore Avenue area and the Huron and Concord Neighborhoods, the number of CSOs into the Alewife Brook has been dramatically reduced.

Charles River: The most recent report card issued by the U.S. Environmental Protection Agency in May 2015 gave the Charles River a B+, meeting quality standards for boating 91% of the time and for swimming 65% of the time. This represents a significant increase in water quality from the first report card issued in 1995 when the Charles River received a D, meeting water quality standards for boating 39% of the time and for swimming 19% of the time.



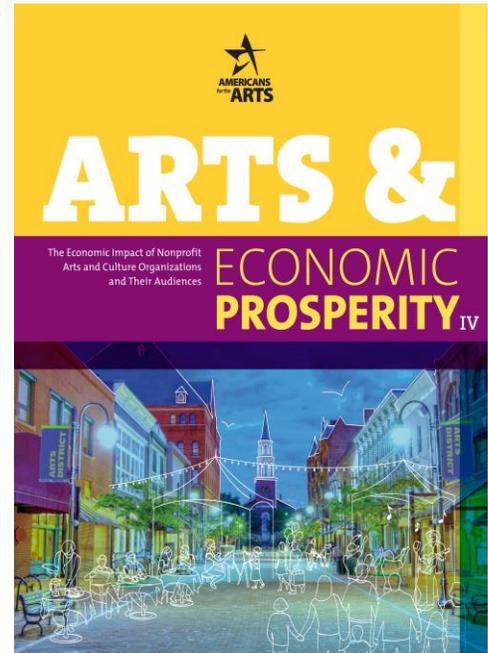
Source: MWRA CSO Annual Report 2015

## KEY INITIATIVES

### THE ARTS MEAN BUSINESS: NATIONAL ARTS & ECONOMIC PROSPERITY 5 INITIATIVE

In partnership with Americans for the Arts, the nation's lead arts advocacy and research organization, and with financial support from the Barr Foundation, the Cambridge Arts Council will participate in the Arts & Economic Prosperity 5 initiative to conduct a comprehensive economic impact and audience study of the nonprofit arts and culture in the City of Cambridge.

As one of 300 partners across the country participating in this round of the study, the Arts Council will collect detailed financial and audience data about Cambridge's nonprofit arts and cultural organizations in a broad array of focus areas, including theater, music, dance, visual art and museums, film, festivals, and arts education initiatives. The study provides an opportunity to understand and demonstrate the impact of Cambridge arts on jobs and employment, the purchase of goods and services from local businesses, local and regional tourism, and economic development.



According to the most recent Arts & Economic Prosperity report, the nonprofit arts industry generated \$135.2 billion in total economic activity nationally and supported 4.1 million full-time equivalent jobs during 2010, resulting in \$22.3 billion in federal, state, and local government revenues. The \$135.2 billion total included \$61.1 billion in spending by arts organizations and \$74.1 billion in event-related spending by their audiences on items such as meals, local transportation, and overnight lodging.



### BOOK BIKE PROGRAM PARTNERSHIP

In FY17, the Family Policy Council and the Department of Human Service Programs (DHSP) will partner with the Cambridge Police Department (CPD) to promote the Cambridge Book Bike Program. Part of the Agenda for Children's "Let's Move, Let's Eat, Let's Read!" campaign, Book Bike activities take place at parks and playgrounds every weekday in the summer throughout the city.

Summer Food staff, CPD Patrol and Community Relations officers, and Agenda for Children Literacy and Center for Families staff will participate in Book Bike events by reading to kids, helping to foster a love of reading, and building positive and lasting relationships between Cambridge youth, their families, and City personnel. With two bikes and an additional \$4,070 for books in FY17, the collaboration will continue to benefit Cambridge children and families.

## KEY INITIATIVES

### BRING YOUR OWN BAG ORDINANCE

The Bring Your Own Bag (BYOB) Ordinance encourages the use of reusable bags at all retail establishments in Cambridge. Cambridge businesses no longer provide single-use plastic bags at the point of sale, but may offer paper, reusable, or compostable bags to customers at a minimum cost of \$0.10 per bag. To avoid this charge, customers are encouraged to bring their own bag when they shop.

The purpose of the Ordinance is to reduce the number of single-use bags that are littered, incinerated, and discarded in order to protect marine life and waterways and reduce solid waste and greenhouse gas emissions. The City will provide technical assistance to businesses seeking clarification on the new regulations. Learn more about the BYOB Ordinance and find helpful information for businesses and residents at [www.cambridgema.gov/byob](http://www.cambridgema.gov/byob).



### CAMBRIDGE SAFETY NET COLLABORATIVE

Nationally recognized as a model for overall juvenile justice system reform, the Cambridge Safety Net Collaborative seeks to foster positive youth development, promote mental health, support safe school and community environments, and limit youth involvement in the juvenile justice system through coordinated prevention, intervention, and diversion services for Cambridge youth and families. Safety Net has evolved from a diversionary approach (diverting young people away from the juvenile justice system) to one that places greater emphasis on prevention and early intervention. Moving forward, CPD and its partners will try to engage young adults from the community to serve as mentors and role models for youth through the Safety Net program.

### 22-CITYVIEW AND CCTV PARTNERSHIP

In order to augment the amount of locally produced programming and cover more of the activities and stories that happen in the city, the Cable Television Department entered into a production partnership with Cambridge Community Television (CCTV) for \$75,000, where one of CCTV's production teams will regularly contribute content that will air on 22-CityView. This partnership will allow the Department to cover more of the city, highlight innovative municipal initiatives, and increase residents' awareness of the day-to-day workings of the City.

22-CityView and CCTV's collaboration will feature new Public Service Announcements (PSAs), such as the recent PSA explaining the BYOB Ordinance, as well as an "Ask the City" segment that explores residents' questions about City government and services. The Department will solicit questions for City staff via social media, the City website, and on-street interviews with community members. The partnership will also include programs ranging from profiles on City staff working behind the scenes to expanded coverages of Cambridge events.

# KEY INITIATIVES

## CITYWIDE PLANNING

In FY16, the City launched Envision Cambridge, a comprehensive, multi-year planning process to create a shared vision for the community, develop policy, and design goals and actionable recommendations to guide future changes in the city. This work will integrate and build upon existing policies, programs, and initiatives through an inclusive, wide-reaching process that looks beyond traditional planning efforts to engage the public, analyze information, and craft solutions. Residents, business employers and employees, property owners and developers, institutions, nonprofit organizations, and many other stakeholders will be active participants in this process and key components to ensuring that the citywide plan reflects the values of the entire community. \$3.3 million has been appropriated for the Envision Cambridge process.



City staff are working with a community advisory committee and an interdisciplinary consultant team led by Utile Architecture + Planning. Together, they will develop a strategic framework that addresses a broad range of issues, including mobility, housing, land use, urban design, climate resiliency, social equity, economic development, and open space. The end result will be a shared vision on how Cambridge can remain livable, sustainable, and equitable for generations to come. The Alewife area was identified as a high priority for early action in the planning process.



## COMMONWEALTH CONNECT

Cambridge has joined the statewide Commonwealth Connect program to receive non-emergency citizen requests, retiring its stand-alone iReport system. Cambridge residents are now able to report issues to any of the 70 participating communities across Massachusetts via this easy-to-use, GPS-enabled mobile app and online interface.

Commonwealth Connect allows residents to comment on and support requests to fix problems submitted by their neighbors. Residents can even create their own “watch areas” to receive notifications about all issues reported in their community, enabling them to follow the progress of all service requests in that area. Non-emergency reports can be submitted and tracked by the public on the City’s website at [www.cambridgema.gov/commonwealthconnect](http://www.cambridgema.gov/commonwealthconnect) or by downloading the Commonwealth Connect app for iPhone or Android.

## KEY INITIATIVES

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### COMMUNITY ENGAGEMENT TRAINING PROGRAM

With support from the Family Policy Council, DHSP's Community Engagement Team developed a citywide outreach and engagement training program to make Cambridge a model for effective and culturally inclusive community engagement. *Making Connections: A Community Engagement Training Program for Cambridge* is an outreach and community engagement skills training program focused on 24 core skills necessary to effectively engage residents in activities and services available in the city. *Making Connections* is the result of collaboration across City departments and community agencies. Numerous City and community staff have gone through the training, which will continue in FY17, expanding Cambridge's ability to engage its culturally diverse residents.



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### COMMUNITY PRESERVATION ACT

The Community Preservation Act (CPA) was created by a state law (MGL Chapter 44B) to help cities and towns preserve the character of their community. In 2002, Cambridge residents voted to adopt the CPA, which allowed a 3% surcharge on property tax bills to fund affordable housing, open space, and historic preservation projects.

Through FY16, the City has appropriated/reserved a total of \$155.4 million for CPA projects, including \$124.4 million for affordable housing initiatives, \$15.5 million for historical preservation projects, and \$15.5 million for open space projects. To date, the City has allocated \$47.2 million in state matching funds, \$91.3 million from local surcharges, and \$17.0 million from the CPA fund balance.

In September 2015, the CPA Committee once again unanimously voted for an allocation of 80% for affordable housing projects, 10% for historical preservation projects, and 10% for open space projects. Total FY16 CPA funding was \$11.7 million. All funds allocated for affordable housing are appropriated and managed through the Cambridge Affordable Housing Trust.

FY16 historical preservation projects include Kingsley Park overlook restoration, Longfellow Park staircase restoration, Lowell Park landscape plan and wall restoration, Old Burying Ground headstone and table tomb restoration, City Clerk vault construction, digitization of Cambridge newspapers, creation of a database of Cambridge Cemetery burials, and funds for the Historical Commission's Preservation Grant Program.

FY16 open space projects include the Amigos School playground, design of the Morse School and Clarendon Avenue playgrounds, Cambridge Rindge and Latin School (CRLS) tennis courts structural study, and an accessible path and woodland restoration around Hell's Half Acre.

## KEY INITIATIVES

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### CPD HOMELESS ENGAGEMENT & OUTREACH

- **Quarterly Stakeholders Meeting:** The purpose of these meetings is to improve outcomes for individuals by proactively addressing fractures across systems and disciplines. By breaking down silos, building relationships, and sharing information, CPD hopes to improve care coordination, reduce the likelihood that someone experiences a crisis requiring police intervention, and reduce the likelihood that an individual is introduced to the criminal justice system due to behavioral health challenges. These meetings have gained tremendous support from community partners, and over 40 agencies from across the city and state have participated.
- **Cambridge Recovery Coach Program:** This pilot program is a collaboration of CPD, Cambridge Health Alliance, Public Health Department, and Pro EMS, a company that provides 911 and non-emergency transport service to the Cambridge service area. The program will connect trained coaches at Pro EMS with people struggling with addiction, who are frequent users of emergency services and who are seeking recovery services. Recovery coaches will assist people in navigating Massachusetts' complex system of recovery services, as well as advocate on their behalf.
- **Homeless Courts:** CPD is in the early stages of initiating a pilot homeless court program. Homeless courts are special alternative court sessions that aim to address the underlying issues that drive homelessness, such as substance abuse and mental health challenges. The sessions will help participants resolve outstanding misdemeanor offenses (principally "quality of life" infractions), enabling them to move forward with their lives.



### DOOR-TO-DOOR OUTREACH

Over the past five years, CPD and DHSP staff have jointly conducted Door-to-Door outreach to various neighborhoods with a focus on Cambridge Housing Authority properties to listen to and learn from residents. Community participation has significantly increased over the last two years. As one example of Door-to-Door outreach, CPD met frequently with the Tenant Council and Youth Council at 808-812 Memorial Drive in FY16 to jointly plan community events and promote new initiatives. In FY17, CPD and DHSP will replicate this approach in other neighborhoods and will continue to reach out to various cultural groups within the city to build connections and trust.

### EARLY CHILDHOOD TASK FORCE

The FY17 budget includes \$1.3 million to implement the Early Childhood Task Force's recommendations to the City Council and School Committee. The recommendations are built on a far reaching vision: "All children in Cambridge receive high quality early education and care from birth to third grade. As a result, all children enter school ready to thrive academically, socially, and emotionally and continue to do so through third grade and beyond." The Task Force recommended a multi-year effort to build an effective early childhood system that would improve outcomes for Cambridge's children. In FY17, with a fully developed strategic plan, DHSP and the School Department will collaborate to begin to build the system and to expand services to families and supports to early childhood providers.

# KEY INITIATIVES

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## EXPANDED PARKING PAYMENT OPTIONS

The Traffic, Parking & Transportation Department (TPT) will complete a \$350,000 pilot implementation of a new pay-by-phone program that will allow people to pay for parking at metered spaces with a smartphone application. New smart parking meters that accept credit cards as well as quarters will be installed at some locations. The new meters will allow TPT to explore implementation of variable rates and time limits to help ensure that parking spaces are available during times of peak parking demand.

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## FAMILY ENGAGEMENT

Family engagement continues to be a centerpiece of DHSP programming. Some of the most meaningful family engagement occurs in the early childhood programs at the Center for Families and Baby University. DHSP staff intentionally and repeatedly invite immigrant and underserved families to participate in programming and teach techniques and strategies to support children’s learning and development. In addition, DHSP’s OST programs continue to increase efforts to partner more deeply with families to support young people's success.

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## FIBER OPTIC NETWORK EXPANSION

In FY17, the Electrical Department will continue to expand and strengthen the City’s fiber optic network. Expanding this network will ensure secure communications and data transmission to the many facilities and systems throughout Cambridge. This initiative will also contribute to regional support through collaboration with neighboring communities and public agencies.

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## GREATER BOSTON REGIONAL ECONOMIC COMPACT

In December 2015, six Boston area mayors and city managers jointly announced the formation of the Greater Boston Regional Economic Compact to facilitate regional planning and problem solving between Boston, Braintree, Cambridge, Chelsea, Quincy, and Somerville. Municipal executives will meet to strategize and solve common issues relating to housing, transportation, sustainability, and economic development. As part of the Compact, each participating city is committing funds to hire a full-time Regional Compact Coordinator in 2016 to work with all participants and develop regional strategies. In FY17, Cambridge will contribute \$25,000 to this effort.



# KEY INITIATIVES

## HISTORICAL DIGITIZATION PROJECT

The Cambridge Historical Commission (CHC) is undertaking a multi-year project to digitize materials in its public archive to improve access for researchers and to preserve fragile materials. The CHC’s archivist is working with a consultant funded by an E-Gov appropriation to identify key collections and establish priorities for digitization.

A CPA grant will help support digitization of the CHC’s architectural inventory of 13,000+ Cambridge buildings. The project will include devising a template; creating metadata, tags, and a searchable database; and managing scanning of documents and photographs.



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## KING OPEN AND CAMBRIDGE STREET UPPER SCHOOLS & COMMUNITY COMPLEX

The King Open and Cambridge Street Upper Schools & Community Complex project will cost approximately \$159 million. The project includes the complete demolition of all existing structures on the northern side of the site at 850 Cambridge Street and the construction of a new facility. The project boundary is approximately the walking path between the existing school building and Donnelly Field. Donnelly Field and the Frisoli Youth Center are not included in the scope of this project. While the community process remains ongoing, the recommended design scheme provides over an acre of new green space onsite with parking moved underground.

All programs currently on the site will be incorporated into the new building, including the King Open School, Cambridge Street Upper School, DHSP preschool, Extended Day and Community School programs, Valente Library, and Gold Star Pool. The district offices for Cambridge Public Schools will also be added to the site. The anticipated school opening is September 2019.

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## LIBRARY MOBILE HOT SPOTS

Mobile “hot spots” will extend the reach of the Cambridge Public Library by allowing library staff to bring services like library card signups, book checkouts, and research assistance outside the library walls to locations such as playgrounds, community festivals, schools, and T stations. This exciting new initiative will expand outreach to all residents, especially to those who might not know what valuable resources the Cambridge Public Library can offer them. The cost of implementing new mobile hot spots is \$9,500.



## KEY INITIATIVES

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### **MUNICIPAL FACILITIES IMPROVEMENT PLAN**

In FY17, the City will begin Phase II of its multi-year facilities improvement program for 41 City-owned buildings comprising 1.4 million square feet. The program aims to provide and maintain high-performing municipal facilities for employees and the public. Phase I included stakeholder workshops to identify goals and priorities, occupant surveys to obtain feedback from building users, site assessments to examine

more than 200 building elements, and development of a 2020 municipal facility greenhouse gas reduction target as well as a framework to compare and prioritize buildings across the portfolio.

FY17 work will cost \$5 million and will involve preparation of a capital improvement plan to implement recommended projects. Prioritized improvements at the City Hall Annex and Kennedy Longfellow School will be designed in accordance with a whole building approach, which emphasizes interactions among building systems, and integrated design principles to serve as best practices for future projects. With the recent completion of the Cambridge Climate Vulnerability Assessment, the Municipal Facilities Improvement Plan will also investigate solutions for the City buildings identified as medium to high risk for heat and flooding associated with climate change.

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### **A NEW SPACE FOR VETERANS**

The Veterans' Life and Recreation Center (VLRC) will be a trauma-informed space complementing the Veterans' Services Department's regular hours and services. A trauma-informed space responds empathetically to the needs of trauma survivors and ensures the presence of a physically and emotionally safe environment. With this informed environment in mind, the VLRC is being created for two purposes: first, to nurture a



culture of healthy socialization and a sense of community and support for veterans and clients in a safe space; and second, to provide a space for scheduled health and life skills programming.

Veterans' Services staff are collaborating with other City departments and conducting research on what programming is most successful to support, connect, and heal veterans, especially those who struggle with post-traumatic stress disorder and post-deployment reintegration limitations. Structured programming workshops being considered include creative writing, fitness and nutrition, financial literacy, life coaching, occupational and art therapy, and guided meditation sessions. Veterans may also organize activities like board game gatherings, a book club, discussion groups, and networking meetups.

# KEY INITIATIVES

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## OFFICE OF COLLEGE SUCCESS

The Office of College Success was created to lead the College Success Initiative, a collaboration between DHSP, community-based organizations, Cambridge Public Schools, and institutions of higher education that are committed to increasing the college completion rate of low-income, first generation, and minority students enrolled in CRLS, the Community Learning Center, and YouthBuild. The Office of College Success coordinates organizations offering college access services, works with CRLS leadership and guidance staff to support students in the transition to post-secondary education, and develops partnerships with local colleges to improve on-campus support for Cambridge students. In FY17, the Office will hire a part-time Transition Coach for \$18,000.

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## OPEN SPACE NETWORK

In FY16, the Community Development Department conducted a telephone survey of Cambridge households to understand open space use, satisfaction, and priorities. The survey reported a high overall level of satisfaction with Cambridge open spaces: on a 1-5 scale, with 5 meaning “very good” and 1 meaning “not good at all,” 86% of respondents rated Cambridge parks as 4 or higher, an increase from 71% in a similar survey in 2008. The results of the survey will inform updates to the City’s Open Space and Recreation Plan.

The City completed four park and playground projects in FY16: improvements to James O. Dance Square at the intersection of Bishop Allen Drive and Main Street, and renovations to Elm and Hampshire Plaza, the Haggerty School playground, and Hurley Street Park. Improvements to the Cambridgeport School playground are in progress, and planning for renovation of Sacramento Field and the Morse School and Clarendon Avenue playgrounds is underway. In addition, the City will begin design processes for a number of open spaces in eastern Cambridge in 2016 in accordance with the Connect Kendall Square Framework Plan.

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## PARTICIPATORY BUDGETING

In FY17, the City will launch its third annual Participatory Budgeting (PB) process in which residents will decide how to spend \$700,000 of the City’s FY18 capital budget. The third PB process will feature an extended idea collection phase from June 1 - July 31, 2016 to give community members more opportunities to submit ideas. In FY17, the City will also implement the seven winning projects from the second PB process, which include a food rescue freezer van, five water bottle fill stations, new chairs for four Cambridge Public Schools, three bike safety-related projects, and transit signal priority for the MBTA #1 bus. More details on these projects can be found in the Public Investment Section and at [pb.cambridgema.gov](http://pb.cambridgema.gov).



## KEY INITIATIVES

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### THE PORT SEWER SEPARATION AND STORMWATER MANAGEMENT

In FY16, Public Works began design work on a multi-year \$45 million infrastructure program in the Port neighborhood. The program will rehabilitate existing infrastructure, construct two underground stormwater tanks with over 1 million gallons of storage, reduce flooding in the area, reconstruct the streets and sidewalks, and include a 1% for Arts component. The first phase of construction is scheduled to begin in early 2017; it will focus on the stormwater tank located in the City parking lot on Bishop Allen Drive. City staff will undertake a comprehensive community process to develop street designs that meet the needs of the community.

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### PUBLIC TOILETS

In February 2016, the City opened its first freestanding public toilet in Harvard Square at the intersection of Massachusetts Avenue and Church Street. The toilet is a simple, sturdy, graffiti-resistant, flush-toilet kiosk that is open to the public 24 hours a day. The goal is to provide a clean, safe, and environmentally friendly restroom.

The next freestanding public toilet, funded through the City's first Participatory Budgeting process, will be installed in Central Square. The FY17 budget includes \$81,000 for daily cleaning and maintenance of the toilets.

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### STAR COMMUNITIES

In March 2016, STAR Communities awarded Cambridge a 5-star rating—the highest possible—for its excellence in sustainability. STAR Communities evaluates and certifies communities based on a triple bottom line sustainability framework that assesses social, environmental, and economic measures. The primary areas of focus are built environment; climate and energy; economy and jobs; education, arts, and culture; equity and empowerment; health and safety; and natural environment. Cambridge was the 50th community in the country to be certified through this process, and its score of 637.4 (of a possible 720) represents the highest level of achievement nationwide to date.

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### STEAM COORDINATION OFFICE

Given the importance of science, technology, engineering, arts, and math (STEAM) to the local and regional economies, Cambridge hired a STEAM Coordinator in FY16 to coordinate and support a coherent network of learning opportunities that expose students at all grade levels to STEAM. The Coordinator will work with City departments, Cambridge Public Schools, businesses, and higher education partners to expand meaningful opportunities for students to gain STEAM skills and exposure to STEAM-related careers. The Coordinator will also work with community partners and families to ensure diverse learners have access to a wide variety of educational, work-based, and enrichment opportunities.

# KEY INITIATIVES

## SUSTAINABILITY

### CLIMATE CHANGE PREPAREDNESS

The City will embark on an 18-month process to develop a climate change preparedness and resilience plan to address risks from increasing temperatures, precipitation, and sea level rise. The plan will utilize the 2015/2016 Climate Change Vulnerability Assessment, which assessed the risks to the community from flooding and heat vulnerability and identified priority planning areas and issues. The preparedness and resilience plan will be coordinated with the Envision Cambridge process and will include strategies and actions at the building, neighborhood, city, and regional levels to increase the physical and social resilience of the community. In addition, Cambridge continues to participate in the Metro Boston Climate Preparedness Commitment, which involves 14 communities collaborating to make the Greater Boston area more resilient to climate change.

In FY17, the City will complete a community-wide greenhouse gas (GHG) inventory and develop a Climate Action Plan. The GHG inventory will identify and collect the most robust and reliable data available to calculate the city’s GHG emissions. The Climate Action plan will aggregate the expected impact of the City’s various initiatives that reduce energy use, leading to emission reductions; identify gaps in citywide efforts to reduce GHG emissions from all sources; propose actions to address those gaps; and set targets to measure progress towards citywide GHG reductions.

### GEORGETOWN ENERGY PRIZE

Cambridge is one of 50 cities nationwide competing for the \$5 million Georgetown University Energy Prize, which challenges towns, cities, and counties to rethink their energy use and implement creative strategies to increase electric and natural gas efficiency.

In FY17 the City will deepen its efforts to engage residents in energy efficiency by targeting multi-family housing and renters; getting additional public schools to implement the “e”-inc energy education program, and launching a residential solar campaign. To help win the prize, Cambridge residents have been asked to take specific action: get an energy assessment, tell others about the initiative, and share ideas for innovative energy-saving municipal and residential projects.



### NET ZERO

Implementation of the 2015 Cambridge Net Zero Action Plan is well underway to set the City on a trajectory to achieving net zero greenhouse gas emissions from building operations after 2050. The Community Development Department (CDD) is encouraging energy efficiency in existing buildings through a multi-family pilot program, exploring increased green building requirements through the Zoning Ordinance, developing a Low Carbon Energy Supply Strategy (\$40,000), and encouraging the use of solar photovoltaics through a rooftop ready solar requirement. Learn more about Net Zero at [www.cambridgema.gov/cdd](http://www.cambridgema.gov/cdd).

# KEY INITIATIVES

## PLANNING FOR SUSTAINABLE TRANSIT AND THE GRAND JUNCTION PATH

Cambridge's Transit Strategic Plan, created through a comprehensive two-year community process, seeks to improve quality and expand capacity of our transit system. The City continues to encourage people who live, work, study, and play in Cambridge to shift from drive alone trips to sustainable modes of transportation. Recent highlights include:

- On March 21, 2016, the Cambridge City Council unanimously passed a resolution to formally adopt **Vision Zero**, calling for the elimination of fatalities and serious injuries resulting from traffic crashes. Cambridge is the seventeenth city in the United States to commit to a Vision Zero policy.
- In FY16, CDD completed two key studies related to challenges for **buses in the city**—one looking at higher volume bus routes and the other focused on Central Square bus access, circulation, and passenger experience.
- In FY16, the City increased its stock of real-time **TransitScreens**, which let community members and City staff know when the next bus, train, or shuttle will arrive. TransitScreens also display the number of Hubway bicycles available at the nearest station. TransitScreens are located at City Hall, the City Hall Annex, Citywide Senior Center, Main Library, CRLS, Cambridge Hospital, and the Public Works building.
- The City continues to plan for the **Grand Junction Greenway**, a multi-use path along the railroad right of way, and has allocated \$10 million for the next project phase from Broadway to the city line. MIT provided \$500,000 to the Cambridge Redevelopment Authority for construction of a segment of the path between Broadway and Main Street, scheduled for completion in spring 2016. In FY17, CDD will begin to develop a path design that works with future transit options.



# KEY INITIATIVES

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## USING DATA TO ADVANCE SUSTAINABILITY EFFORTS

The 2014 Building Energy Use Disclosure Ordinance (BEUDO) requires larger non-residential and residential properties (approximately 1,100 buildings) to annually benchmark and report their energy and water use to the City. In FY17, the City will begin to publicly release this data to inform the real estate marketplace about the energy performance of Cambridge's larger building stock. Cambridge was one of 12 entities selected by the U.S. Department of Energy to participate in the Standard Energy Efficiency Data Platform Collaborative, which is a web-based tool that enables the City to store and manage this data and leverage it to improve building energy performance. The FY17 budget includes \$110,000 for the BEUDO program and public services.



## YOUTH ENGAGEMENT & GLOCAL

In fall 2015, the City partnered with Education First (EF) to host the fourth annual Glocal Challenge. This contest brought together over 125 CRLS students to create proposals to decrease energy use in Cambridge's municipal buildings and residences. After pitching their ideas to expert judges, five teams emerged victorious, winning spring/summer internships and seed funding. These five teams are now working for CDD to implement their projects. The two grand prize winners also traveled with EF to Iceland in March 2016 to participate in the Global Youth Leaders Summit.

In FY17, CDD will further increase youth engagement by hiring 50 young people through the Mayor's Summer Youth Employment Program to implement the Glocal winning projects, survey people in Cambridge about travel to retail establishments, conduct outreach for the Cambridge Energy Alliance, and host youth focus groups for Envision Cambridge. The FY17 budget includes \$40,000 to continue supporting the Glocal Challenge. *Photo credit: Education First.*

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## VETERANS' APPRECIATION DAY

In FY17, the City of Cambridge will inaugurate its first services-focused Veterans' Appreciation Day. Following the annual Veterans' Day observance at the WWI Monument at the Cambridge Cemetery, the Veterans' Services Department will host a public event in Central Square to offer thanks to veterans and their families. Veterans, their families, and community members will be invited to City Hall and the Citywide Senior Center to enjoy music, activities, refreshments, and giveaways. Veterans' Services representatives will also be on site to take applications for benefits and answer questions about benefits and services. We look forward to celebrating the veterans of Cambridge and personally thanking them for their service.



## KEY INITIATIVES

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### VOTER PRE-REGISTRATION & EARLY VOTING

Pursuant to new state election laws, voter pre-registration will be allowed as of August 1, 2016. Massachusetts residents who meet all other enrollment requirements except age, but who are at least 16 years old, will be able to complete a voter registration application. In addition, beginning with the November 2016 State Election, early voting will be permitted. Voters will have the opportunity to vote prior to Election Day at the Election Commission office and at additional designated locations in the city.

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### WATER DEPARTMENT INITIATIVES

The Water Department continues to implement a multitude of projects to protect the Fresh Pond Reservation and provide a safe, uninterrupted water supply of the highest quality to community members. Key FY17 projects are part of the Department's \$5 million capital allocation and include:

- Implementing the final phase of the energy efficiency and clean energy improvements to the Walter J. Sullivan Water Purification Facility. Work will include installation of variable frequency drives, motors, hydraulics, and valve improvements to the raw, finished, and backwash water systems, which will save over 1 million kilowatt hours of electricity annually.
- Undertaking a drainage and community garden project that focuses on improved drainage and landscape restoration.
- Beginning to evaluate the water treatment facilities and control structures to determine their resiliency to flooding, based on the City Climate Change Vulnerability Assessment.
- Implementing proactive water quality initiatives such as the corrosion control program, free water quality testing program, and the lead water service replacement program.
- Developing an online meter reading system to allow customers to access their usage activity and consumption in late FY17.



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### WHAT WORKS CITIES

The City is working with Results for America and Johns Hopkins University's Center for Government Excellence on the *What Works Cities* initiative. This study is funded by the Bloomberg Family Foundation, Inc. The goal is to assist Cambridge in becoming a national leader in using open data to engage with the public and to transparently track progress on citywide goals and initiatives. Departments will explore ways to use data and evidence to improve day-to-day operations and departmental decision making. The new goals and performance measures will be reflected in the FY18 budget book.

## KEY INITIATIVES

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### WHITE RIBBON PLEDGE

Each March, the City participates in White Ribbon Day, an international campaign that asks men and boys to stand up and speak out against gender-based violence by making a personal and public commitment to promoting equality, respect, and non-violence in their relationships and all aspects of their lives.

Last fall, the Public Health Department and the Domestic and Gender-Based Violence Prevention Initiative invited a group of men from City government and the community to form a leadership team to engage other men in reimagining masculinity and ending gender-based violence. City staff and the newly formed men's group, Mending Cambridge, have joined together to host several White Ribbon Day Cambridge awareness events.

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### 21<sup>ST</sup> CENTURY POLICING

The City remains committed to making Cambridge a safe and desirable place to live, work, and visit. In 2015, crime in the city reached a 50-year low, thanks to the dedicated men and women of the Cambridge Police Department (CPD). CPD has been recognized as a national leader in promoting police legitimacy and procedural justice, and has been invited by the Commonwealth to develop a training curriculum to be used across the state. CPD is also incorporating a trauma-informed approach to its internal training, which will focus on enabling officers to manage their own stress and trauma, as well as learn how to promote self-care, wellness, and resiliency in others who have experienced trauma.

## **SECTION II**

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### **CITY OVERVIEW**

# GUIDE TO THE BUDGET

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The FY17 budget document is organized into the following eight sections:

1. **Introduction:** This section starts with the City Manager’s budget message, which concisely communicates City Council policies and priorities driving the budget process and highlights major changes and key initiatives included in the FY17 budget. This section also includes a list of the City Council’s goals and corresponding icons, which appear throughout the document to illustrate how departmental objectives and capital projects align with the Council’s broader goals for the City.
2. **City Overview:** This section begins with a short “guide” to the budget, which includes instructions on how to read pages in the Expenditures and Public Investment sections of this document. The City Profile provides a demographic and economic overview of Cambridge, the organizational chart illustrates the functional structure of City government, and the department directory provides contact information and locations for all City departments. Next, the benchmarks section provides visuals for many of the City’s key benchmarks and indicators, which relate to the City’s economic, financial, public safety, community maintenance, and human resource development goals. Finally, this section ends with a position list of all full-time budgeted positions for FY15-17.
3. **Financial Summaries:** This section includes summaries of the FY17 operating and capital budgets, an overview of the City’s budget process and calendar, explanations of the City’s financial policies, a list of key grants received by City departments, the City’s long-term financial plans, and an overview of the City’s fund structure and Fund Balances.
4. **Revenue:** This section summarizes all sources of revenue used to fund the operating budget. Revenues are organized according to six basic categories: charges for services, fines and forfeits, intergovernmental revenue, licenses and permits, miscellaneous revenue, and taxes.
5. **Expenditures:** This section presents the financing plans and planned expenditures for each City department. Departments are organized alphabetically within six functions: General Government, Public Safety, Community Maintenance and Development, Human Resource Development, Education, and Intergovernmental.
6. **Public Investments:** This section outlines the financial plan and planned expenditures for the City’s capital projects. Capital projects are organized according to five functions: General Government, Public Safety, Community Maintenance and Development, Human Resource Development, and Education.
7. **Appropriations:** This section summarizes the financial plans and planned expenditures for the operating and capital budgets, with the exception of capital projects that will be funded by bond proceeds.
8. **Glossary & Index:** This section contains a glossary of budget-related terms, a helpful acronym table, and an index.

The following pages explain the layout of a department’s operating budget overview in Section V (Expenditures) and a capital project page in Section VI (Public Investments).

# GUIDE TO THE BUDGET

## OPERATING BUDGET – DEPARTMENT OVERVIEW

### FINANCE

**1 DEPARTMENT OVERVIEW**

The Finance Department, under the direction of the Assistant City Manager for Fiscal Affairs, is responsible for planning, implementation, oversight, integrity, and reporting of the City's operating and capital finances. The Finance Department maintains and advances the overall financial health of the City. It uses prudent financial planning and management to strike a balance between controlling spending and minimizing tax implications for residents with providing financial resources for a robust level of services and an ambitious capital plan for the Cambridge community.

The Finance Department's success is reflected by the City's longstanding AAA bond rating and FY15 certified free cash balance of \$192.7 million, the largest free cash balance in the City's history. In addition, in FY16, 87% of residential taxpayers received a property tax bill that was lower, the same as, or only slightly higher (less than \$100) than the previous year. Cambridge continues to have one of the lowest residential and commercial property tax rates in the greater Boston area. At the same time, the City's excess tax levy capacity increased by approximately \$21 million (16%) to \$155 million in FY16. In FY17, the Department will continue to implement strategies to enhance the financial position and management of the City while continuing to support growth of City programming.

The Finance Department is comprised of eight divisions: Administration, Assessing, Budget, Information Technology, Personnel, Purchasing, Revenue, and Treasury. The Auditing Division also appears under the Finance umbrella, although the Auditor is appointed by the City Council. The mission, services, and major goals of each division are listed on the following pages.

**2**

```

graph TD
    Finance --> Administration
    Finance --> Assessing
    Administration --> Auditing
    Administration --> InformationTechnology[Information Technology]
    Administration --> Purchasing
    Assessing --> Budget
    Assessing --> Personnel
    Purchasing --> Treasury
    Personnel --> Revenue
    
```

**3 DEPARTMENT FINANCIAL OVERVIEW**

FINANCING PLAN BY SOURCE	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
CHARGES FOR SERVICES	\$555,675	\$558,950	\$558,950
INTERGOVERNMENTAL REVENUE	\$599,320	\$599,320	\$599,320
MISCELLANEOUS REVENUE	\$779,320	\$800,000	\$650,000
TAXES	\$16,773,060	\$15,563,635	\$15,343,655
<b>TOTAL BUDGETED REVENUE</b>	<b>\$18,707,375</b>	<b>\$17,521,905</b>	<b>\$17,151,925</b>
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$10,269,645	\$11,022,490	\$11,997,540
OTHER ORDINARY MAINTENANCE	\$3,278,285	\$4,169,840	\$4,792,860
TRAVEL & TRAINING	\$258,985	\$280,695	\$298,725
EXTRAORDINARY EXPENDITURES	\$59,440	\$62,800	\$62,800
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$13,866,355</b>	<b>\$15,535,825</b>	<b>\$17,151,925</b>
FULL-TIME BUDGETED EMPLOYEES	85	87	91

V-20

- 1** Each departmental section of the operating budget begins with an overview of that department's core work and functions.
- 2** The departmental org chart reflects the way in which the department's budget is organized and tells the reader which division pages will follow.
- 3** This financial table displays revenue, expenditures, and full-time budgeted personnel for the entire department for the prior fiscal year (FY15 actuals), the current fiscal year (FY16 projections), and budgeted fiscal year (FY17 budget). Personnel counts do not include part-time employees or grant-funded positions.

# GUIDE TO THE BUDGET

## OPERATING BUDGET – DIVISION OVERVIEW

### FINANCE - BUDGET 1

**2 MISSION & SERVICES**  
 The primary function of the Budget Office is to prepare and monitor the annual Operating and Capital Budgets to ensure they address the City Council's goals, reflect citizens' priorities, and comply with all federal, state, local, and GFOA requirements. The Budget Office assists departments, the City Council, residents, and other stakeholders with research, analysis, and support around budget procedures and other fiscal matters.

In FY16, the Budget Office organized the City's second Participatory Budgeting (PB) process in which residents directly decided how to spend \$600,000 of the FY17 Capital Budget. Seven projects won FY17 funding: a freezer van that will expand prepared food rescue deliveries in Cambridge, three bike safety-related projects, five water bottle fill stations, transit signal priority for the MBTA #1 bus route, and new chairs for four Cambridge Public Schools. Please visit [pb.cambridgema.gov](http://pb.cambridgema.gov) or turn to the Public Investment section for more details.

In FY17, the Budget Office will monitor implementation of winning PB projects and launch a third PB campaign that features an extended idea collection phase to better engage the community. In addition, Budget staff will continue to incorporate new budget information and PB data into the City's online Open Data Portal to increase transparency and accessibility.



Residents who vote in PB processes receive these "I voted" stickers

**4 FY17 OBJECTIVES & PERFORMANCE MEASURES**

- 1. Develop a performance-based budget with quantifiable performance measures and concise statements of services.
- 2. Monitor revenue and expenditures and maintain the City's long-term financial viability by forecasting the City's funding sources and uses.
- 3. Expand outreach efforts to increase the number and diversity of Cambridge residents who vote in the City's Participatory Budgeting processes.

**5**

Obj.	PERFORMANCE MEASURES	FY15 ACTUAL	FY16 PROJECTED	FY17 TARGET
3	Number of Cambridge residents age 12 and older who voted in PB	2,727	4,184	6,000

**6 DIVISION FINANCIAL OVERVIEW**

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$521,340	\$486,185	\$651,020
OTHER ORDINARY MAINTENANCE	\$85,275	\$85,500	\$64,000
TRAVEL & TRAINING	\$4,565	\$4,500	\$5,100
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	\$611,180	\$576,185	\$720,120
FULL-TIME BUDGETED EMPLOYEES	4	4	5

V-24

- 1** After the department overview page, each division within a department will have one page that summarizes its strategic and financial plans for FY17.
- 2** Each division overview page begins with a description of the division's mission, programs, and services in greater detail than appears on the departmental summary page.
- 3** Many divisions included images to provide further context for their work.
- 4** This section presents the division's objectives for FY17. Many objectives directly further City Council goals, as indicated by the goal icons to the left of the objectives. Please see Section I for a list of all City Council goals and corresponding icons.
- 5** Each performance measure ties to a specific objective above.
- 6** This table displays division-specific expenditures and full-time budgeted employees.

# GUIDE TO THE BUDGET

## PUBLIC INVESTMENT BUDGET - PROJECT PAGES

**GENERAL GOVERNMENT** ①

**FINANCE: PARTICIPATORY BUDGETING - PREPARED FOOD RESCUE FREEZER VAN**

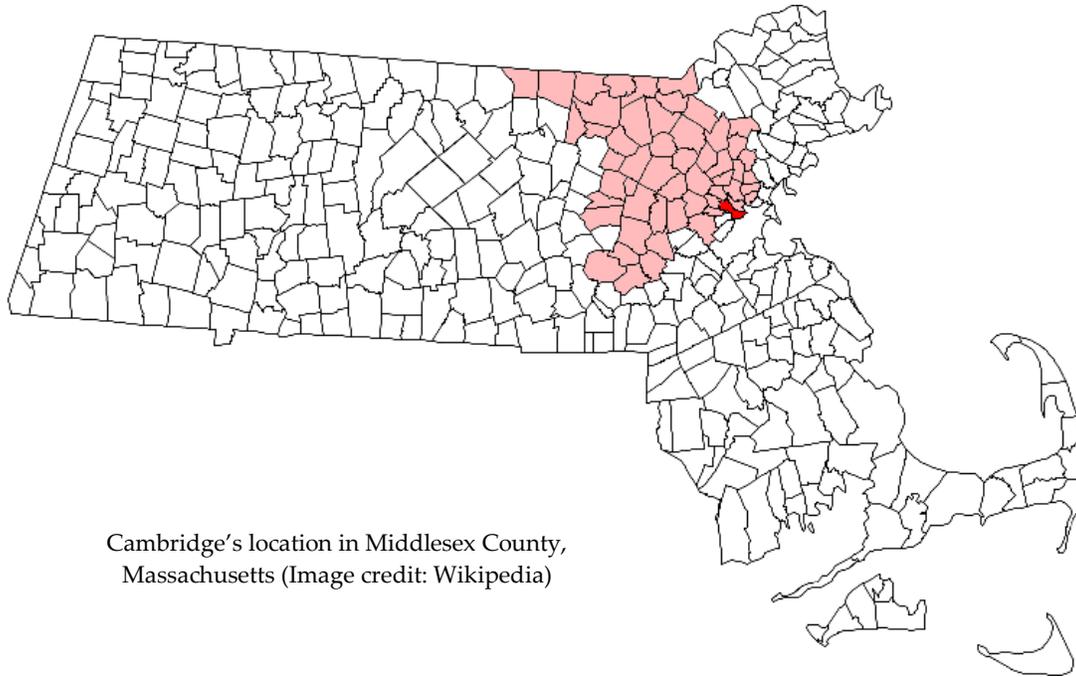
FY17 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>This project will purchase a freezer van that the Department of Human Service Programs (DHSP) and its partners can use to greatly expand the number of prepared food rescue deliveries to individuals and families in need across Cambridge. The acquisition of the freezer van will potentially double the number of healthy, frozen food rescue meals from 3,500 to 7,000 each week.</p>						
IMPACT ON OPERATING BUDGET						
<p>This project will not increase DHSP's workload, but the Department may incur additional costs for vehicle maintenance and gasoline.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY17	FY18	FY19	FY20	FY21	TOTAL
Property Taxes	\$48,000	\$0	\$0	\$0	\$0	\$48,000
GRAND TOTAL	\$48,000	\$0	\$0	\$0	\$0	\$48,000
FY18-FY21 FUNDING						
<p>This is a one-time purchase. The City and its partners will continue to use the freezer van in future years.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>There was no prior year funding for this project.</p>		

VI-17

- ① Public Investment project pages begin by listing the function the project falls under (e.g. General Government, Public Safety) at the top, followed by the project title.
- ② This section describes the work that will be done with FY17 capital funds.
- ③ Each icon that appears in this section indicates the link between the capital project and the City Council's broader goals. See Section I for a list of City Council goals and corresponding icons.
- ④ This section describes how the project will financially impact the operating budget (if at all).
- ⑤ The 5-Year Appropriation Plan displays funding sources for out-year allocations for the project.
- ⑥ This section describes how future funding allocations will be used.
- ⑦ Each project includes an image to provide further context for the work that will be done.
- ⑧ This section describes how prior year funding for the project (if any exists) was used.

# CITY OF CAMBRIDGE PROFILE

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Cambridge's location in Middlesex County, Massachusetts (Image credit: Wikipedia)

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. Cambridge 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. The 2010 U.S. Census reported 105,162 residents in Cambridge. As of July 2014, the Census Bureau estimated that the city's population had increased to 109,694.

Cambridge, first settled in 1630 by a group from the Massachusetts Bay Company, was originally incorporated as a town in 1636 and became a city in 1846. Since 1942, the City has had a council-manager form of government with nine City Councillors elected at-large every two years.

Cambridge is widely known as the University City. Harvard, America's oldest university, was established here in 1636, six years after the City itself was founded in 1630. It is also home to the Massachusetts Institute of Technology (MIT), Lesley University, and Cambridge College. Over one-fourth of residents are students, and approximately one in five of all jobs are in these institutions. Yet Cambridge is more than a university city. It features high-tech workers and professionals, political activists, street musicians, and immigrants from around the world.

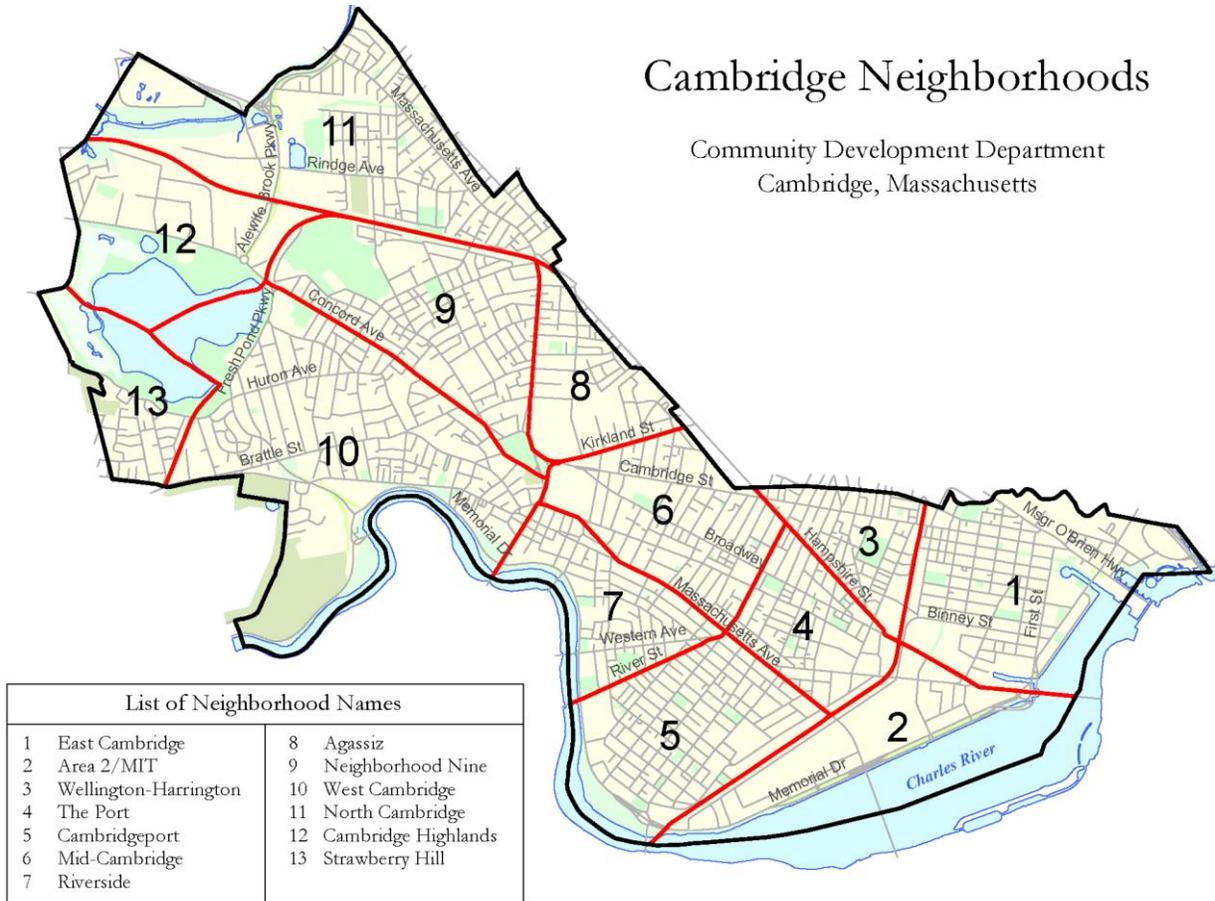
## DEMOGRAPHIC SUMMARY

- Cambridge residents live closely together; only 10 U.S. cities with a population over 50,000 are denser. (Source: 2010 U.S. Census Bureau)
- Cambridge is a city of 13 neighborhoods, ranging in population from 832 (Cambridge Highlands) to 12,991 (Mid Cambridge). (Source: 2010 U.S. Census Bureau) Most neighborhoods have their own political and community organizations. Residents often participate vocally in City debates.

# CITY OF CAMBRIDGE PROFILE

## Cambridge Neighborhoods

Community Development Department  
Cambridge, Massachusetts

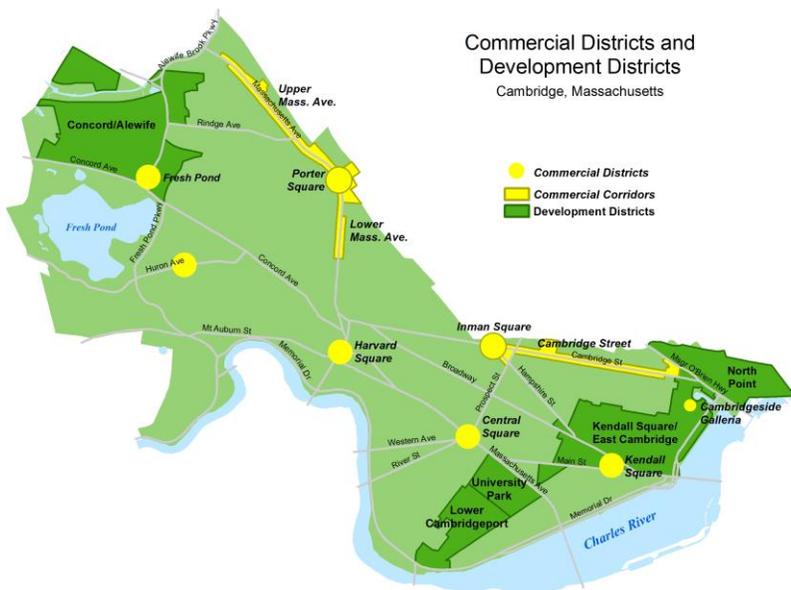


- Cambridge is ethnically diverse. 63% of residents are White Non-Hispanic. Minority residents are highly diverse, with no single race, language group, country of origin, or ethnic identity dominant. (Source: 2014 American Community Survey (ACS))
- 26% of residents are foreign born. Of those, over 39% were born in Asia and 23% were born in Europe. (Source: 2014 ACS)
- 30% of residents speak a language other than English at home. Of these, 19% speak Spanish and 16% speak Chinese. The remainder uses a wide variety of languages. (Source: 2014 ACS)
- Cambridge is a city of renters. 65% of all households rent; 35% own. (Source: 2010 U.S. Census Bureau)
- The Census recorded 44,032 households in 2010. Of these, 41% are single person households, one of the largest proportions in Massachusetts; 40% are family households; and 19% consist of roommates or unmarried partners. (Source: CDD)
- 17,420 families reside in Cambridge; 6,972 are families with minor children. (Source: 2010 U.S. Census Bureau)
- 76% of residents have a four-year college degree and 46% also have a graduate degree. Only 6% of residents age 25 or older lack a high school diploma. (Source: 2014 ACS)

# CITY OF CAMBRIDGE PROFILE

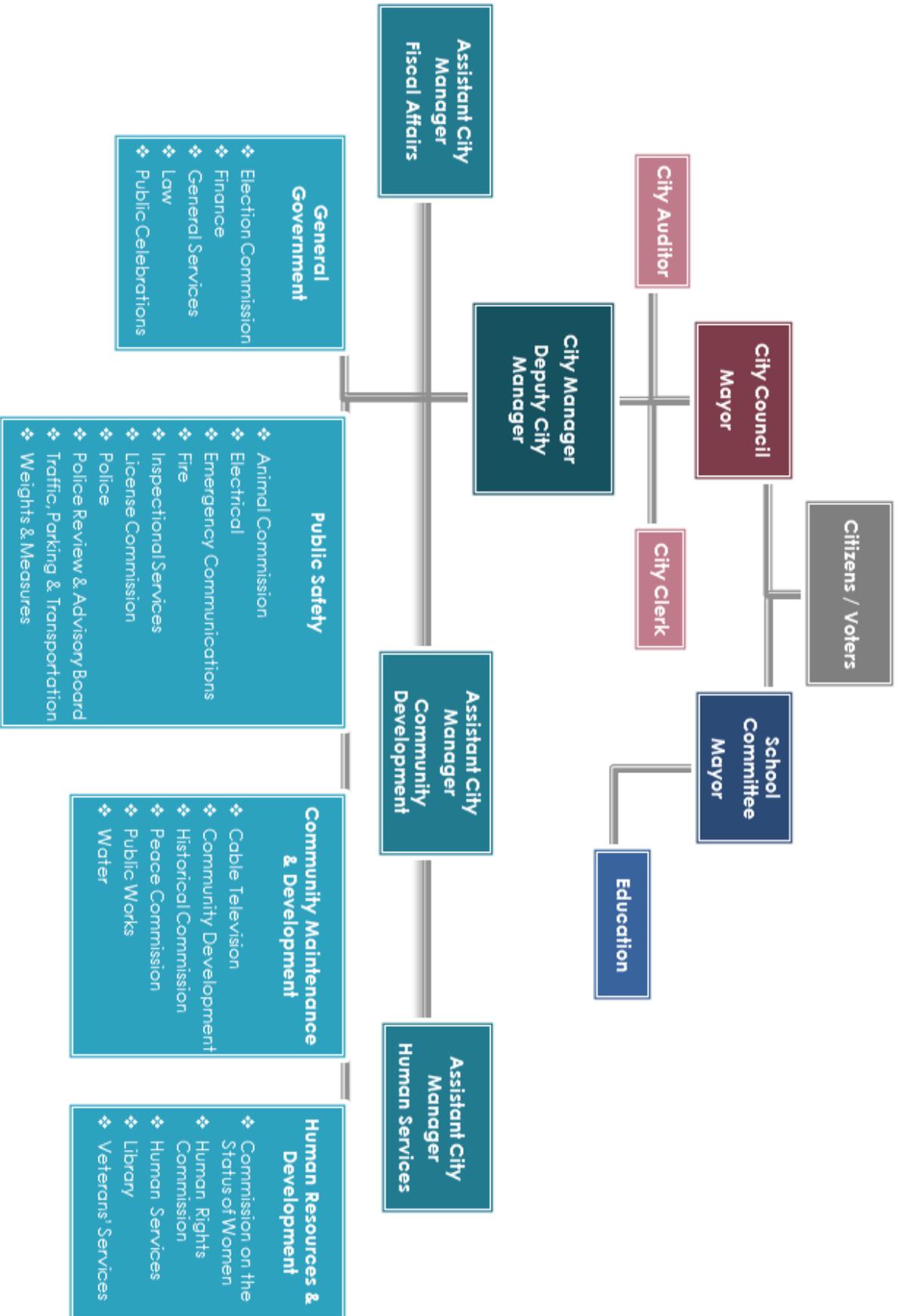
## ECONOMIC SUMMARY (SOURCE: CDD)

- The City’s per capita personal income of \$65,035 (2014) is higher than the Boston, Massachusetts, and U.S. averages.
- 2014 employment totaled 111,581 jobs, with private sector employment comprising 93.1% of total jobs.
- Cambridge’s December 2015 unadjusted unemployment rate of 2.8% remains lower than the Boston PMSA, Massachusetts, and U.S. averages.
- Cambridge continues to maintain a high job to resident ratio, with 1.06 jobs for each resident.
- Professional and business services leads the way among employment sectors, followed by education and health services.
- Led by Harvard University and MIT, the higher education sector continues to drive the job market, employing more than 20,000 people. Preeminent research institutions like Harvard, MIT, the Broad Institute, and the Whitehead Institute act as a magnet for commercial investment in the city and drive innovation.
- Cambridge continues to maintain and strengthen its position as a national leader in the life sciences and high tech. As of 2015, Cambridge is home to at least 160 biopharmaceutical and biotechnology companies, including Baxalta, Biogen Idec, Novartis, Pfizer, Sanofi/Genzyme, and Takeda/Millennium Pharmaceuticals. Biotechnology and pharmaceutical employment exceeds 18,000 workers.
- High tech sector employment within the top 25 employers includes Microsoft, Google, Hubspot, and Pegasystems. Several tech giants such as Amazon, Apple, Facebook, Google, and Kayak are currently shaping the market by hiring and expanding in Cambridge.
- Underpinning the boom in real estate investment activity is the city’s increasing volume of venture capital and angel capital investments in startups and growing companies.



COMMUNITY INFORMATION	
Number of City Pools	2
Number of Community Schools	12
Number of Parks & Play Areas	81
Number of Public Golf Courses	1
Number of Senior Citizen Centers	2
Number of Youth Centers	5

# CITY OF CAMBRIDGE ORGANIZATIONAL CHART



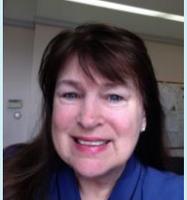
# DEPARTMENT DIRECTORY

<p><b>AFFIRMATIVE ACTION</b></p>		<p>Director: Duane Brown          Address: 795 Massachusetts Avenue, 3rd floor          Phone: (617) 349-4331          Email: <a href="mailto:dbrown@cambridgema.gov">dbrown@cambridgema.gov</a>          Website: <a href="http://www.cambridgema.gov/aff">http://www.cambridgema.gov/aff</a></p>
<p><b>ANIMAL COMMISSION</b></p>		<p>Director: Mark McCabe          Address: 344 Broadway, 1st floor          Phone: (617) 349-4376          Email: <a href="mailto:animalcommission@cambridgema.gov">animalcommission@cambridgema.gov</a>          Website: <a href="http://www.cambridgema.gov/animal">http://www.cambridgema.gov/animal</a></p>
<p><b>ASSESSING</b></p>		<p>Director: Robert Reardon          Address: 795 Massachusetts Avenue, 2nd floor          Phone: (617) 349-4343          Email: <a href="mailto:rreardon@cambridgema.gov">rreardon@cambridgema.gov</a>          Website: <a href="http://www.cambridgema.gov/assess">http://www.cambridgema.gov/assess</a></p>
<p><b>AUDITING</b></p>		<p>City Auditor: Jim Monagle          Address: 795 Massachusetts Avenue, 1st floor          Phone: (617) 349-4240          Email: <a href="mailto:jmonagle@cambridgema.gov">jmonagle@cambridgema.gov</a>          Website: <a href="http://www.cambridgema.gov/audit">http://www.cambridgema.gov/audit</a></p>
<p><b>BUDGET DEPARTMENT</b></p>		<p>Director: Jeana Franconi          Address: 795 Massachusetts Avenue, 1st floor          Phone: (617) 349-4270          Email: <a href="mailto:jfranconi@cambridgema.gov">jfranconi@cambridgema.gov</a>          Website: <a href="http://www.cambridgema.gov/budget">http://www.cambridgema.gov/budget</a></p>
<p><b>CAMBRIDGE ARTS COUNCIL</b></p>		<p>Executive Director: Jason Weeks          Address: 344 Broadway, 2nd floor          Phone: (617) 349-4380          Email: <a href="mailto:cambridgearts@cambridgema.gov">cambridgearts@cambridgema.gov</a>          Website: <a href="http://www.cambridgema.gov/arts">http://www.cambridgema.gov/arts</a>   </p>
<p><b>CITY CLERK</b></p>		<p>City Clerk: Donna Lopez          Address: 795 Massachusetts Avenue, 1st floor          Phone: (617) 349-4260          Email: <a href="mailto:dlopez@cambridgema.gov">dlopez@cambridgema.gov</a>          Website: <a href="http://www.cambridgema.gov/cityclrk">http://www.cambridgema.gov/cityclrk</a></p>
<p><b>CITY COUNCIL</b></p>		<p>Executive Assistant to the City Council: Sandra Albano          Address: 795 Massachusetts Avenue, 2nd floor          Phone: (617) 349-4280          Email: <a href="mailto:council@cambridgema.gov">council@cambridgema.gov</a>          Website: <a href="http://www.cambridgema.gov/ccouncil">http://www.cambridgema.gov/ccouncil</a></p>

# DEPARTMENT DIRECTORY

<p><b>CITY MANAGER'S OFFICE</b></p>		<p>City Manager: Richard Rossi; Deputy City Manager: Lisa Peterson          Address: 795 Massachusetts Avenue, 1st floor          Phone: (617) 349-4300          Email: <a href="mailto:citymanager@cambridgema.gov">citymanager@cambridgema.gov</a>          Website: <a href="http://www.cambridgema.gov/cmanager">http://www.cambridgema.gov/cmanager</a></p>
<p><b>COMMUNITY DEVELOPMENT DEPARTMENT</b></p>		<p>Asst. City Manager for Community Development: Iram Farooq          Address: 344 Broadway          Phone: (617) 349-4600          Email: <a href="mailto:cddat344@cambridgema.gov">cddat344@cambridgema.gov</a>          Website: <a href="http://www.cambridgema.gov/CDD">http://www.cambridgema.gov/CDD</a>  </p>
<p><b>CONSERVATION COMMISSION</b></p>		<p>Director: Jennifer Letourneau          Address: 344 Broadway, 3rd floor          Phone: (617) 349-4680          Email: <a href="mailto:jletourneau@cambridgema.gov">jletourneau@cambridgema.gov</a>          Website: <a href="http://www.cambridgema.gov/cc">http://www.cambridgema.gov/cc</a></p>
<p><b>CONSUMERS' COUNCIL</b></p>		<p>Executive Director: Laura Nichols          Address: 831 Massachusetts Avenue, 1st floor          Phone: (617) 349-6150          Email: <a href="mailto:consumer@cambridgema.gov">consumer@cambridgema.gov</a>          Website: <a href="http://www.cambridgema.gov/consumercouncil">http://www.cambridgema.gov/consumercouncil</a></p>
<p><b>ELECTION COMMISSION</b></p>		<p>Executive Director: Tanya Ford          Address: 51 Inman Street, 2nd floor          Phone: (617) 349-4361          Email: <a href="mailto:elections@cambridgema.gov">elections@cambridgema.gov</a>          Website: <a href="http://www.cambridgema.gov/election">http://www.cambridgema.gov/election</a></p>
<p><b>ELECTRICAL DEPARTMENT</b></p>		<p>City Electrician: Steve Lenkauskas          Address: 250 Fresh Pond Parkway          Phone: (617) 349-4925          Email: <a href="mailto:slenkauskas@cambridgema.gov">slenkauskas@cambridgema.gov</a>          Website: <a href="http://www.cambridgema.gov/electrical">http://www.cambridgema.gov/electrical</a></p>
<p><b>EMERGENCY COMMUNICATIONS</b></p>		<p>Director: Christina Giacobbe          Address: 125 Sixth Street          Phone: (617) 349-6911          Email: <a href="mailto:ecadminrequests@cambridge911.org">ecadminrequests@cambridge911.org</a>          Website: <a href="http://www.cambridgema.gov/ec1">http://www.cambridgema.gov/ec1</a></p>
<p><b>FINANCE DEPARTMENT</b></p>		<p>Assistant City Manager for Fiscal Affairs: Louis DePasquale          Address: 795 Massachusetts Avenue, 1st floor          Phone: (617) 349-4220          Email: <a href="mailto:treasurer@cambridgema.gov">treasurer@cambridgema.gov</a>          Website: <a href="http://www.cambridgema.gov/finance">http://www.cambridgema.gov/finance</a></p>

# DEPARTMENT DIRECTORY

<p><b>FIRE DEPARTMENT</b></p>		<p>Fire Chief: Gerald Reardon            Address: 491 Broadway            Phone: (617) 349-4900            Email: <a href="mailto:fdcontact@cambridgefire.org">fdcontact@cambridgefire.org</a>            Website: <a href="http://www.cambridgema.gov/cfd">http://www.cambridgema.gov/cfd</a>  </p>
<p><b>HISTORICAL COMMISSION</b></p>		<p>Executive Director: Charles Sullivan            Address: 831 Massachusetts Avenue, 2nd floor            Phone: (617) 349-4683            Email: <a href="mailto:histcomm@cambridgema.gov">histcomm@cambridgema.gov</a>            Website: <a href="http://www2.cambridgema.gov/Historic">http://www2.cambridgema.gov/Historic</a>   </p>
<p><b>HUMAN RIGHTS COMMISSION</b></p>		<p>Executive Director: Nancy Schlacter            Address: 51 Inman Street, 2nd floor            Phone: (617) 349-4396            Email: <a href="mailto:nschlacter@cambridgema.gov">nschlacter@cambridgema.gov</a>            Website: <a href="http://www.cambridgema.gov/hrc">http://www.cambridgema.gov/hrc</a></p>
<p><b>HUMAN SERVICE PROGRAMS</b></p>		<p>Assistant City Manager for Human Services: Ellen Semonoff            Address: 51 Inman Street, 3rd floor            Phone: (617) 349-6200            Email: <a href="mailto:askdhsp@cambridgema.gov">askdhsp@cambridgema.gov</a>            Website: <a href="http://www.cambridgema.gov/DHSP">http://www.cambridgema.gov/DHSP</a>    </p>
<p><b>INFORMATION TECHNOLOGY DEPARTMENT</b></p>		<p>Director: Mary Hart            Address: 831 Massachusetts Avenue, 2nd floor            Phone: 617-349-3208            Email: <a href="mailto:mhart@cambridgema.gov">mhart@cambridgema.gov</a>            Website: <a href="http://www.cambridgema.gov/itd">http://www.cambridgema.gov/itd</a></p>
<p><b>INSPECTIONAL SERVICES</b></p>		<p>Commissioner: Ranjit Singanayagam            Address: 831 Massachusetts Avenue, 1st floor            Phone: (617) 349-6100            Email: <a href="mailto:inspectionalservices@cambridgema.gov">inspectionalservices@cambridgema.gov</a>            Website: <a href="http://www.cambridgema.gov/inspection">http://www.cambridgema.gov/inspection</a>  </p>
<p><b>LAW DEPARTMENT</b></p>		<p>City Solicitor: Nancy Glowa            Address: 795 Massachusetts Avenue, 3rd floor            Phone: (617) 349-4121            Email: <a href="mailto:nglowa@cambridgema.gov">nglowa@cambridgema.gov</a>            Website: <a href="http://www.cambridgema.gov/law">http://www.cambridgema.gov/law</a></p>

## DEPARTMENT DIRECTORY

<p><b>LIBRARY</b></p>		<p>Director: Susan Flannery          Address: 449 Broadway          Phone: (617) 349-4040          Email: bcourier@cambridgema.gov          Website: <a href="http://www.cambridgema.gov/cpl">http://www.cambridgema.gov/cpl</a></p> <p>    </p>
<p><b>LICENSE COMMISSION</b></p>		<p>Chairperson: Nicole Murati Ferrer          Address: 831 Massachusetts Avenue, 1st floor          Phone: (617) 349-6140          Email: license@cambridgema.gov          Website: <a href="http://www.cambridgema.gov/license">http://www.cambridgema.gov/license</a></p>
<p><b>MAYOR'S OFFICE</b></p>		<p>Mayor: E. Denise Simmons          Address: 795 Massachusetts Avenue, 2nd floor          Phone: (617) 349-4321          Email: dsimmons@cambridgema.gov          Website: <a href="http://www.cambridgema.gov/mayor">http://www.cambridgema.gov/mayor</a></p>
<p><b>PEACE COMMISSION</b></p>		<p>Executive Director: Brian Corr          Address: 51 Inman Street, 2nd floor          Phone: (617) 349-4694          Email: peace@cambridgema.gov          Website: <a href="http://www.cambridgema.gov/peace">http://www.cambridgema.gov/peace</a></p>
<p><b>PERSONNEL DEPARTMENT</b></p>		<p>Director: Sheila Keady Rawson          Address: 795 Massachusetts Avenue, 3rd floor          Phone: (617) 349-4332          Email: skeady@cambridgema.gov          Website: <a href="http://www.cambridgema.gov/personnel">http://www.cambridgema.gov/personnel</a></p>
<p><b>POLICE DEPARTMENT</b></p>		<p>Commissioner: Robert Haas          Address: 125 Sixth Street          Phone: (617) 349-3300          Email: pio@cambridgepolice.org          Website: <a href="http://www.cambridgema.gov/cpd">http://www.cambridgema.gov/cpd</a></p> <p>     </p>
<p><b>POLICE REVIEW &amp; ADVISORY BOARD</b></p>		<p>Executive Secretary: Brian Corr          Address: 51 Inman Street, 2nd floor          Phone: (617) 349-6155          Email: bcorr@cambridgema.gov          Website: <a href="http://www.cambridgema.gov/prab">http://www.cambridgema.gov/prab</a></p>

# DEPARTMENT DIRECTORY

<p><b>PUBLIC INFORMATION OFFICE</b></p>		<p>Director of Communication &amp; Community Relations: Lee Gianetti          Address: 795 Massachusetts Avenue, 1st floor          Phone: (617) 349-4339          Email: <a href="mailto:lgianetti@cambridgema.gov">lgianetti@cambridgema.gov</a>          Website: <a href="http://www.cambridgema.gov/pio">http://www.cambridgema.gov/pio</a></p>
<p><b>PUBLIC WORKS</b></p>		<p>Commissioner: Owen O'Riordan          Address: 147 Hampshire Street          Phone: (617) 349-4800          Email: <a href="mailto:theworks@cambridgema.gov">theworks@cambridgema.gov</a>          Website: <a href="http://www.cambridgema.gov/theworks">http://www.cambridgema.gov/theworks</a>    </p>
<p><b>PURCHASING</b></p>		<p>Director: Amy Witts          Address: 795 Massachusetts Avenue, 3rd Floor          Phone: (617) 349-4310          Email: <a href="mailto:purchasing@cambridgema.gov">purchasing@cambridgema.gov</a>          Website: <a href="http://www.cambridgema.gov/purchasing">http://www.cambridgema.gov/purchasing</a></p>
<p><b>SCHOOL DEPARTMENT</b></p>		<p>Superintendent: Dr. Jeffrey Young          Address: 159 Thorndike Street          Phone: (617) 349-6400          Email: <a href="mailto:jyoung@cpsd.us">jyoung@cpsd.us</a>          Website: <a href="http://www.cpsd.us">http://www.cpsd.us</a>   </p>
<p><b>TRAFFIC, PARKING &amp; TRANSPORTATION</b></p>		<p>Director: Joseph Barr          Address: 344 Broadway Street, 2nd floor          Phone: (617) 349-4700          Email: <a href="mailto:trafficfeedback@cambridgema.gov">trafficfeedback@cambridgema.gov</a>          Website: <a href="http://www.cambridgema.gov/traffic">http://www.cambridgema.gov/traffic</a></p>
<p><b>TREASURY</b></p>		<p>Director: Michele Kincaid          Address: 795 Massachusetts Avenue, 1st floor          Phone: (617) 349-4220          Email: <a href="mailto:treasurer@cambridgema.gov">treasurer@cambridgema.gov</a>          Website: <a href="http://www.cambridgema.gov/finance/treasurydivision">http://www.cambridgema.gov/finance/treasurydivision</a></p>
<p><b>VETERANS' SERVICES</b></p>		<p>Director: Neil MacInnes-Barker          Address: 51 Inman Street, 2nd floor          Phone: (617) 349-4761          Email: <a href="mailto:nmacinnes@cambridgema.gov">nmacinnes@cambridgema.gov</a>          Website: <a href="http://www.cambridgema.gov/vet">http://www.cambridgema.gov/vet</a>  </p>

# DEPARTMENT DIRECTORY

<p><b>WATER DEPARTMENT</b></p>		<p>Managing Director: Sam Corda          Address: 250 Fresh Pond Parkway          Phone: (617) 349-4770          Email: <a href="mailto:cwd@cambridgema.gov">cwd@cambridgema.gov</a>          Website: <a href="http://www.cambridgema.gov/Water">http://www.cambridgema.gov/Water</a></p> <p> </p>
<p><b>WEIGHTS &amp; MEASURES</b></p>		<p>City Sealer: James Cassidy, Jr.          Address: 831 Massachusetts Avenue, basement floor          Phone: (617) 349-6133          Email: <a href="mailto:jcassidy@cambridgema.gov">jcassidy@cambridgema.gov</a>          Website: <a href="http://www.cambridgema.gov/weight">http://www.cambridgema.gov/weight</a></p>
<p><b>WOMEN'S COMMISSION</b></p>		<p>Executive Director: Kimberly Sansoucy          Address: 51 Inman Street, 2nd floor          Phone: (617) 349-4697          Email: <a href="mailto:ksansoucy@cambridgema.gov">ksansoucy@cambridgema.gov</a>          Website: <a href="http://www.cambridgewomenscommission.org">http://www.cambridgewomenscommission.org</a></p> <p></p>
<p><b>22-CITYVIEW</b></p>		<p>Director: Calvin Lindsay, Jr.          Address: 454 Broadway          Phone: (617) 349-4296          Email: <a href="mailto:clindsay@cambridgema.gov">clindsay@cambridgema.gov</a>          Website: <a href="http://www.cambridgema.gov/22cityview">http://www.cambridgema.gov/22cityview</a></p> <p></p>

## BENCHMARKS - GENERAL GOVERNMENT

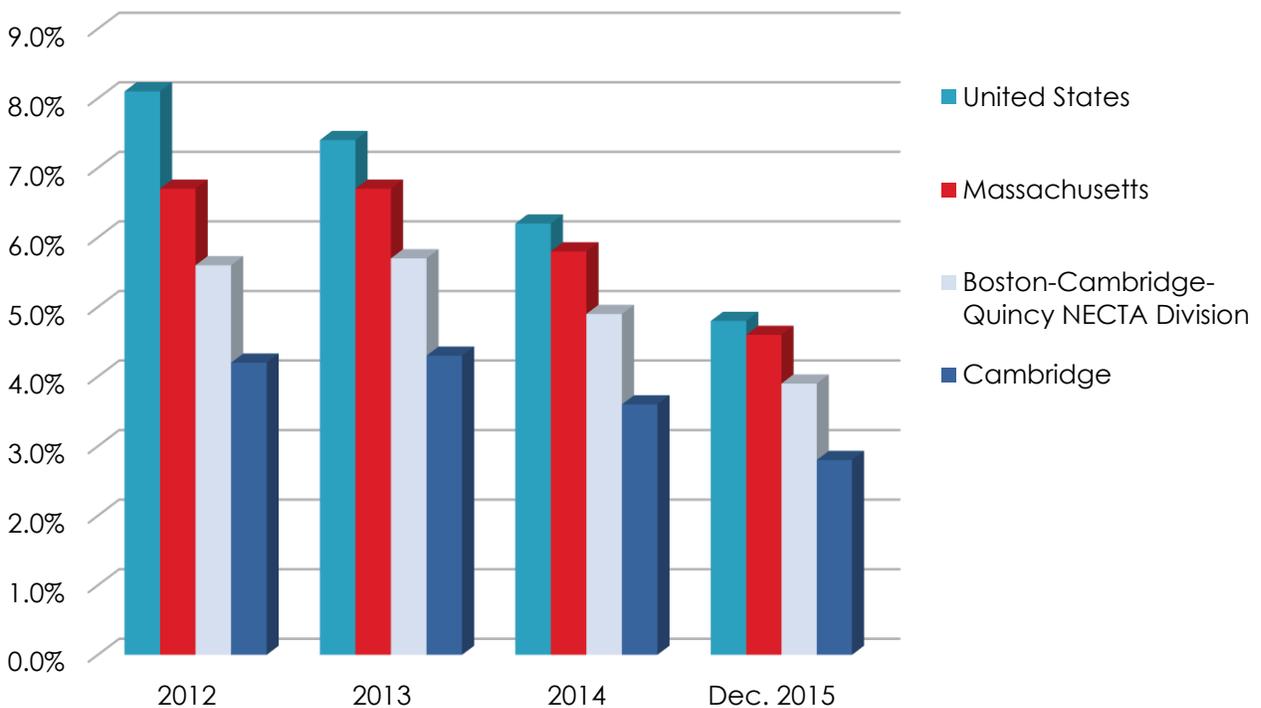
The following pages illustrate many of the City’s key benchmarks and indicators, which relate to the City’s economic, financial, public safety, community maintenance, and human resource development goals. Together, they provide a snapshot of the Cambridge community and a broad overview of the robust array of services the City strives to provide residents and visitors.

### PER CAPITA PERSONAL INCOME

	2010	2011	2012	2013	2014	AVERAGE
United States	\$43,735	\$44,689	\$45,644	\$45,165	\$46,049	\$45,056
Massachusetts	\$56,077	\$57,188	\$58,519	\$57,474	\$58,737	\$57,599
Boston MSA	\$61,357	\$62,724	\$64,230	\$62,895	\$64,311	\$63,103
<b>Cambridge</b>	<b>\$61,920</b>	<b>\$63,470</b>	<b>\$64,812</b>	<b>\$63,632</b>	<b>\$65,035</b>	<b>\$63,774</b>
Cambridge as % of MA	110.4%	111.0%	110.8%	110.7%	110.7%	110.7%
Cambridge as % of USA	141.6%	142.0%	142.0%	140.9%	141.2%	141.5%

Source: U.S. Department of Commerce, Bureau of Economic Analysis 2015; Bureau of Labor Statistics, 2015.  
 Note: All dollar amounts are adjusted to 2014 dollars using the Consumer Price Index Research Series Using Current Methods.

### ANNUAL UNEMPLOYMENT RATE



Sources: U.S. Department of Labor, Bureau of Labor Statistics, Labor Force Statistics from the Current Population Survey; Mass. Executive Office of Labor and Workforce Development, Labor Force and Unemployment Data.

# BENCHMARKS – GENERAL GOVERNMENT

## JOBS BY SECTOR

SECTOR	2013		2014	
Construction	921	0.8%	959	0.9%
Education & Health Services	35,960	32.3%	35,189	31.5%
Financial Activities	2,937	2.6%	3,275	2.9%
Government	8,012	7.2%	7,715	6.9%
Information	3,539	3.2%	3,781	3.4%
Leisure & Hospitality	10,382	9.3%	10,456	9.4%
Manufacturing	2,850	2.6%	2,812	2.5%
Other Goods Producing	54	0.0%	62	0.1%
Other Services	2,389	2.1%	2,373	2.1%
Professional & Business Services	35,515	31.9%	35,672	32.0%
Trade, Transportation & Utilities	8,939	8.0%	9,287	8.3%
<b>TOTAL</b>	<b>111,498</b>	<b>100%</b>	<b>111,581</b>	<b>100%</b>

Source: Mass. Executive Office of Labor and Workforce Development.

## PRINCIPAL PUBLIC AND PRIVATE EMPLOYERS - DECEMBER 2015<sup>1</sup>

2015 RANK	EMPLOYER	2015 EMPLOYEES	INDUSTRY
1	Harvard University	11,997	Higher Education
2	Massachusetts Institute of Technology	8,763	Higher Education
3	City of Cambridge <sup>2</sup>	2,950	Government
4	Biogen Idec.	2,700	Biotechnology
5	Novartis Institute for Biomedical Research	2,457	Biotechnology
6	Mt. Auburn Hospital	2,115	Health Care
7	Cambridge Health Alliance	1,713	Health Care
8	Cambridge Innovation Center <sup>3</sup>	1,678	Start Up Incubator
9	Sanofi Aventis/Genzyme	1,600	Biotechnology
10	Akamai Technologies	1,544	Internet Technology
11	Takeda/Millennium Pharmaceuticals	1,411	Biotechnology
12	Draper Laboratory	1,229	Research & Development
13	Federal Government	1,210	Government
14	Broad Institute	1,122	Research & Development
15	EF International	1,010	Travel & Education Programs

1. All figures collected between 8/15 and 12/15, unless otherwise noted. All figures reflect employment within the City of Cambridge only. Whenever possible, totals are based on Full-Time Equivalents (FTEs). Part-time workers are counted as 0.5 FTEs, unless otherwise indicated by employer response.
2. City of Cambridge figures include School Department employees.
3. The Cambridge Innovation Center is a start-up incubator that houses employees from 587 companies.

# BENCHMARKS - GENERAL GOVERNMENT

## RESIDENTIAL PROPERTY TAX RATE COMPARISON (PER \$1,000)

COMMUNITY	FY14	FY15	FY16
<b>Cambridge*</b>	<b>\$8.38</b>	<b>\$7.82</b>	<b>\$6.99</b>
Brookline*	\$11.39	\$10.68	\$10.42
Boston*	\$12.58	\$12.11	\$11.00
Somerville*	\$12.66	\$12.61	\$12.53
Belmont	\$13.50	\$12.90	\$12.56
Arlington	\$13.79	\$13.55	\$12.80
Watertown*	\$14.96	\$15.03	\$13.68

\*Includes residential exemption for owner occupied homes. The residential exemption has not been adopted by all communities.

## HOUSING

TYPE OF HOUSING	FY16 MEDIAN VALUE	FY16 TAX BILL*
Condominium	\$485,900	\$1,454
One Family	\$919,100	\$4,482
Two Family	\$909,000	\$4,411
Three Family	\$1,030,000	\$5,257

\*Includes residential exemption.

## COMMERCIAL PROPERTY TAX RATE COMPARISON (PER \$1,000)

COMMUNITY	FY14	FY15	FY16
Brookline	\$18.50	\$17.39	\$16.99
<b>Cambridge</b>	<b>\$20.44</b>	<b>\$19.29</b>	<b>\$17.71</b>
Somerville	\$21.51	\$20.52	\$20.18
Newton	\$23.18	\$22.38	\$21.94
Needham	\$22.99	\$22.43	\$23.02
Watertown	\$27.96	\$27.87	\$25.40
Boston	\$31.18	\$29.52	\$26.81

# BENCHMARKS – GENERAL GOVERNMENT

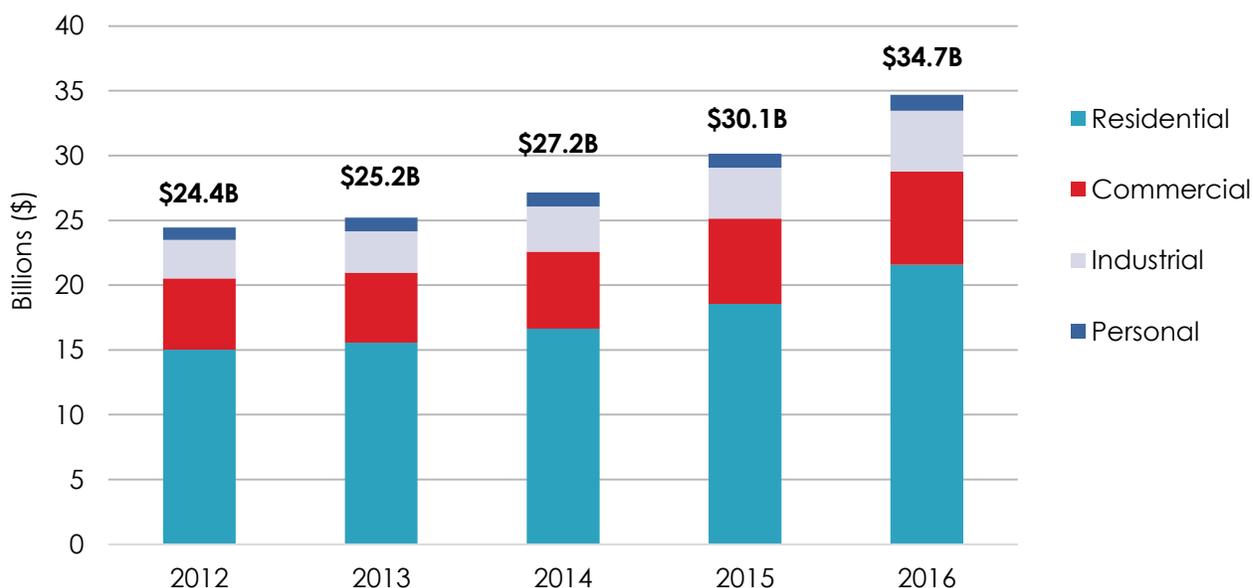
## TOP TEN TAXPAYERS – FY16

#	PROPERTY OWNER	NATURE OF BUSINESS	ASSESSED VALUATION (\$)	% OF TOTAL TAX BASE (%)	REAL PROPERTY TAXES (\$)	% OF TOTAL TAX LEVY
1	Massachusetts Institute of Technology	Education*	\$2,689,098,400	7.75%	\$45,336,346	12.79%
2	BioMed Realty Trust	Commercial	\$1,269,118,400	3.66%	\$22,474,044	6.34%
3	Boston Properties	Commercial	\$928,819,900	2.68%	\$16,449,400	4.64%
4	Alexandria Real Estate	Commercial	\$471,842,800	1.36%	\$8,128,414	2.29%
5	Presidents & Fellows of Harvard College	Education*	\$473,348,700	1.37%	\$5,227,789	1.48%
6	Novartis Pharmaceuticals	Commercial	\$266,343,700	0.77%	\$4,716,947	1.33%
7	PREEF American Reit II Corp.	Commercial	\$257,030,300	0.74%	\$4,552,007	1.28%
8	New England Development	Commercial	\$237,732,140	0.69%	\$4,210,236	1.19%
9	RB Kendall Fee LLC	Commercial	\$233,213,700	0.67%	\$4,115,770	1.16%
10	Equity Partners	Commercial	\$537,773,000	1.55%	\$3,792,447	1.07%
<b>TOTAL FOR TOP 10 TAXPAYERS</b>			<b>\$7,364,321,040</b>	<b>21.24%</b>	<b>\$119,003,400</b>	<b>33.57%</b>
<b>TOTAL FY16 ASSESSED VALUATION</b>			<b>\$34,680,060,680</b>			
<b>TOTAL FY16 TAX LEVY</b>					<b>\$354,430,753</b>	

Note: Assessed valuation may include both commercial and residential property, which are taxed at different rates.

\*Does not include payments in lieu of taxes.

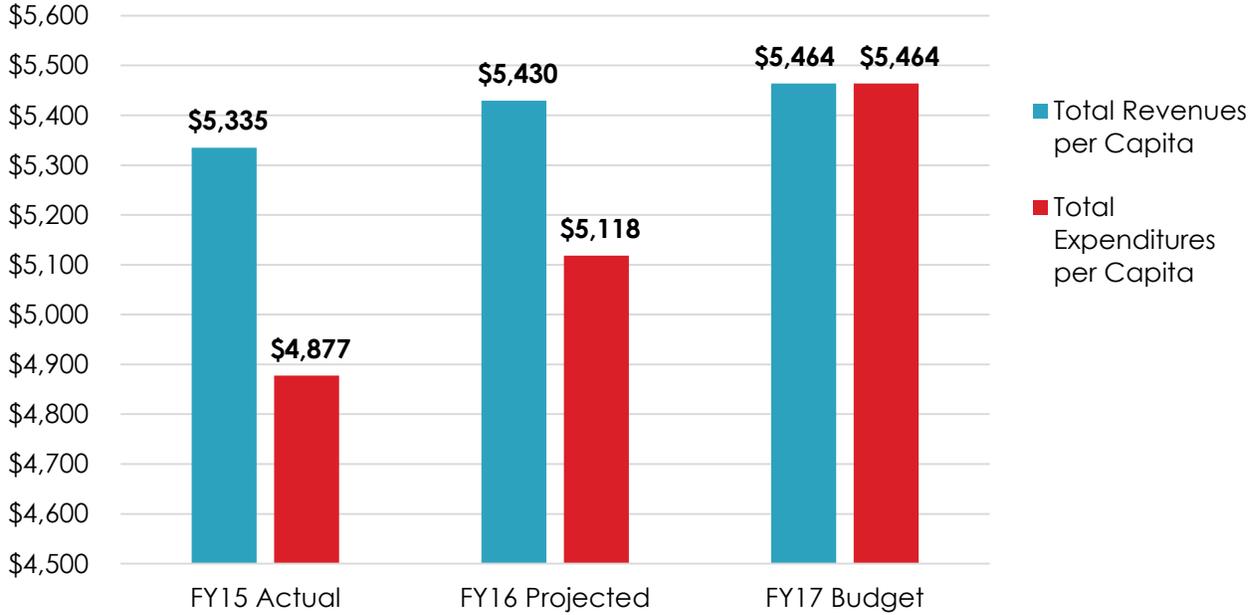
## ASSESSED VALUATION FY12-FY16



Note: Total assessed valuation for FY16 was \$34.7 billion, a \$4.6 billion or 15.1% increase over FY15.

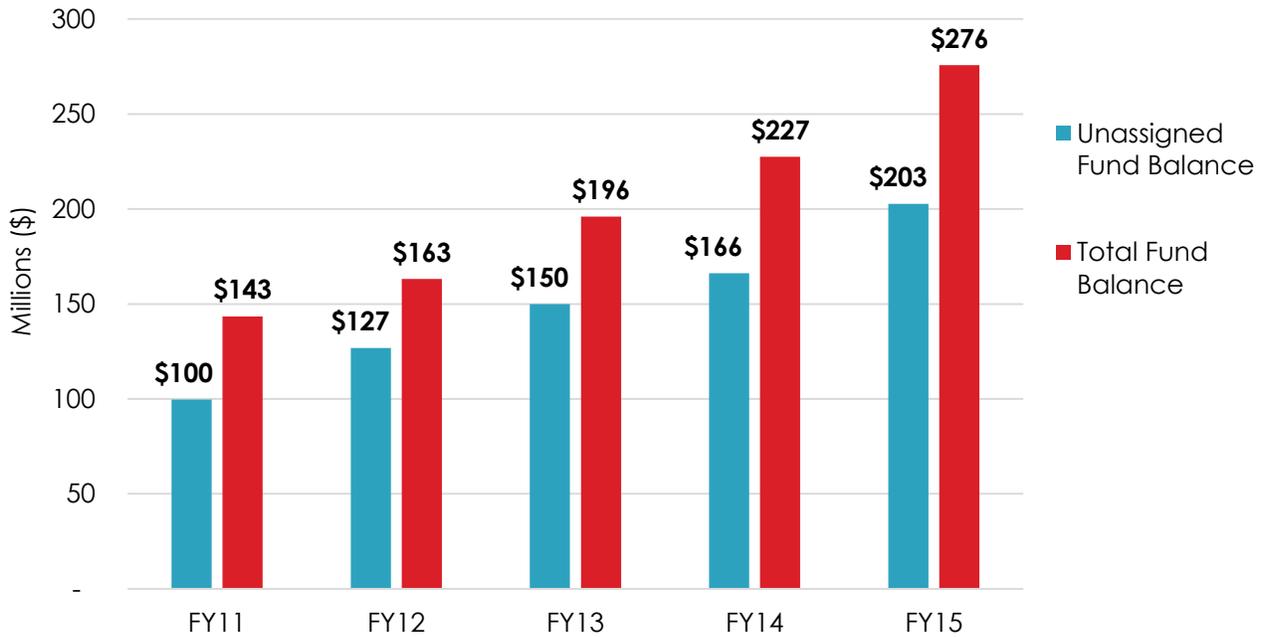
# BENCHMARKS - GENERAL GOVERNMENT

**CITY OF CAMBRIDGE PER CAPITA REVENUE AND EXPENDITURES**



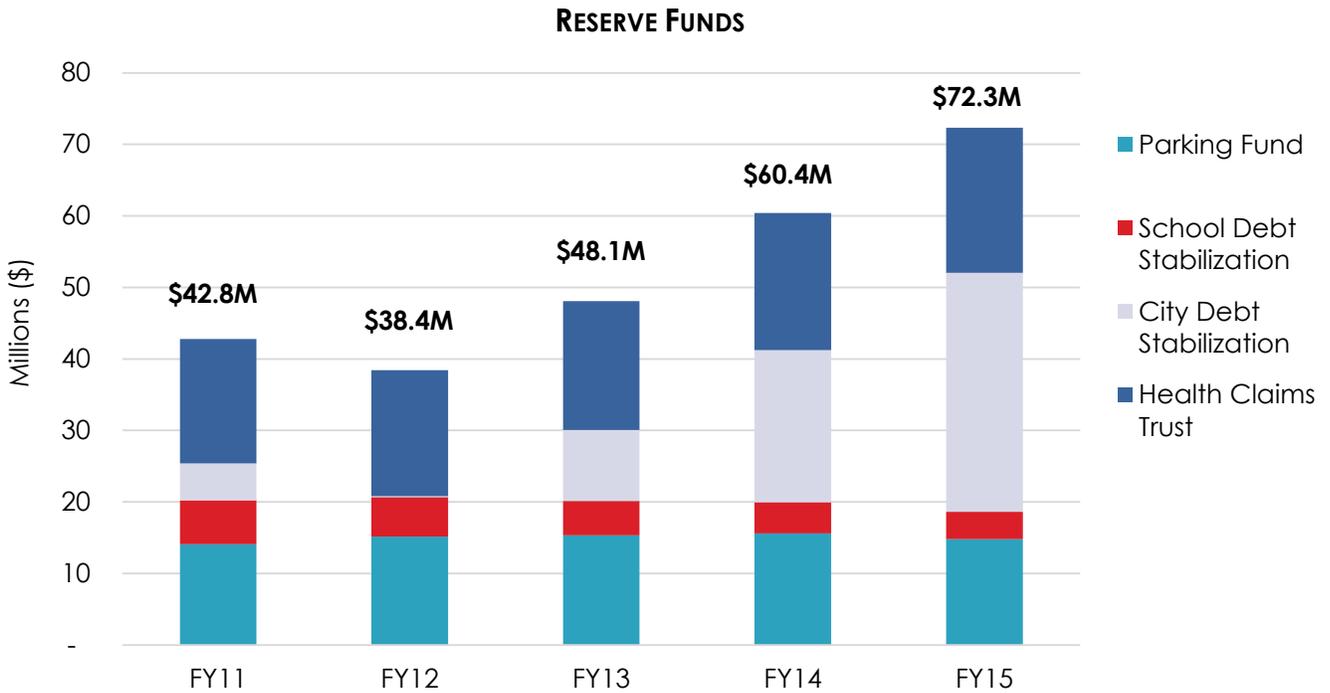
Note: The 2010 U.S. Census figure of 105,162 people was used as the population for these calculations.

**GENERAL FUND FUND BALANCES**

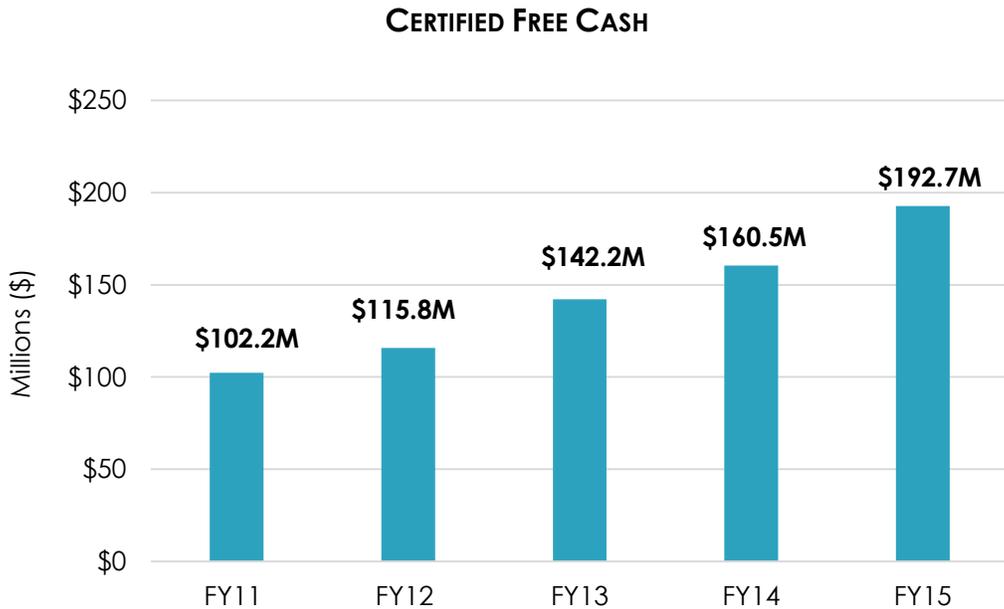


Note: The General Fund serves as the chief operating fund of the City.

# BENCHMARKS – GENERAL GOVERNMENT



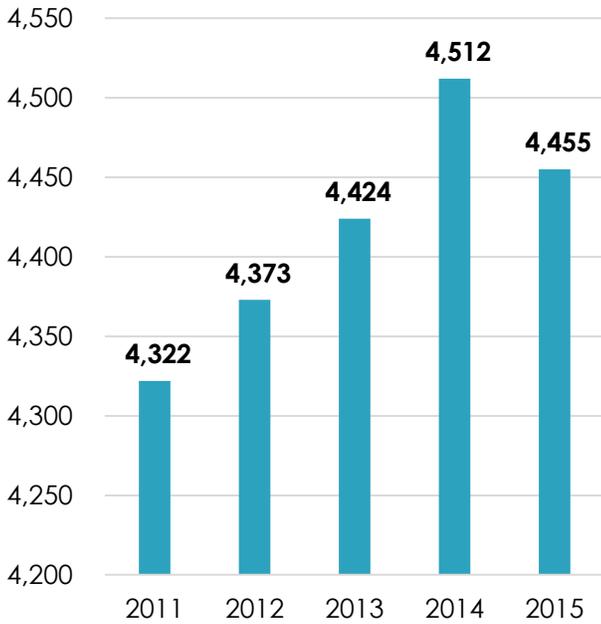
Note: Reserve funds protect the City from unexpected expenses and potential shortfalls in revenue.



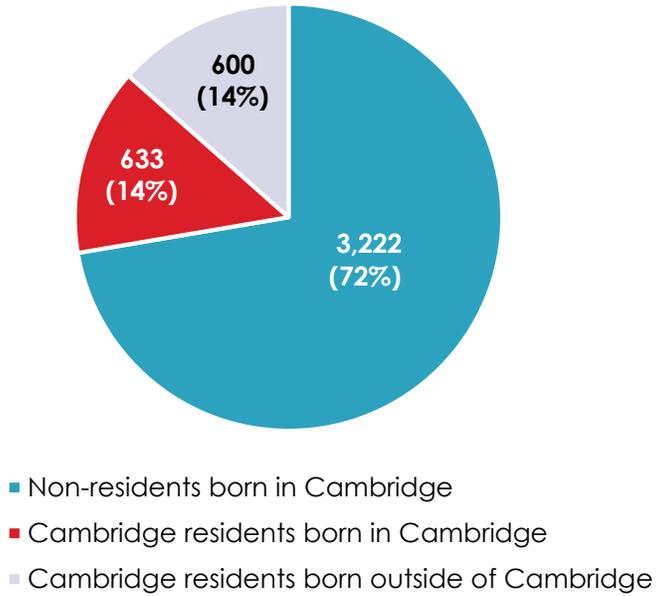
Note: Certified Free Cash is funds available from the operations of the previous fiscal year that are certified by the MA Department of Revenue’s Director of Accounts as available for appropriation. Remaining funds include unexpended Free Cash from the previous year, receipts in excess of estimates shown on the tax recapitulation sheet, and unspent amounts in budget line items.

# BENCHMARKS - GENERAL GOVERNMENT

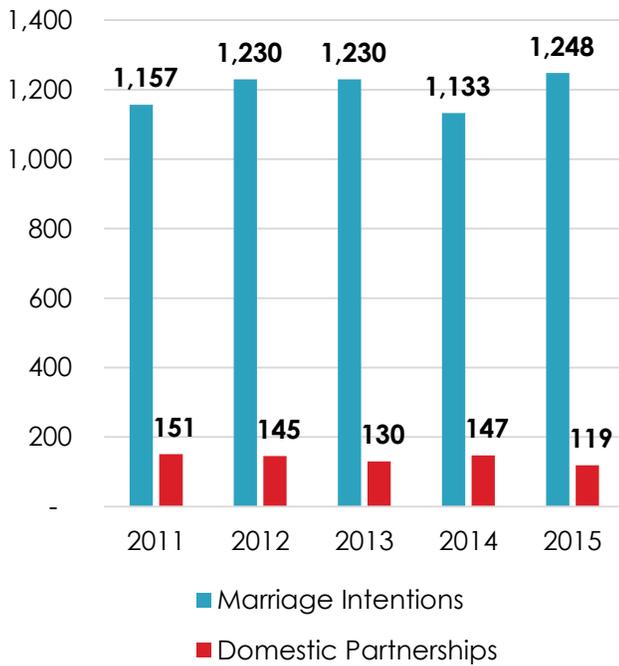
**BIRTHS RECORDED IN CAMBRIDGE**



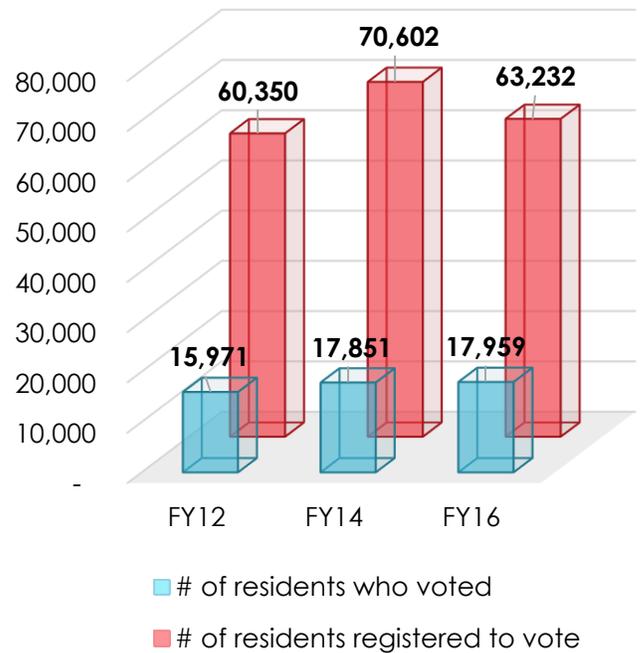
**BIRTHS RECORDED IN CAMBRIDGE IN 2015**



**CAMBRIDGE MARRIAGE LICENSES & DOMESTIC PARTNERSHIP FILINGS**



**VOTERS IN MUNICIPAL ELECTIONS**

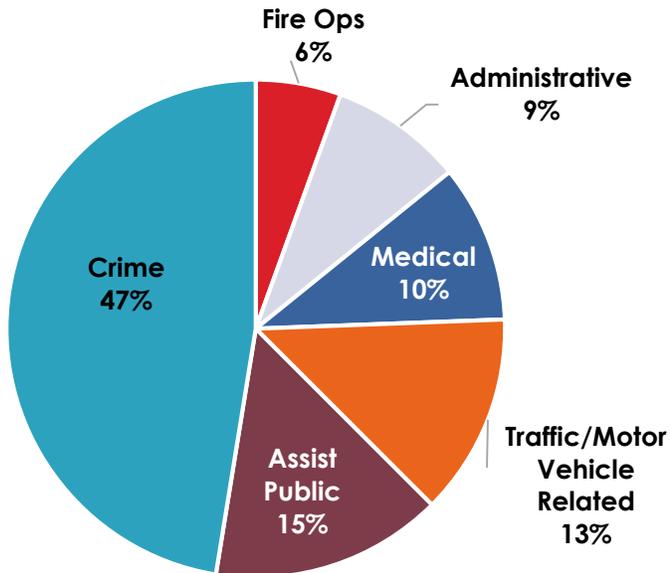


# BENCHMARKS - PUBLIC SAFETY

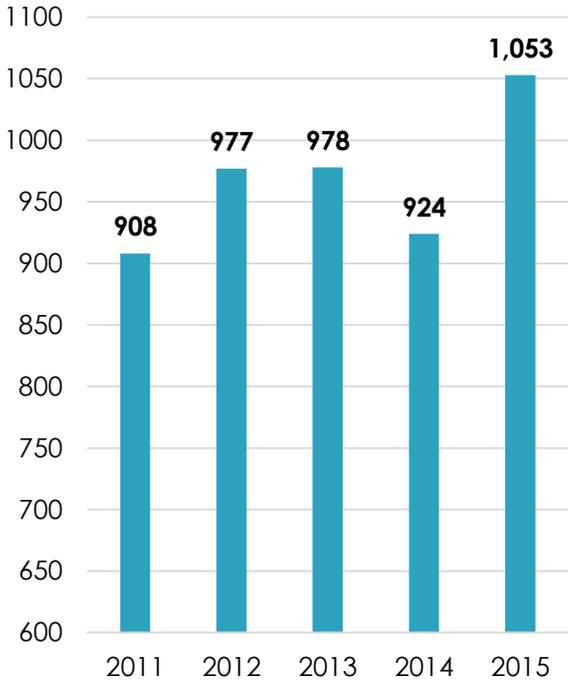
## 10-YEAR EMERGENCY COMMUNICATIONS HISTORICAL INCIDENT DATA

CATEGORY	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	% CHANGE (FY14-15)
Fire Ops	5,698	6,092	5,986	6,044	5,682	5,875	5,423	5,527	5,450	6,010	10.3%
Administrative	5,960	6,048	6,718	6,244	6,240	8,748	9,023	9,561	9,067	9,415	3.8%
Medical	8,373	9,531	10,723	10,326	10,978	11,104	10,931	11,391	11,263	11,144	-1.1%
Assist Public	16,329	18,090	17,725	16,026	16,479	16,732	16,155	16,470	16,221	16,390	1.0%
Traffic/MV-Related	27,219	23,772	22,066	21,443	17,754	15,726	13,330	13,804	14,454	14,251	-1.4%
Crime & Directed Patrol	28,796	38,232	44,402	43,588	45,539	60,392	62,359	58,821	54,578	51,636	-5.4%
<b>TOTAL</b>	<b>92,375</b>	<b>101,765</b>	<b>107,620</b>	<b>103,671</b>	<b>102,672</b>	<b>118,577</b>	<b>117,221</b>	<b>115,574</b>	<b>111,033</b>	<b>108,846</b>	<b>-2.0%</b>

**EMERGENCY COMMUNICATIONS:  
FY15 INCIDENT CATEGORIES  
(108,846 TOTAL INCIDENTS)**



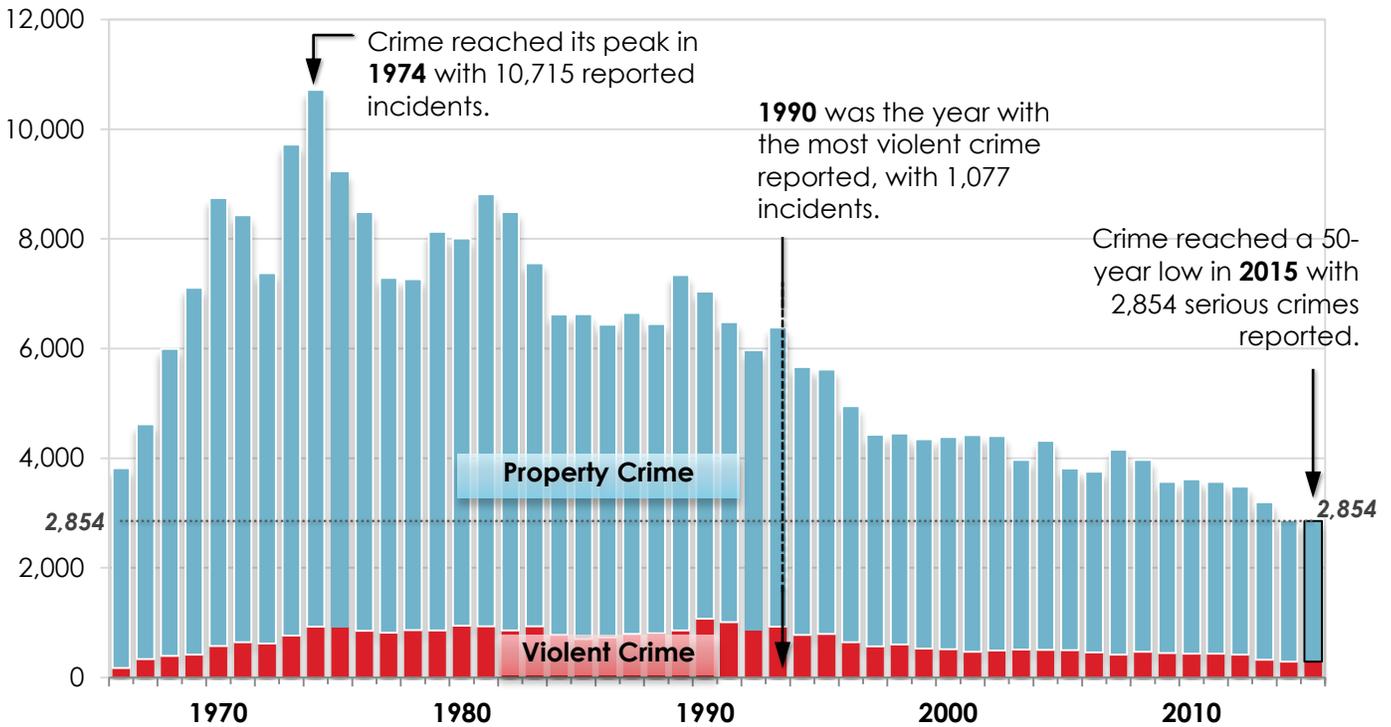
**TOTAL FIRES**



# BENCHMARKS - PUBLIC SAFETY

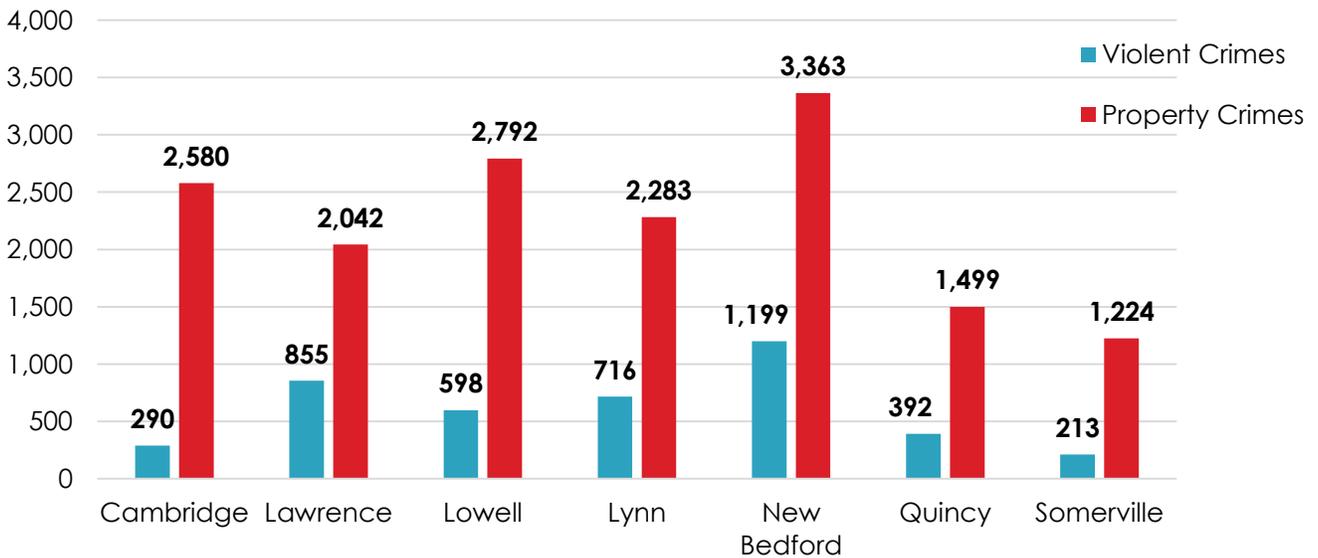
## 50 YEARS OF CRIME IN CAMBRIDGE

Part 1 Index Crimes Reported to the Police Annually



Note: Part 1 crimes are those considered by the FBI to be the most serious. They include violent crimes and property crimes.

## CRIME COMPARISON TO NEARBY COMMUNITIES (2014)



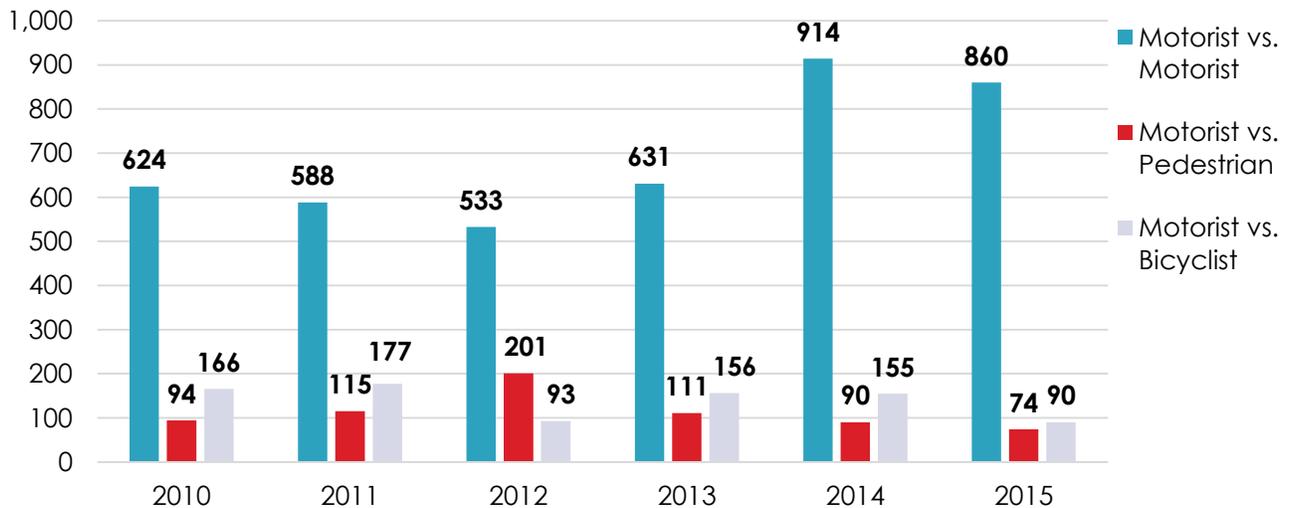
Note: This table is based on information from the FBI's Uniform Crime Reports. The latest available data available for comparison is from 2014.

# BENCHMARKS - PUBLIC SAFETY

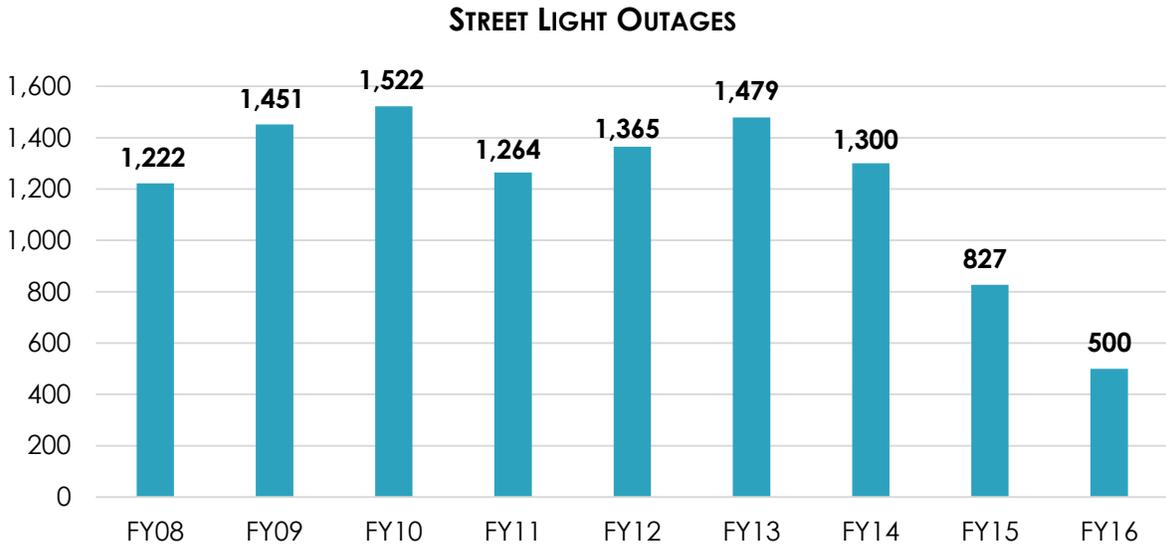
## COMPARISON OF 2014 AND 2015 CAMBRIDGE CRIME INDEX

CRIME	JAN - DEC 2014	JAN - DEC 2015	% CHANGE
<b>Murder</b>	2	3	50%
<b>Rape</b>	24	25	4%
<b>Robbery</b>	80	77	-4%
Commercial	28	23	-18%
Street	52	54	4%
<b>Aggravated Assault</b>	184	186	1%
<b>TOTAL VIOLENT</b>	290	291	0%
<b>Burglary</b>	286	438	53%
Commercial	51	100	96%
Residential	235	338	44%
<b>Larceny</b>	2,158	2,001	-7%
From Building	385	345	-10%
Motor Vehicle	514	404	-21%
From Person	220	181	-18%
Of Bicycle	328	362	10%
Shoplifting	391	334	-15%
From Residence	226	289	28%
Of MV Plate	28	25	-11%
Of Services	17	16	-6%
Miscellaneous	49	45	-8%
<b>Auto Theft</b>	136	125	-8%
<b>TOTAL PROPERTY CRIME</b>	2,580	2,564	-1%
<b>CRIME INDEX TOTAL</b>	2,870	2,855	-1%

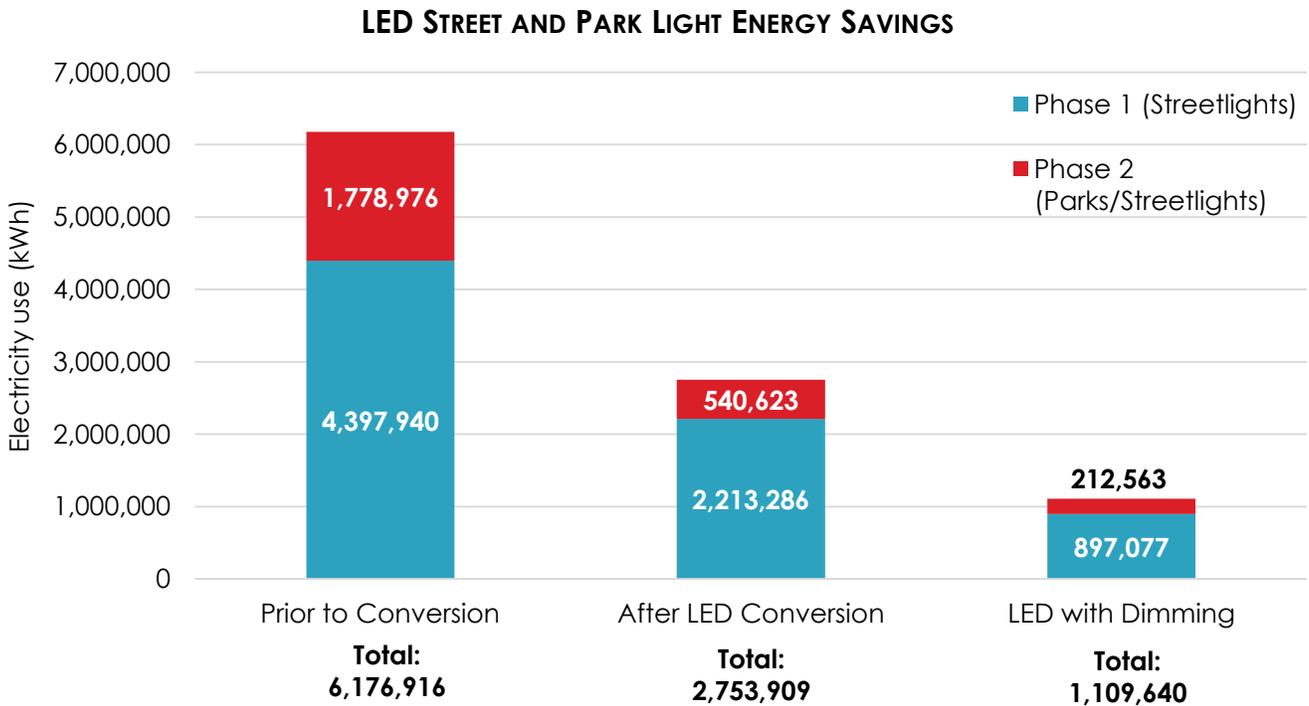
## REPORTABLE MOTOR VEHICLE ACCIDENTS



# BENCHMARKS - COMMUNITY MAINTENANCE & DEVELOPMENT



Note: Due to the first phase of the LED streetlight conversion, which was completed in FY15, streetlight repairs and outages have been reduced significantly.

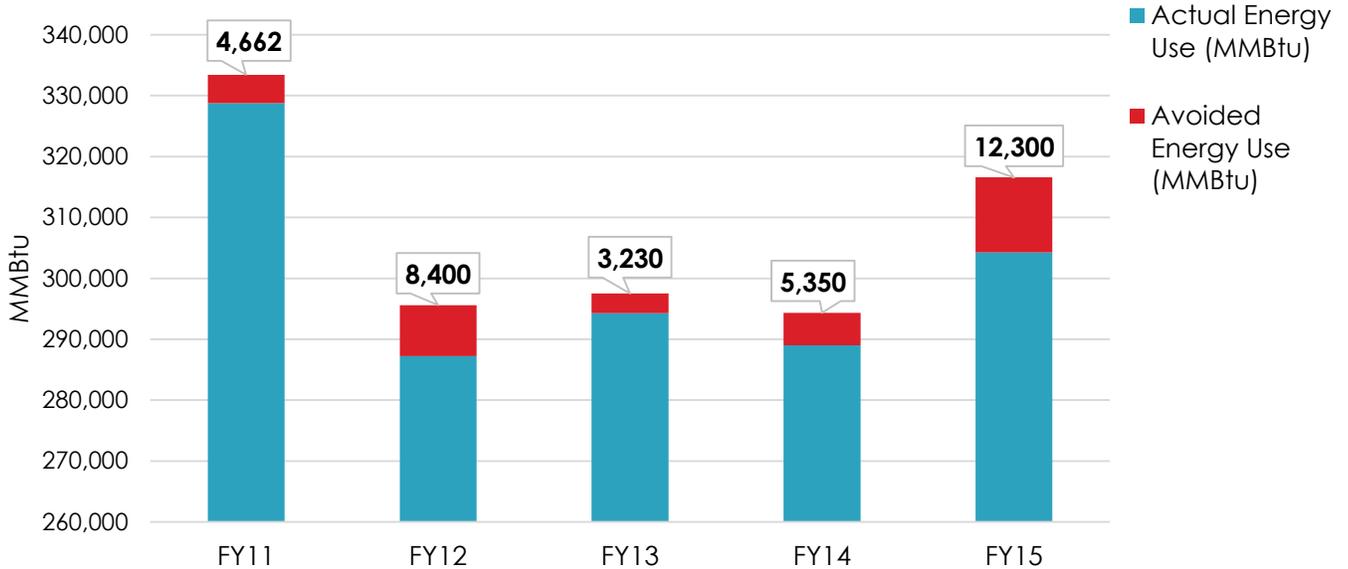


Note: The chart above shows an estimated 82% in annual energy use from converting 6,600 street and park light fixtures to LED technology with a wireless dimming system that allows light levels to be reduced based on time of day or lighting requirements.

# BENCHMARKS - COMMUNITY MAINTENANCE & DEVELOPMENT

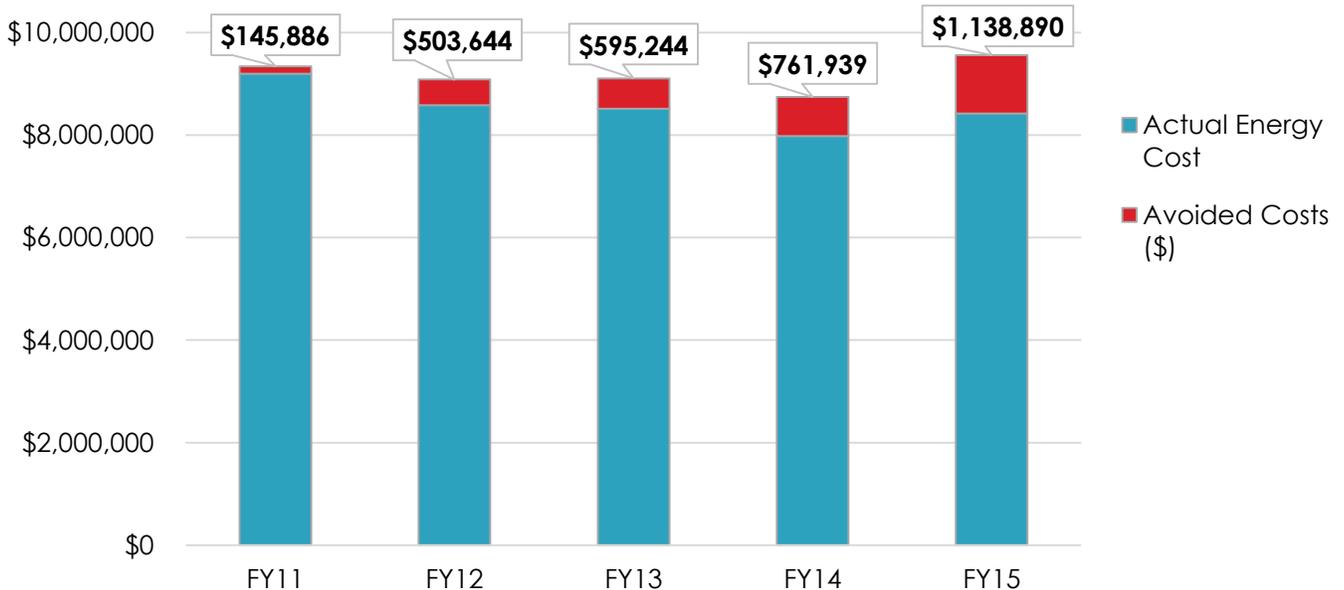
Between FY11 and FY15, the City installed energy retrofits at close to 35 facilities, made process and equipment improvements at the Walter J. Sullivan Water Purification Facility, and converted streetlights to LED technology. The blue portions of the charts below show municipal energy use and spending; the red portions (“avoided” use and costs) show how much more energy the City would have consumed and dollars spent per year had it not implemented these measures.

**AVOIDED MUNICIPAL ENERGY & FUEL USE**

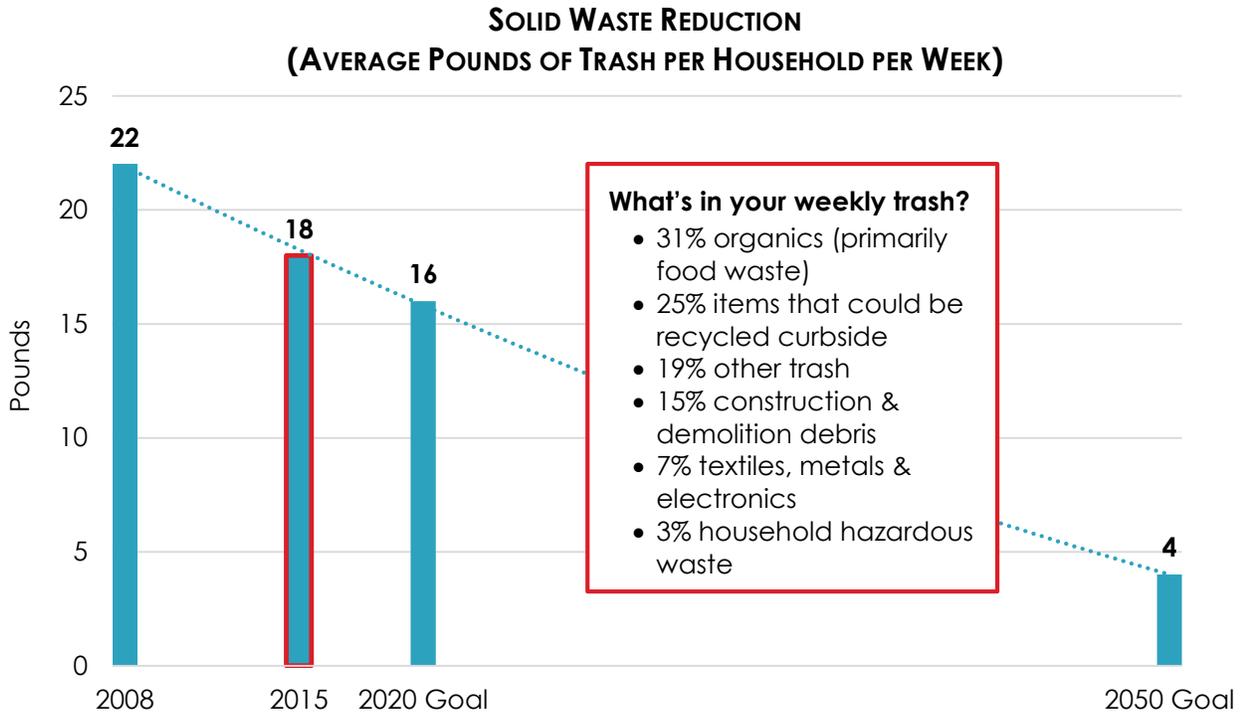


Note: The chart above includes electricity, natural gas, heating oil, and vehicle fuels presented in MMBtu (one million British Thermal Units).

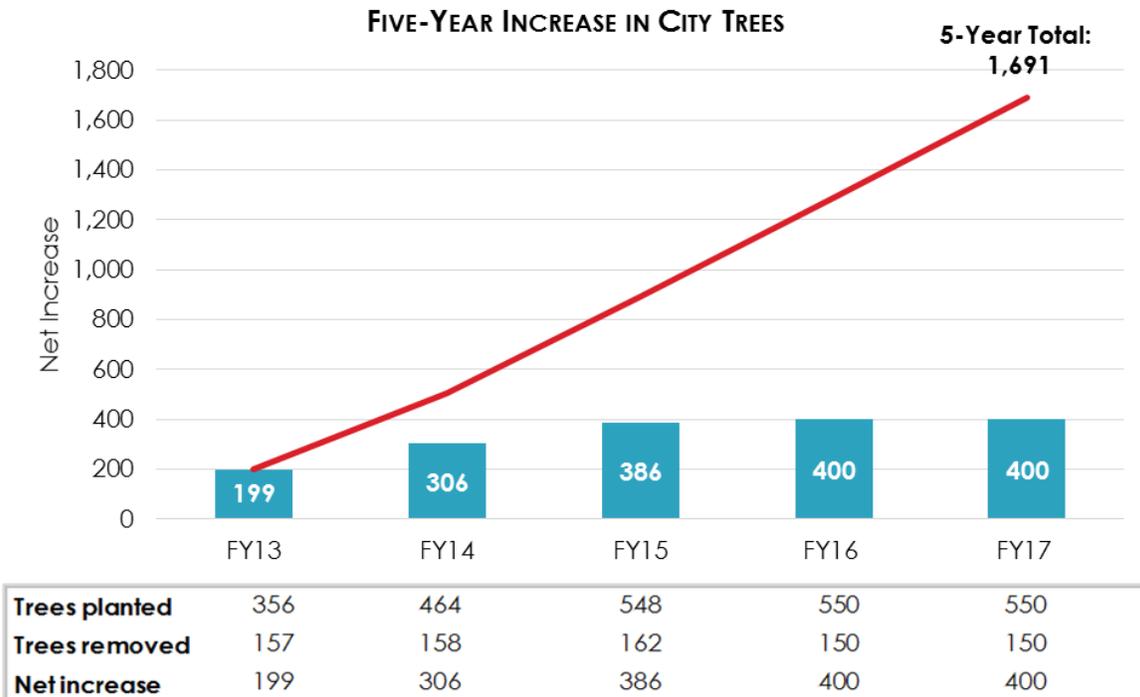
**AVOIDED MUNICIPAL ENERGY COSTS**



# BENCHMARKS - COMMUNITY MAINTENANCE & DEVELOPMENT



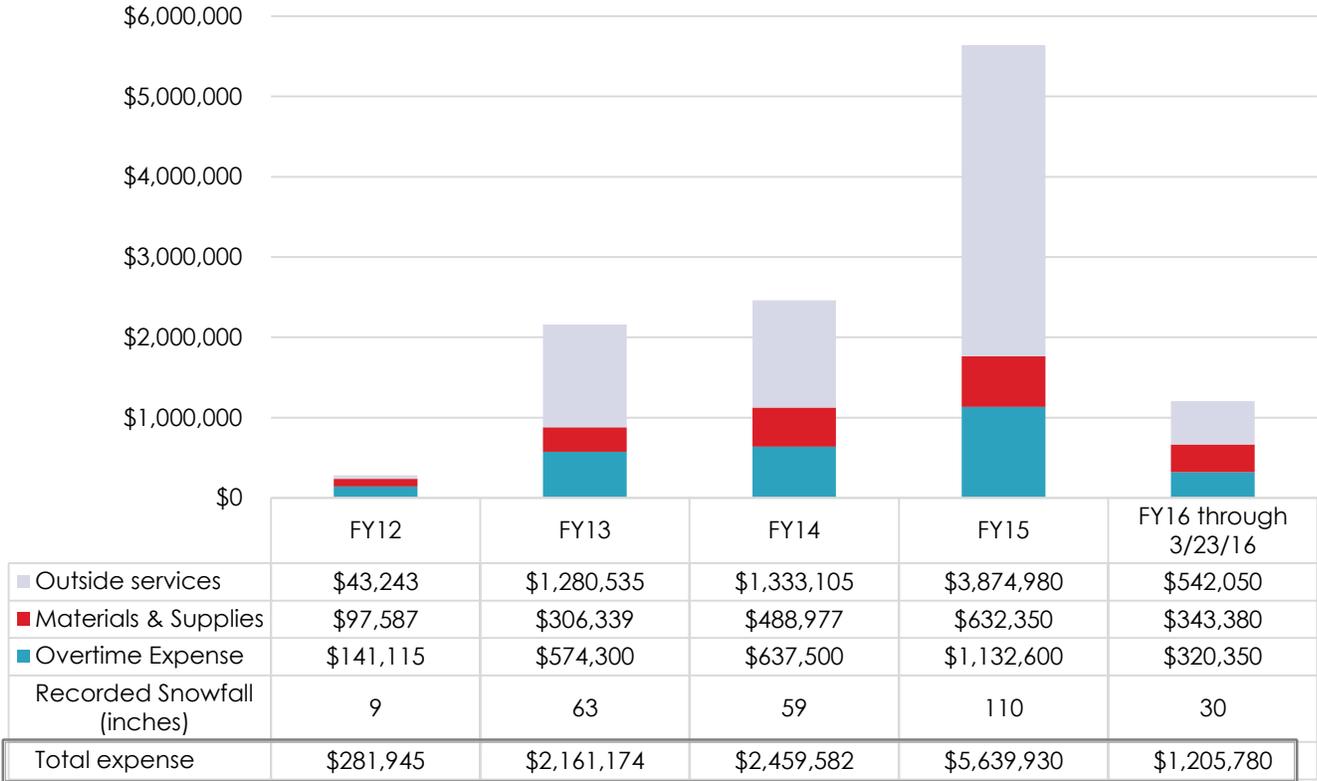
Note: Through initiatives such as curbside organics collection and continued efforts to improve curbside recycling rates, the City is working to reduce trash, increase recycling, and divert food and other reusable materials from the waste stream. The chart above shows the City's progress in meeting the goals of the Massachusetts Department of Environmental Protection's Solid Waste Master Plan, which calls for reducing residential trash 30% by 2020 and 80% by 2050 from a 2008 baseline.



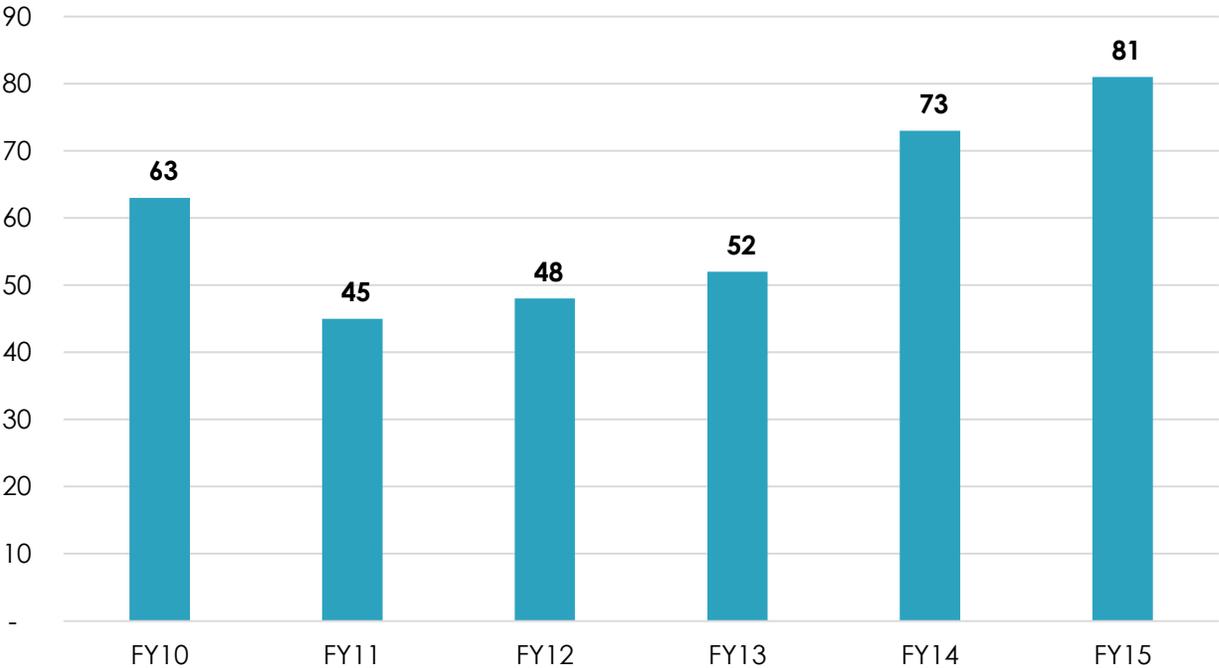
Note: Figures for FY16 and FY17 are projections.

# BENCHMARKS - COMMUNITY MAINTENANCE & DEVELOPMENT

## SNOW EXPENSES

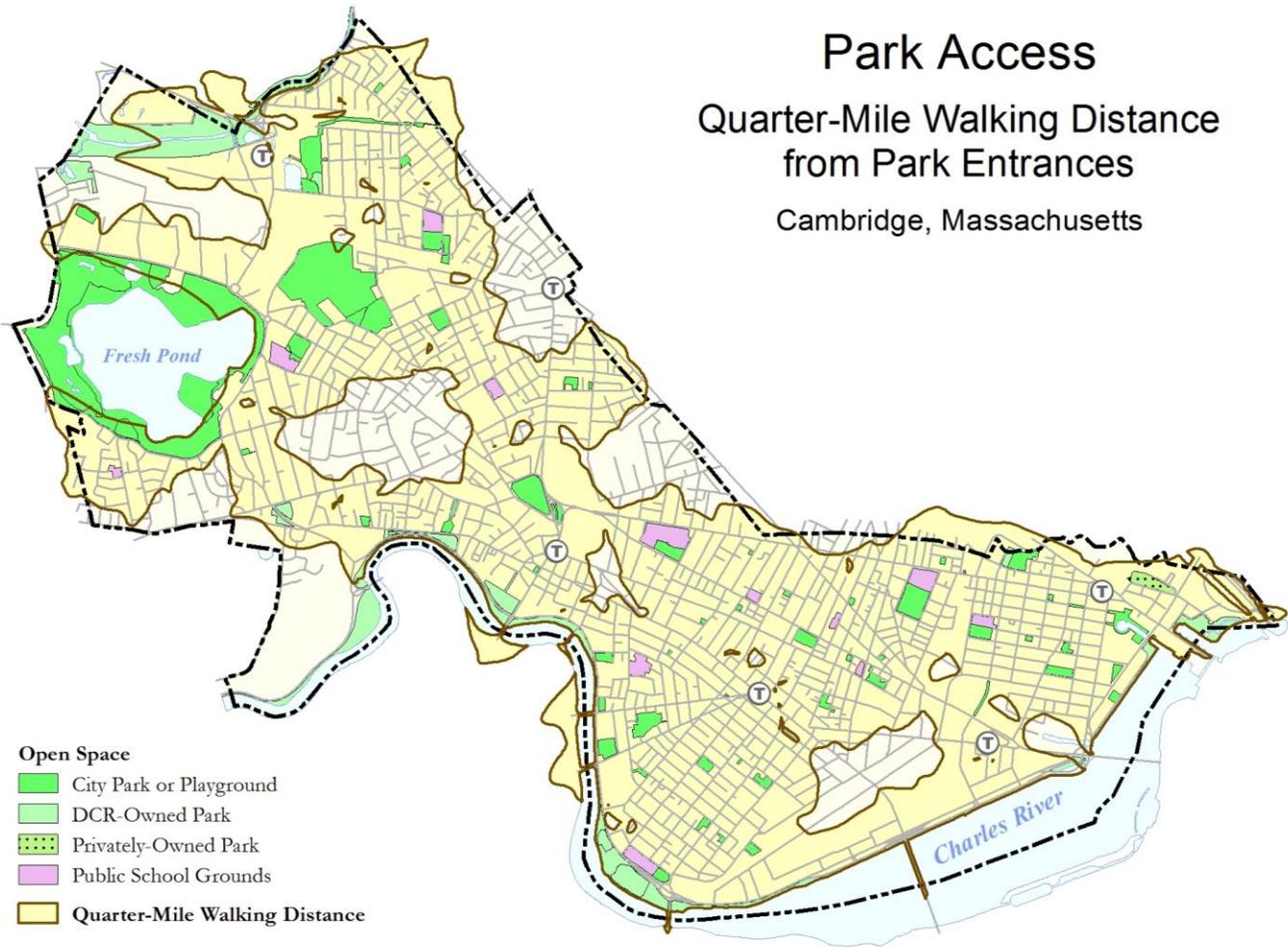
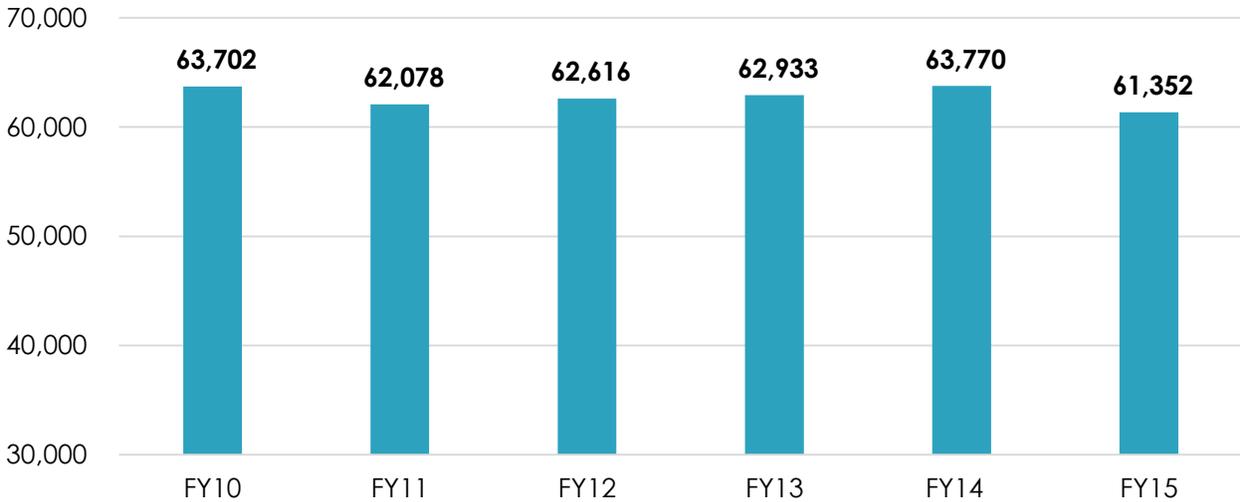


## WATER LEAKS REPAIRED



# BENCHMARKS - COMMUNITY MAINTENANCE & DEVELOPMENT

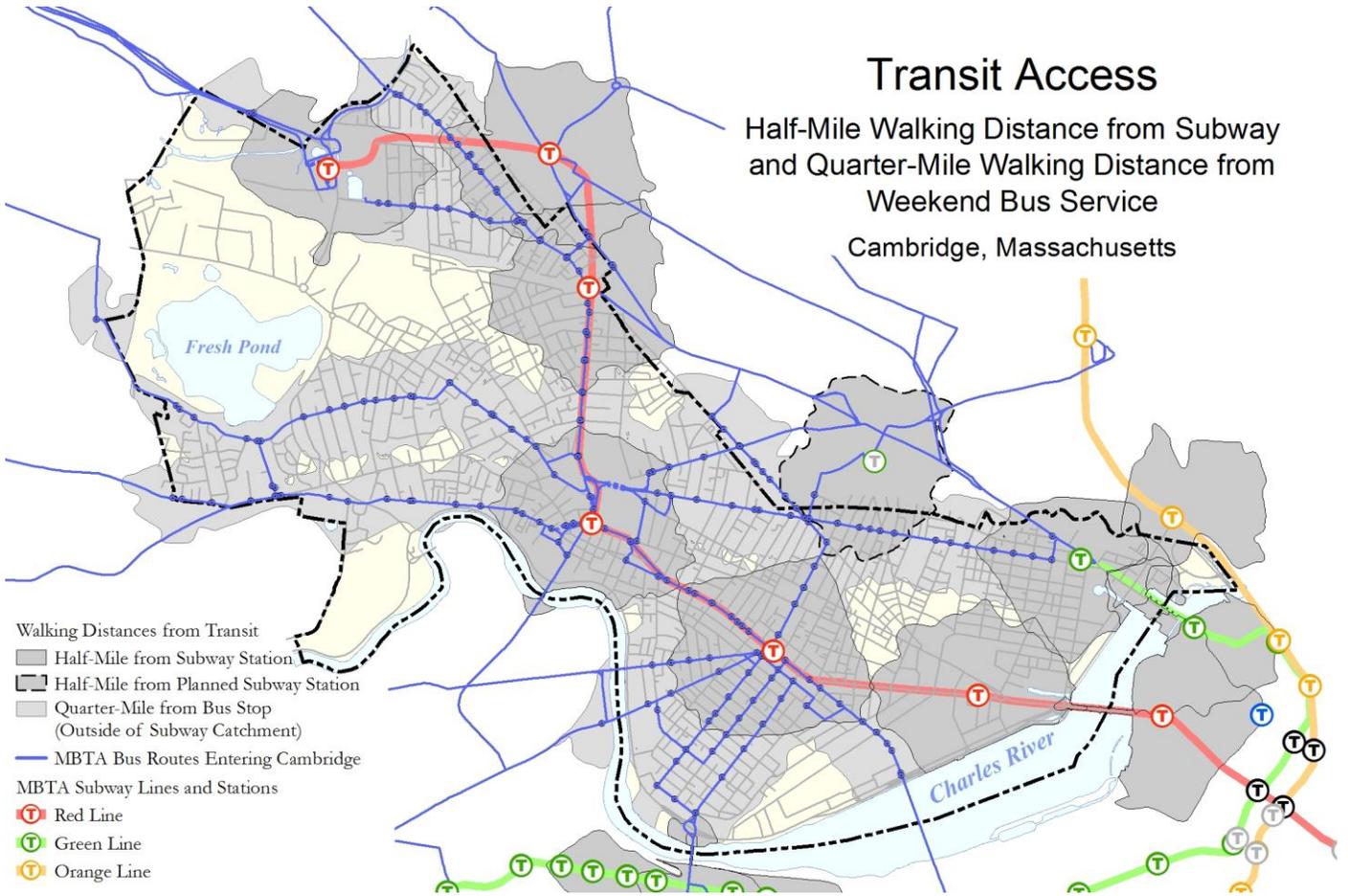
TOTAL WATER QUALITY, WATER TREATMENT PLANT, AND WATERSHED TESTS PERFORMED



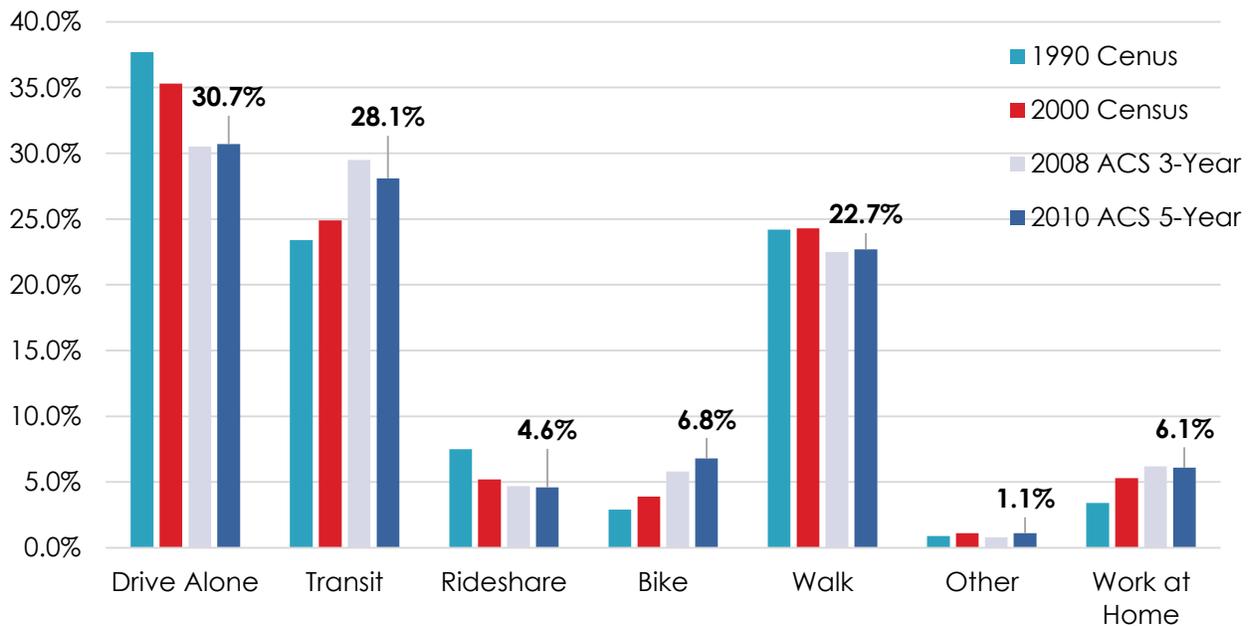
# BENCHMARKS - COMMUNITY MAINTENANCE & DEVELOPMENT

## Transit Access

Half-Mile Walking Distance from Subway and Quarter-Mile Walking Distance from Weekend Bus Service  
Cambridge, Massachusetts

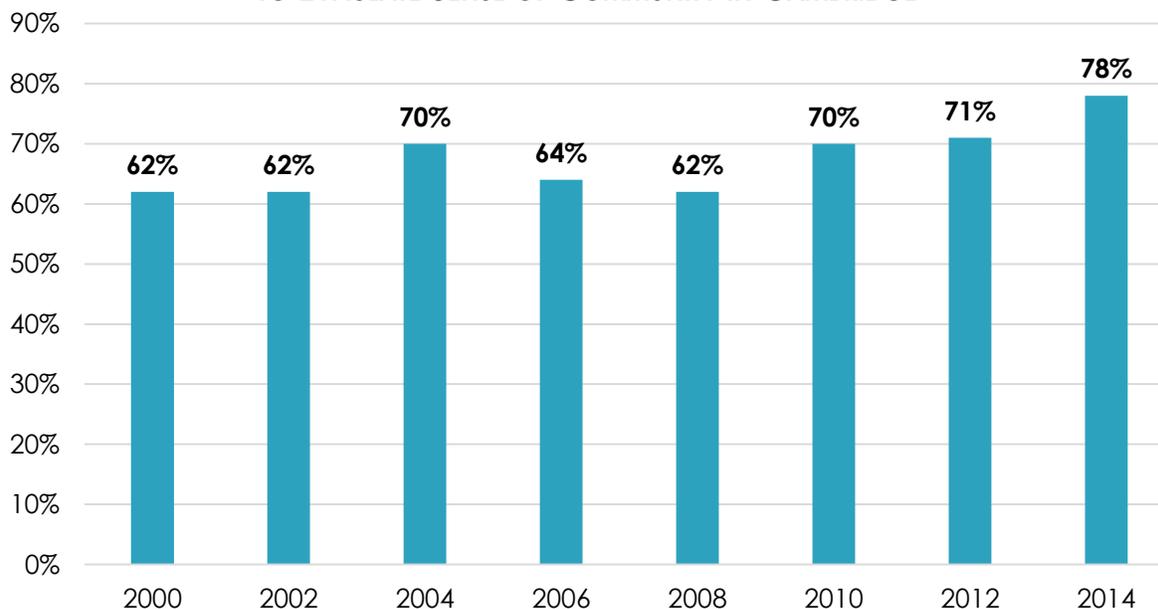


## RESIDENTS OF CAMBRIDGE: MODE TO TRAVEL TO WORK



## BENCHMARKS – HUMAN RESOURCE DEVELOPMENT

RESIDENTS RESPONDING "EXCELLENT" OR "GOOD" WHEN ASKED TO EVALUATE SENSE OF COMMUNITY IN CAMBRIDGE



FY15 REGIONAL LIBRARY USE

LOCATION	ANNUAL HOURS (ALL LOCATIONS)	PROGRAM ATTENDANCE	CIRCULATION	CIRC. PER CAPITA	FY15 COST PER HOUR OPEN	BORROWED FROM OTHER LIBRARIES	LENT TO OTHER LIBRARIES
Arlington	4,515	22,181	735,002	18	\$546	86,145	55,580
Brookline	7,897	29,384	1,180,325	22	\$501	165,438	135,838
<b>Cambridge</b>	<b>13,663</b>	<b>83,993</b>	<b>1,607,126</b>	<b>16</b>	<b>\$694</b>	<b>204,625</b>	<b>123,537</b>
Lexington	3,267	19,573	828,087	27	\$797	92,609	57,517
Newton	3,361	48,716	1,658,656	21	\$1,701	156,218	147,272
Quincy	6,757	23,448	748,607	9	\$480	73,575	54,806
Somerville	7,746	15,517	348,324	5	\$264	63,251	38,898
Watertown	3,437	22,186	637,211	21	\$781	68,157	54,667
Wellesley	5,807	32,021	742,858	29	\$467	59,077	114,928
Worcester	12,897	18,226	1,002,521	6	\$486	64,602	64,328
<b>AVERAGE</b>	<b>6,935</b>	<b>31,525</b>	<b>948,872</b>	<b>17</b>	<b>\$672</b>	<b>103,370</b>	<b>84,737</b>

### HUMAN SERVICE PROGRAM STATS

- Each year, nearly 900 students attend classes at the Community Learning Center – the City’s adult basic education provider – to improve their English skills, prepare to earn a high school equivalency credential, or increase the skills necessary to successfully enroll in post-secondary education.
- Last summer, over 40% of Cambridge’s youth ages 14-17 were employed through the Mayor’s Summer Youth Employment Program and through DHSP’s Recreation Division. These programs provide opportunities for teens to gain valuable work experience in public sector and nonprofit jobs during the summer.
- Since 2008, the Cambridge Works transitional jobs program has enrolled 151 residents with significant barriers to employment. Participants are between 18-35 years old and have not been able to find or keep jobs. Supported entirely with City funds, the program places participants in a worksite for 13 weeks to learn basic job readiness skills. The program also provides participants with weekly case management support and professional development classes to improve communication, computer, networking, and interviewing skills.
- The City leads and coordinates the Cambridge Continuum of Care, a comprehensive network of 47 individual programs from 25 organizations that work to create and enhance systems to meet the needs of the City’s homeless population.
- Each year, over 700 families with children under the age of 8 participate in strengths-based parenting education programs and activities to support them as their children’s first and most important teacher. Through the Baby University intensive parenting support program, over 35 mothers and fathers of children 4 and under participate each year in a 14-week series of workshops, playgroups, and home visits. More than 130 parents participate each year as graduates of the program in ongoing home visits, field trips, and family events.

# POSITION LIST

	FY15 STAFF POSITIONS	FY16 STAFF POSITIONS	FY17 STAFF POSITIONS	FY17 TO FY16 VARIANCE
<b>GENERAL GOVERNMENT</b>				
<b>CITY CLERK</b>				
Administrative Assistant	1	0	0	0
Business Production Analyst/Project Manager	1	1	1	0
City Clerk	1	1	1	0
Deputy City Clerk	1	1	1	0
Operations Manager	1	1	1	0
Principal Clerk	6	6	5	-1
Vital Records Supervisor	0	0	1	1
<b>TOTAL</b>	<b>11</b>	<b>10</b>	<b>10</b>	<b>0</b>
<b>CITY COUNCIL</b>				
Administrative Project Assistant	1	1	1	0
Executive Assistant to City Council	1	1	1	0
<b>TOTAL</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>0</b>
<b>ELECTION COMMISSION</b>				
Administrative Assistant	1	1	1	0
Assistant Director	1	1	1	0
Election Commissioner	4	4	4	0
Executive Director	1	1	1	0
Senior Clerk & Typist	1	1	2	1
<b>TOTAL</b>	<b>8</b>	<b>8</b>	<b>9</b>	<b>1</b>
<b>EXECUTIVE</b>				
Affirmative Action Director	1	1	1	0
Assistant to City Manager	1	1	1	0
City Manager	1	1	1	0
Communications & Community Relations Director	1	1	1	0
Deputy City Manager	1	1	1	0
Domestic & Gender-Based Violence Prevention Coordinator	1	1	1	0
Executive Assistant to City Manager	1	1	1	0
Office Manager	1	1	1	0
Planning & Transportation Demand Management Officer	1	1	1	0
Public Information Officer	1	1	1	0
Senior Management Analyst	1	1	1	0
<b>TOTAL</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>0</b>
<b>FINANCE</b>				
Administration - Administrative Assistant to Finance Director	1	1	1	0
Administration - Assistant City Manager for Fiscal Affairs	1	1	1	0
Assessing - Administrative Assistant	1	1	1	0
Assessing - Assessment Analyst	2	2	2	0
Assessing - Assessor	1	1	1	0
Assessing - Assistant to Board of Assessors	1	1	1	0
Assessing - Commercial Appraiser	1	1	1	0
Assessor - Commercial Assessor	0	0	1	1
Assessing - Commercial Review Appraiser	1	1	0	-1

## POSITION LIST

	FY15 STAFF POSITIONS	FY16 STAFF POSITIONS	FY17 STAFF POSITIONS	FY17 TO FY16 VARIANCE
Assessing - Customer Service Supervisor	0	1	1	0
Assessing - Customer Service Representative/Deed Specialist	1	1	1	0
Assessing - Director of Assessment	1	1	1	0
Assessing - Executive Assistant	1	0	0	0
Assessing - Manager of Assessing Operations	1	1	1	0
Assessing - Property Lister/Data Collection	1	0	0	0
Assessing - Senior Assistant Assessor	1	1	1	0
Assessing - Senior Assistant Assessor for Field Operations	1	1	1	0
Auditing - Account Clerk	0	1	1	0
Auditing - Account/Financial Reporting Analyst	1	1	1	0
Auditing - Administrative Assistant	1	0	0	0
Auditing - Auditing Analyst	1	1	1	0
Auditing - City Auditor	1	1	1	0
Auditing - Financial Analyst	1	1	1	0
Auditing - General Ledger Accountant	1	1	1	0
Auditing - Senior Account Clerk	2	2	2	0
Budget - Budget Analyst	3	3	4	1
Budget - Budget Director	1	1	1	0
IT - Assistant Director of IT Administration	1	1	1	0
IT - Assistant Director of IT Infrastructure	1	1	1	0
IT - Business Analyst/Project Manager	1	3	3	0
IT - Chief Information Officer	1	1	1	0
IT - Database Administrator	1	1	1	0
IT - Enterprise Applications Specialist	0	1	1	0
IT - Geographic Information Systems (GIS) Manager	1	1	1	0
IT - GIS Programmer Analyst	1	1	1	0
IT - GIS Technical Specialist	0	1	1	0
IT - MIS Project Manager	5	1	1	0
IT - Network Engineer	1	1	1	0
IT - Network Manager	1	1	1	0
IT - Open Data Program Manager	0	1	1	0
IT - Senior Programmer/System Analyst	1	1	1	0
IT - Systems Administrator	1	3	4	1
IT - Technical Support Specialist	4	4	5	1
IT - Technical Support Supervisor	1	1	1	0
IT - Web Content Specialist	1	1	1	0
IT - Web Developer	1	1	1	0
IT - Web Manager	1	1	1	0
Personnel - Account Coordinator	1	1	1	0
Personnel - Administrative Assistant	1	1	1	0
Personnel - Assistant Director of HR Administration	0	1	1	0
Personnel - Assistant Director of HR Development	1	1	1	0
Personnel - Benefits & Compensation Manager	1	1	1	0
Personnel - Employee Benefits Services Representative	1	1	1	0

# POSITION LIST

	FY15 STAFF POSITIONS	FY16 STAFF POSITIONS	FY17 STAFF POSITIONS	FY17 TO FY16 VARIANCE
Personnel - Employee Relations Manager	1	0	0	0
Personnel - Employment Assistant	1	1	1	0
Personnel - Employment Resource Specialist	1	1	1	0
Personnel - Labor Services Analyst	1	1	1	0
Personnel - Personnel Director	1	1	1	0
Personnel - Personnel Specialist	1	1	1	0
Personnel - Training & Staff Development Manager	1	1	1	0
Personnel - Workers Compensation Claims Manager	1	1	1	0
Purchasing - Administrative Assistant	1	1	1	0
Purchasing - Assistant Purchasing Agent	1	1	1	0
Purchasing - Buyer	3	3	3	0
Purchasing - Construction Procurement Manager	1	1	1	0
Purchasing - Purchasing Agent	1	1	1	0
Revenue - Administrative Assistant	2	2	2	0
Revenue - Assistant Finance Director	1	1	1	0
Revenue - Cashier Coordinator	1	1	1	0
Revenue - Customer Service Supervisor	1	1	1	0
Revenue - Customer Service Supervisor & Tax Title Liaison	1	1	1	0
Revenue - Manager of Collections	1	1	1	0
Revenue - Senior Account Clerk	1	1	1	0
Treasury - Business Production Analyst/Project Manager	0	0	1	1
Treasury - Cash Manager	1	1	1	0
Treasury - Director of Payroll	1	1	1	0
Treasury - Project/Cash Manager	1	1	1	0
Treasury - Senior Account Clerk	2	2	2	0
<b>TOTAL</b>	<b>85</b>	<b>87</b>	<b>91</b>	<b>4</b>
<b>GENERAL SERVICES</b>				
Machine Operator	1	1	1	0
Supervisor of Printing	1	1	1	0
<b>TOTAL</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>0</b>
<b>LAW</b>				
Administrative Assistant	2	2	2	0
Assistant City Solicitor	5	5	5	0
City Solicitor	1	1	1	0
Deputy City Solicitor	1	1	1	0
First Assistant City Solicitor	1	1	1	0
Office Manager	1	1	1	0
<b>TOTAL</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>0</b>
<b>MAYOR</b>				
Aide to Mayor	1	1	0	-1
Assistant to Mayor	3	3	1	-2
Chief of Staff	1	1	1	0
Director of Constituent Services	0	0	1	1
Education Liaison	0	0	1	1

# POSITION LIST

	FY15 STAFF POSITIONS	FY16 STAFF POSITIONS	FY17 STAFF POSITIONS	FY17 TO FY16 VARIANCE
Executive Assistant to the Mayor	0	0	1	1
Housing Advisor	0	0	1	1
<b>TOTAL</b>	<b>5</b>	<b>5</b>	<b>6</b>	<b>1</b>
<b>PUBLIC CELEBRATIONS</b>				
Arts Council Director	1	1	1	0
Community Arts Director	1	1	1	0
Public Arts Administrator	1	1	1	0
Public Arts Programming Director	1	1	1	0
<b>TOTAL</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>0</b>
<b>PUBLIC SAFETY</b>				
<b>ANIMAL COMMISSION</b>				
Animal Commission Director	1	1	1	0
Animal Control Officer	2	2	2	0
<b>TOTAL</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>0</b>
<b>ELECTRICAL</b>				
Administrative Assistant	1	1	1	0
Assistant City Electrician	1	1	1	0
City Electrician	1	1	1	0
Electrical Engineer	1	1	0	-1
Electrician	6	6	8	2
Electrician Coordinator	2	2	2	0
Senior Electrical Manager	0	0	1	1
<b>TOTAL</b>	<b>12</b>	<b>12</b>	<b>14</b>	<b>2</b>
<b>EMERGENCY COMMUNICATIONS</b>				
Administrative Assistant	1	1	1	0
Assistant Director	0	0	1	1
Chief of Operations	1	1	1	0
Emergency Communications Supervisor	7	7	7	0
Emergency Communications Director	1	1	1	0
Emergency Telecommunications Dispatcher	24	27	28	1
Fire Alarm Operator	2	2	1	-1
Information System Specialist	1	1	1	0
Public Safety Computer Systems Manager	1	1	1	0
<b>TOTAL</b>	<b>38</b>	<b>41</b>	<b>42</b>	<b>1</b>
<b>FIRE</b>				
Administrative Assistant	3	2	2	0
Administrative Officer	2	2	2	0
Budget Analyst	1	1	1	0
Fire Apparatus Repairperson	2	2	2	0
Fire Captain	17	17	17	0
Fire Chief	1	1	1	0
Fire Deputy Chief	11	11	11	0
Fire Fighter	194	194	194	0
Fire Lieutenant	51	51	51	0

## POSITION LIST

	FY15 STAFF POSITIONS	FY16 STAFF POSITIONS	FY17 STAFF POSITIONS	FY17 TO FY16 VARIANCE
Fiscal Manager	1	1	1	0
Payroll Analyst	0	1	1	0
Radio/IT Manager	1	1	1	0
System Administrator	1	1	1	0
<b>TOTAL</b>	<b>285</b>	<b>285</b>	<b>285</b>	<b>0</b>
<b>INSPECTIONAL SERVICES</b>				
Administrative Assistant	4	4	5	1
Assistant Commissioner	1	1	1	0
Building Inspector	5	5	5	0
Clerk	1	1	0	-1
Code Inspector	1	1	1	0
Commissioner	1	1	1	0
Deputy Commissioner	1	1	1	0
Plumbing & Gas Inspector	2	2	2	0
Records Coordinator	1	1	1	0
Sanitary/Housing Inspector	6	6	7	1
Senior Building Inspector	1	1	1	0
Wire Inspector	2	2	2	0
Zoning Specialist	1	1	1	0
<b>TOTAL</b>	<b>27</b>	<b>27</b>	<b>28</b>	<b>1</b>
<b>LICENSE COMMISSION</b>				
Administrative Assistant	3	3	3	0
Business Production Analyst/Project Analyst	0	1	1	0
Chief Licensing Investigator	1	1	1	0
Consumer Information Specialist	1	1	1	0
Director of Consumer's Council	1	1	1	0
Executive Assistant	1	1	1	0
Executive Director	1	1	1	0
License Commission Chair	1	1	1	0
<b>TOTAL</b>	<b>9</b>	<b>10</b>	<b>10</b>	<b>0</b>
<b>POLICE</b>				
Account Clerk	2	1	1	0
Assistant Fiscal Director	0	0	1	1
Assistant Fleet Manager	0	0	1	1
Chief Administrative Officer	1	1	1	0
Clerk	5	5	5	0
Crime Analyst	1	1	2	1
Deputy Superintendent	6	6	6	0
Director of Communications & Media Relations	1	1	1	0
Director of Outreach & Community Programming	1	1	1	0
Domestic Violence Program Assistant	1	1	1	0
Executive Assistant	1	1	1	0
Facility Manager	1	1	1	0
Fiscal Analyst	1	1	0	-1

## POSITION LIST

	FY15 STAFF POSITIONS	FY16 STAFF POSITIONS	FY17 STAFF POSITIONS	FY17 TO FY16 VARIANCE
Fleet Manager	1	1	1	0
Forensic Identification Specialist	1	1	1	0
Information System Manager	1	1	1	0
Information System Specialist	1	1	1	0
Junior Accountant	1	1	1	0
Latent Fingerprint Examiner	1	1	1	0
Licensed Social Worker	0	1	1	0
Motor Equipment Repairperson	1	1	1	0
Payroll Coordinator	1	1	1	0
Personnel Analyst	1	1	1	0
Police Commissioner	1	1	1	0
Police Lieutenant	17	17	17	0
Police Mechanic	2	2	1	-1
Police Officer	218	218	218	0
Police Sergeant	34	34	34	0
Police Superintendent	2	2	2	0
Property Clerk	2	2	2	0
Records Administrator	1	1	1	0
Senior Account Clerk	0	1	1	0
Senior Clerk & Typist	2	2	2	0
Senior Crime Analyst	1	1	1	0
Special Legal Assistant	1	1	1	0
Strategic Analysis Coordinator	1	1	1	0
Student Intern	3	3	3	0
System Administrator	1	1	1	0
Training Coordinator	1	1	1	0
<b>TOTAL</b>	<b>317</b>	<b>318</b>	<b>319</b>	<b>1</b>
<b>POLICE REVIEW AND ADVISORY BOARD</b>				
Project & Outreach Coordinator	1	1	0	-1
<b>TOTAL</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>-1</b>
<b>TRAFFIC PARKING &amp; TRANSPORTATION</b>				
Administrative Assistant	2	2	2	0
Administrative Hearings Officer	1	1	1	0
Assistant Coordinator of Parking Services	1	1	1	0
Assistant Director for Parking Management	1	1	1	0
Assistant Director for Street Management	1	1	1	0
Director of Traffic, Parking & Transportation	1	1	1	0
Engineering Manager	0	0	1	1
Fiscal & Administrative Manager	1	1	1	0
Junior Traffic Engineer	1	0	0	0
Operational Foreperson	1	1	1	0
Parking Control Officer	33	34	34	0
Parking Control Supervisor	2	2	2	0
Parking Enforcement Manager	1	1	1	0

## POSITION LIST

	FY15 STAFF POSITIONS	FY16 STAFF POSITIONS	FY17 STAFF POSITIONS	FY17 TO FY16 VARIANCE
Parking Services Manager	1	1	1	0
Parking Services Supervisor	1	1	1	0
Parking Ticket Analyst	1	1	1	0
Parking Violation Cashier	6	6	6	0
Personnel Analyst	1	1	1	0
Principal Electrical Engineer	1	1	0	-1
Project Manager	1	1	1	0
Senior Storekeeper	1	1	1	0
Street Permit Coordinator	1	1	1	0
Traffic Engineer	1	2	2	0
Traffic Investigator	1	1	1	0
Traffic Maintenance Worker	13	13	13	0
Transportation Planner	1	1	1	0
Working Foreperson	5	5	5	0
<b>TOTAL</b>	<b>81</b>	<b>82</b>	<b>82</b>	<b>0</b>
<b>WEIGHTS &amp; MEASURES</b>				
Sealer	1	1	1	0
<b>TOTAL</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>
<b>COMMUNITY MAINTENANCE AND DEVELOPMENT</b>				
<b>CABLE TELEVISION</b>				
Administrative Assistant	1	1	1	0
Associate Producer	1	1	1	0
Director of Cable Television	1	1	1	0
Master Control Operator	0	1	1	0
Production Manager	1	0	0	0
Videotape Editor	1	1	1	0
<b>TOTAL</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>0</b>
<b>COMMUNITY DEVELOPMENT</b>				
Administrative Assistant	4	4	4	0
Assistant City Manager for Community Development	1	1	1	0
Assistant Planner	0	2	5	3
Associate Planner	6	6	7	1
Chief Fiscal Officer	1	1	1	0
Chief of Policy & Planning	0	1	1	0
Community Energy Outreach Manager	1	1	1	0
Deputy Director of Community Development	1	0	0	0
Director of Community Planning	1	1	1	0
Director of Economic Development	1	1	1	0
Director of Environment & Transportation	1	1	1	0
Director of Housing	1	1	1	0
Environment Program Manager	1	1	1	0
Executive Assistant to the Assistant City Manager	0	0	1	1
Federal Grants Manager	1	1	1	0
First-Time Homebuyer Coordinator	1	1	1	0

# POSITION LIST

	FY15 STAFF POSITIONS	FY16 STAFF POSITIONS	FY17 STAFF POSITIONS	FY17 TO FY16 VARIANCE
GIS Specialist	1	1	1	0
Project Administrator	1	1	0	-1
Project Planner	17	17	17	0
Receptionist	1	1	1	0
Senior Account Clerk	1	1	1	0
Sustainability Planner	1	1	1	0
<b>TOTAL</b>	<b>43</b>	<b>45</b>	<b>49</b>	<b>4</b>
<b>HISTORICAL COMMISSION</b>				
Archivist/Digital Collections Manager	0	1	1	0
Assistant Director	1	1	1	0
Executive Director	1	1	1	0
Oral Historian	1	0	0	0
Preservation Administrator	1	1	1	0
Preservation Planner	1	1	1	0
<b>TOTAL</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>0</b>
<b>PEACE COMMISSION</b>				
Executive Director	1	1	1	0
<b>TOTAL</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>
<b>PUBLIC WORKS</b>				
Admin. - Accounting Manger	1	1	1	0
Admin. - Accounts Analyst	1	1	1	0
Admin. - Administrative Assistant	2	3	1	-2
Admin. - Assistant Commissioner for Admin.	1	1	1	0
Admin. - Commissioner of Public Works	1	1	1	0
Admin. - Community Relations Manager	1	1	1	0
Admin. - Deputy Commissioner of Public Works	1	1	1	0
Admin. - Fiscal Director	1	1	1	0
Admin. - Fiscal Project Manager	1	1	1	0
Admin. - Human Resources Manager	1	1	1	0
Admin. - Information Systems Manager	1	1	1	0
Admin. - Operations Manager	1	1	1	0
Admin. - Payroll Analyst	1	1	1	0
Admin. - Project Administrator	1	1	1	0
Admin. - Records Administrator	0	0	2	2
Buildings - Administrative Assistant	1	1	1	0
Buildings - Buildings Services Manager	1	1	1	0
Buildings - Building Maintenance Craftsperson	1	1	1	0
Buildings - Carpenter	3	3	3	0
Buildings - Facilities Supervisor	1	1	1	0
Buildings - HVAC Technician	2	2	2	0
Buildings - Laborer	8	8	9	1
Buildings - Painter	2	2	2	0
Buildings - Plumber	2	2	2	0
Buildings - Senior Laborer	10	10	10	0

## POSITION LIST

	FY15 STAFF POSITIONS	FY16 STAFF POSITIONS	FY17 STAFF POSITIONS	FY17 TO FY16 VARIANCE
Buildings - Superintendent of Buildings	1	1	1	0
Buildings - Supervisor	1	1	1	0
Buildings - Supervisor of Building Operations	1	1	1	0
Buildings - Supervisor of Building Systems	1	1	1	0
Buildings - Working Foreperson	5	5	5	0
Cemetery - Administrative Assistant	1	1	1	0
Cemetery - Cemetery Maintenance Craftsperson	2	2	2	0
Cemetery - Laborer	3	3	3	0
Cemetery - Motor Equipment Operator	1	1	1	0
Cemetery - Superintendent of Cemeteries	1	1	1	0
Cemetery - Working Foreperson	1	1	1	0
Cemetery - Working Supervisor	1	1	1	0
Engineering - Administrative Assistant	1	0	0	0
Engineering - Assistant Commissioner For Engineering	1	1	1	0
Engineering - Clerk of the Works	1	1	2	1
Engineering - Conservation Commission Director	1	1	1	0
Engineering - Co-op Student	2	2	2	0
Engineering - Director of Engineering Services/Sewers	1	1	1	0
Engineering - Engineer	3	3	3	0
Engineering - Engineering Project Coordinator	1	1	0	-1
Engineering - GIS Specialist	1	1	1	0
Engineering - Project Administrator	0	1	1	0
Engineering - Project Manager	2	2	3	1
Engineering - Senior Engineer	2	2	2	0
Engineering - Sewer Use Compliance Officer	1	1	1	0
Engineering - Supervising Engineer	1	1	1	0
Engineering - Wastewater Compliance Officer	1	1	1	0
Off Hours - Laborer	1	1	1	0
Off Hours - Motor Equipment Operator	3	3	3	0
Off Hours - Supervisor	1	1	1	0
Off Hours - Utility Cover & Catch Basin Builder	1	1	1	0
Off Hours - Working Foreperson	1	1	1	0
Off Hours - Working Supervisor	2	2	2	0
Parks - Assistant Parks Superintendent	1	1	1	0
Parks - City Arborist	1	1	1	0
Parks - Forestry Worker	2	2	2	0
Parks - Gardener	1	1	1	0
Parks - Laborer	6	4	4	0
Parks - Landscape Administrator	0	1	1	0
Parks - Motor Equipment Operator	4	4	4	0
Parks - Painter	1	1	1	0
Parks - Parks Maintenance Craftsperson	7	9	9	0
Parks - Project Administrator	1	1	1	0
Parks - Superintendent of Parks	1	1	1	0

## POSITION LIST

	FY15 STAFF POSITIONS	FY16 STAFF POSITIONS	FY17 STAFF POSITIONS	FY17 TO FY16 VARIANCE
Parks - Supervisor	4	4	4	0
Parks - Tree Climber	2	2	2	0
Parks - Working Foreperson	3	3	3	0
Parks - Working Supervisor	3	3	3	0
Recycling - Compliance Officer	1	1	1	0
Recycling - Director of Recycling	1	1	1	0
Recycling - Recycling Program Manager	1	2	1	-1
Recycling - Refuse & Parks Inspector	1	1	1	0
Recycling - Waste Reduction Program Manager	0	0	1	1
Rubbish - Environmental Services Manager	1	1	1	0
Rubbish - Laborer	9	10	9	-1
Rubbish - Motor Equipment Operator	11	11	11	0
Rubbish - Supervisor	1	1	1	0
Rubbish - Working Foreperson	1	1	1	0
Sewers - Co-op Student	1	1	1	0
Sewers - Senior Wastewater/Hydraulic Engineer	1	1	1	0
Sewers - Sewer Cleaner	4	4	4	0
Sewers - Sewer System Maintenance Supervisor	1	1	1	0
Sewers - Supervising Engineer	1	1	1	0
Streets - Administrative Assistant	2	1	1	0
Streets - Compliance Officer	1	1	1	0
Streets - Construction/Utility Inspector	2	2	2	0
Streets - Curbsetter	1	1	1	0
Streets - Highway Maintenance Worker	6	6	6	0
Streets - Laborer	13	10	11	1
Streets - Motor Equipment Operator	11	13	16	3
Streets - Permit Coordinator	1	1	1	0
Streets - Superintendent of Streets & Bridges	1	1	1	0
Streets - Supervisor	1	1	1	0
Streets - Supervisor of Solid Waste Operations	1	1	1	0
Streets - Working Foreperson	1	1	2	1
Vehicles - Inventory Control Specialist	1	1	1	0
Vehicles - Master Mechanic	1	1	1	0
Vehicles - Motor Equipment Repairperson	4	5	5	0
Vehicles - Working Foreperson	1	1	1	0
Vehicles - Working Supervisor	1	0	0	0
<b>TOTAL</b>	<b>214</b>	<b>216</b>	<b>222</b>	<b>6</b>
<b>WATER</b>				
Administrative Assistant	1	1	1	0
Administrative & Fiscal Operations Manager	1	1	1	0
Assistant Distribution Manager	2	2	2	0
Chief Ranger	1	1	1	0
Construction Inspector	2	2	2	0
Cross Connection Supervisor	1	1	1	0

## POSITION LIST

	FY15 STAFF POSITIONS	FY16 STAFF POSITIONS	FY17 STAFF POSITIONS	FY17 TO FY16 VARIANCE
Director of Administration	1	1	1	0
Director of Distribution & Engineering	1	1	1	0
Director of Water Operations	1	1	1	0
Engineer	1	1	1	0
Facilities Manager	1	1	1	0
Fiscal Coordinator	1	1	1	0
Instrumentation & Maintenance Manager	1	1	1	0
Inventory Control Specialist	1	1	1	0
Manager of Engineering	1	1	1	0
Managing Director	1	1	1	0
Meter Technician	1	1	1	0
Meter Technician Supervisor	1	1	1	0
Motor Equipment Operator	4	4	4	0
Motor Equipment Repairperson	1	1	1	0
Plant Operations Team Leader	4	4	4	0
Plant Operator	4	4	4	0
Production Manager	1	1	1	0
Reservoir Caretaker	2	2	2	0
Reservoir System Manager	1	1	1	0
Water Quality Supervisor	3	3	3	0
Water System Maintenance Craftsperson	7	7	8	1
Watershed Manager	1	1	1	0
Watershed Supervisor	1	1	1	0
Working Supervisor	6	6	5	-1
<b>TOTAL</b>	<b>55</b>	<b>55</b>	<b>55</b>	<b>0</b>
<b>HUMAN RESOURCE DEVELOPMENT</b>				
<b>COMMISSION ON THE STATUS OF WOMEN</b>				
Executive Director	1	1	1	0
Project Coordinator	1	1	1	0
<b>TOTAL</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>0</b>
<b>HUMAN RIGHTS COMMISSION</b>				
Executive Director	1	1	1	0
Project Coordinator	1	1	1	0
<b>TOTAL</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>0</b>
<b>HUMAN SERVICES</b>				
Admin. - Administrative Assistant	2	2	2	0
Admin. - Agenda For Children Activities Coordinator	1	1	1	0
Admin. - Agenda For Children Coordinator for Literacy	1	1	1	0
Admin. - Assistant City Manager for Human Services	1	1	1	0
Admin. - Assistant Director for Administration	1	1	1	0
Admin. - Assistant Director for Adult & Family Services	1	1	1	0
Admin. - Asst. Director for Children, Youth & Family Services	1	1	1	0
Admin. - Children & Youth Services Planner	1	1	1	0
Admin. - Community Engagement Team Outreach Leader	0	1	1	0

## POSITION LIST

	FY15 STAFF POSITIONS	FY16 STAFF POSITIONS	FY17 STAFF POSITIONS	FY17 TO FY16 VARIANCE
Admin. - Disabilities Commission Executive Director	1	1	1	0
Admin. - Disability Project Coordinator	1	1	1	0
Admin. - Facilities & Equipment Manager	1	0	0	0
Admin. - Family Policy Council Executive Director	1	1	1	0
Admin. - Inclusion Services Manager	1	1	1	0
Admin. - Inclusion Specialist	1	1	1	0
Admin. - IT System Administrator	1	1	1	0
Admin. - King Open Assistant Program Manager	1	1	1	0
Admin. - Office of College Success Coordinator	1	1	1	0
Admin. - Operations Manager	0	0	1	1
Admin. - Personnel Administrator & Fuel Director	1	1	1	0
Admin. - Project Coordinator	1	1	1	0
Admin. - Senior Account Clerk	3	3	3	0
Admin. - Systems Coordinator	0	1	1	0
Admin. - STEAM Coordinator	0	1	1	0
Childcare - Clerk	1	1	1	0
Childcare - Childcare Coordinator	1	1	1	0
Childcare - Director/Teacher	5	5	5	0
Childcare - Childcare & Family Services Division Head	1	1	1	0
Childcare - Head Teacher	6	6	6	0
Childcare - Preschool Manager	1	1	1	0
Childcare - Teacher	13	13	13	0
Community Learning Center - Assistant Director	1	1	1	0
Community Learning Center - Division Head	1	1	1	0
Community Learning Center - Fiscal Assistant	1	1	1	0
Community Learning Center - Program Assistant	1	1	1	0
Community Learning Center - Teacher	4	4	4	0
Community Schools - Administrative Assistant	1	1	1	0
Community Schools - Director	12	12	12	0
Community Schools - Division Head	1	1	1	0
Community Schools - Program Manager	2	2	2	0
COA - Activities & Volunteer Coordinator	1	1	1	0
COA - Administrative Assistant	1	1	1	0
COA - Bus Driver	1	1	1	0
COA - Case Manager	1	1	1	0
COA - Citywide Senior Center Director	1	1	1	0
COA - Director of Client Services	1	1	1	0
COA - Division Head	1	1	1	0
COA - Food Services Manager	1	1	1	0
COA - Intake & Referral Specialist	1	1	1	0
COA - Meals Coordinator	1	1	1	0
COA - North Cambridge Senior Center Director	1	1	1	0
COA - Senior Center Activity Assistant	0	0	1	1
COA - Senior Food Pantry Coordinator	1	1	1	0

## POSITION LIST

	FY15 STAFF POSITIONS	FY16 STAFF POSITIONS	FY17 STAFF POSITIONS	FY17 TO FY16 VARIANCE
Golf - Golf Course Superintendent	1	1	1	0
Golf - Director	1	1	1	0
Golf - Greens Assistant	1	1	1	0
Multi-Service Center - Assistant	1	1	1	0
Multi-Service Center - Case Manager	2	2	2	0
Multi-Service Center - Director	1	1	1	0
Multi-Service Center - Haitian Services Coordinator	1	1	1	0
Multi-Service Center - Housing Specialist	1	1	1	0
Multi-Service Center - Senior Clerk & Typist	1	1	1	0
OWD - Adult Employment Director	1	1	1	0
OWD - Career Counselor	2	2	2	0
OWD - Case Manager	1	1	1	0
OWD - Division Head	1	1	1	0
OWD - Employment Coordinator	1	1	1	0
OWD - Employment Planning & Development Director	1	1	1	0
OWD - Employment Services Coordinator	1	1	1	0
OWD - Job Developer	1	1	1	0
OWD - Program Assistant	1	1	1	0
OWD - Senior Job Developer	1	1	1	0
OWD - Senior Youth Programs Manager	1	1	1	0
OWD - Transitional Jobs Coordinator	1	1	1	0
Planning & Development - HMIS Project Manager	1	1	1	0
Planning & Development - Homelessness Planner	1	1	1	0
Planning & Development - Planner/Contract Manager	1	1	1	0
Recreation - Bus Driver	1	1	1	0
Recreation - Center & Aquatics Coordinator	2	2	1	-1
Recreation - Danehy Park Assistant Site Supervisor	3	3	3	0
Recreation - Danehy Park Site Supervisor	1	1	1	0
Recreation - Division Head	1	1	1	0
Recreation - Youth Program Manager	1	1	1	0
Youth - Division Head	1	1	1	0
Youth - Middle School Program Coordinator	1	1	1	0
Youth - Program Quality & Training Director	2	2	2	0
Youth - Special Projects Manager	1	1	1	0
Youth - Youth Center Director	5	5	5	0
Youth - Youth Center Program Director	9	9	9	0
<b>TOTAL</b>	<b>141</b>	<b>143</b>	<b>144</b>	<b>1</b>
<b>LIBRARY</b>				
Administrative Assistant	3	3	1	-2
Assistant Director	0	1	1	0
Associate Librarian	4	3	2	-1
Branch Manager	5	5	5	0
Building Custodian	2	3	3	0
Communications Manager	0	0	1	1

## POSITION LIST

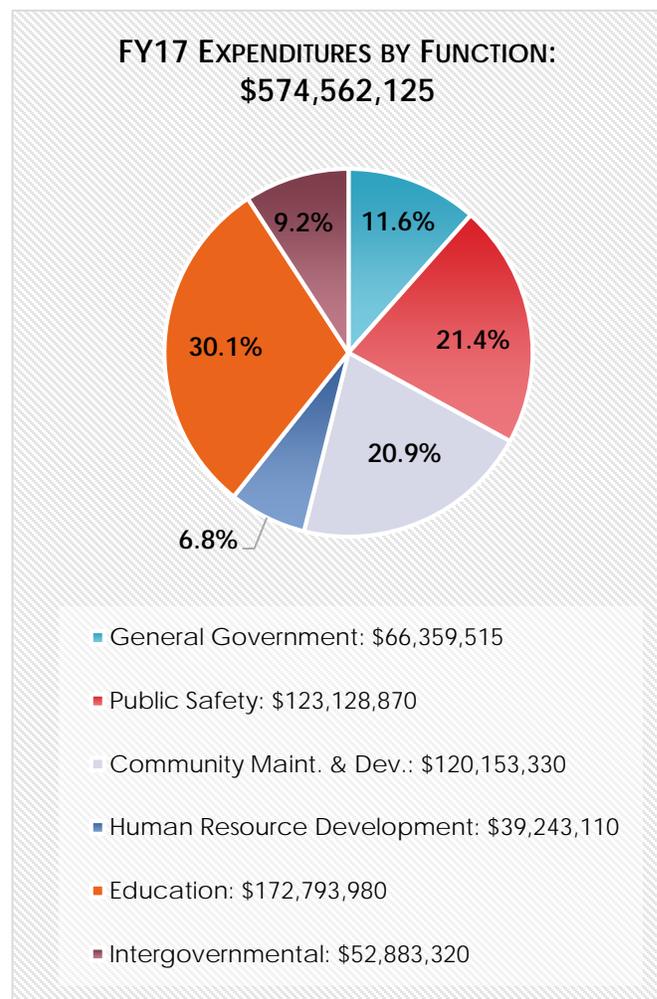
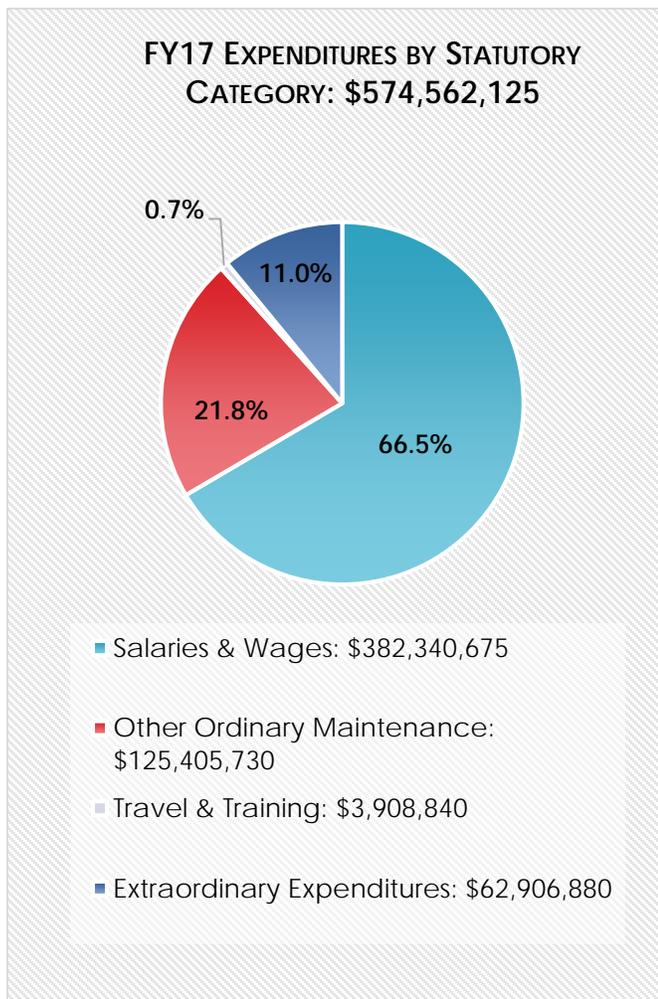
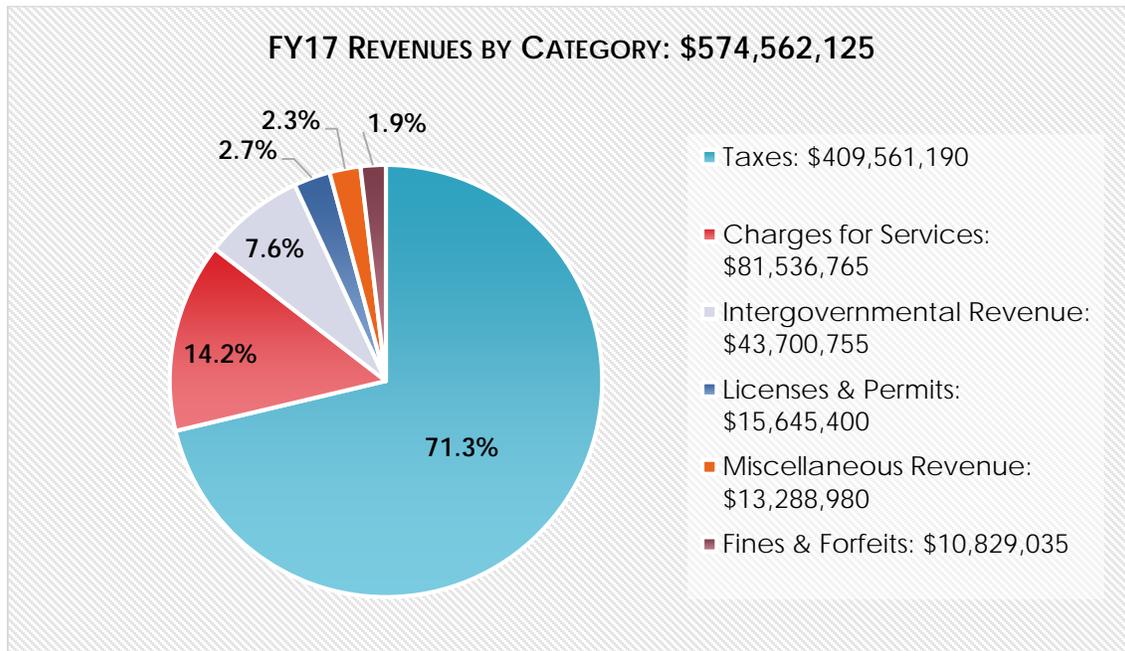
	FY15 STAFF POSITIONS	FY16 STAFF POSITIONS	FY17 STAFF POSITIONS	FY17 TO FY16 VARIANCE
Deputy Director	2	1	1	0
Director of Library & Communications	1	1	1	0
Executive Assistant	0	0	2	2
Facilities Manager	1	1	1	0
Graphic Designer	0	0	1	1
Laborer	1	0	0	0
Staff Librarian	16	15	15	0
Library Analyst	1	1	1	0
Library Assistant	9	9	9	0
Library Associate	6	6	6	0
Library Clerk	2	2	2	0
Literacy Specialist	1	1	1	0
Manager of Adult Services	1	1	1	0
Manager of Borrower Services	1	1	1	0
Manager of Collection Services	0	1	1	0
Senior Building Custodian	1	1	1	0
Senior Librarian	8	9	8	-1
Senior Technician	2	2	2	0
Systems Coordinator	1	1	1	0
<b>TOTAL</b>	<b>68</b>	<b>68</b>	<b>68</b>	<b>0</b>
<b>VETERANS' SERVICES</b>				
Director	1	1	1	0
Manager of Veterans' Benefits & Services	1	1	1	0
<b>TOTAL</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>0</b>
<b>GRAND TOTAL</b>	<b>1,451</b>	<b>1,464</b>	<b>1,485</b>	<b>21</b>

## **SECTION III**

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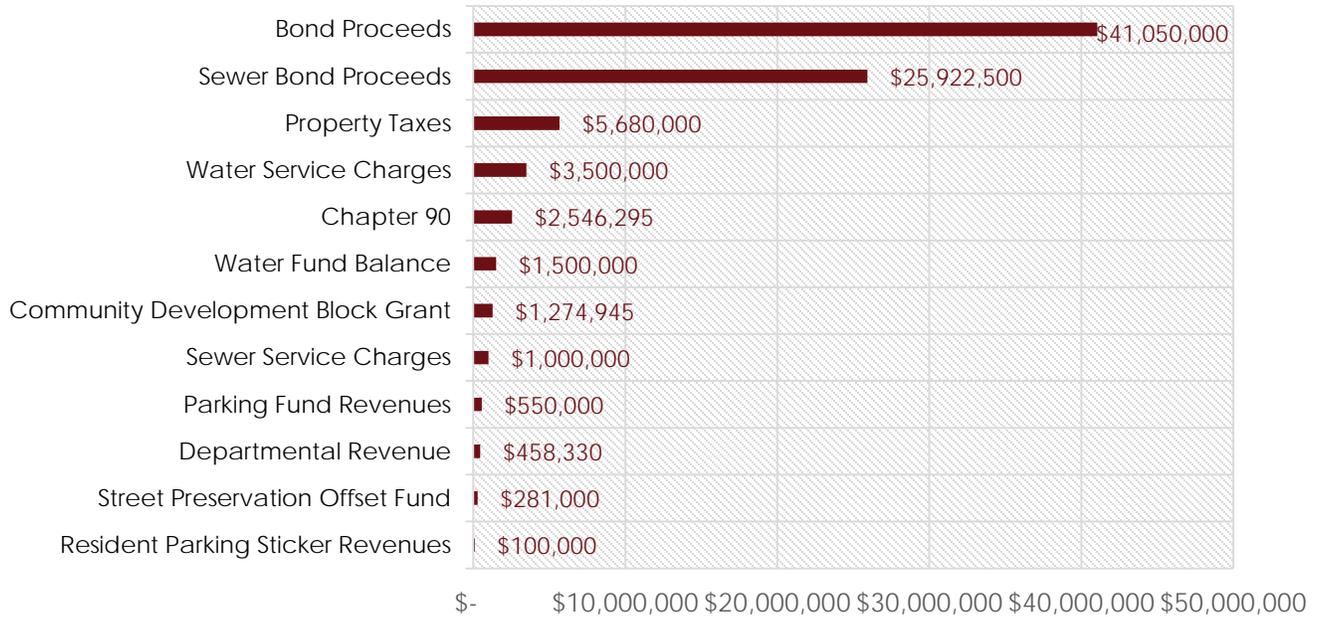
### **FINANCIAL SUMMARIES**

# FINANCIAL SUMMARIES – FY17 OPERATING BUDGET

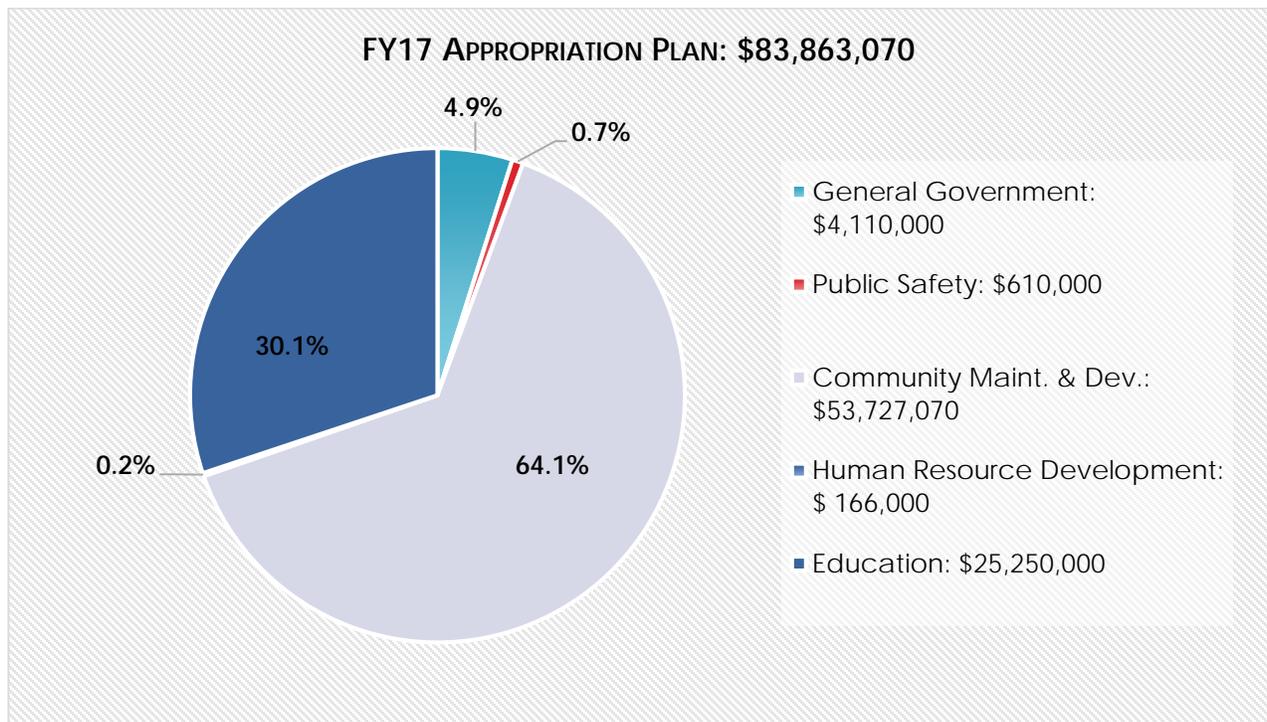


# FINANCIAL SUMMARIES – FY17 PUBLIC INVESTMENT BUDGET

## FY17 FINANCING PLAN BY SOURCE: \$83,863,070



## FY17 APPROPRIATION PLAN: \$83,863,070



# BUDGET CALENDAR

<p>DECEMBER 11, 2015</p>	<p><b>Budget Kickoff Meeting.</b> City Manager briefs department heads and fiscal staff on FY17 budget guidelines.</p>
<p>JANUARY 2016 THROUGH 1 WEEK BEFORE DEPARTMENT HEARING</p>	<p><b>Departments review and update budget materials:</b></p> <ul style="list-style-type: none"> <li>• Personnel analysis sheets</li> <li>• FY16 revenue and expenditure projections and FY17 requests</li> <li>• Budget presentation templates</li> <li>• FY17 budget narratives</li> <li>• Goals and FY15 actuals, FY16 projections, and FY17 targets for performance measures</li> </ul> <p>All supporting documentation must be submitted to Budget Analyst for preliminary review.</p>
<p>JANUARY 22, 2016</p>	<p><b>Deadline for Capital submissions</b> to the Budget Office.</p>
<p>JANUARY 20, 2016 THROUGH MARCH 14, 2016</p>	<p><b>Formal department presentations to the City Manager.</b> Budget presentation templates need to be finished, along with all supporting documentation, in conjunction with Budget Analyst for final review with Budget Director 72 hours prior to the scheduled meeting. This meeting should be a review to make only minor adjustments.</p>
<p>MARCH 24, 2016</p>	<p><b>Deadline for submission of Key Initiatives and Benchmarks</b> to Budget Office.</p>
<p>APRIL 25, 2016</p>	<p><b>City Manager submits Budget to the City Council.</b> Departments update actuals as of 3/31/16 for all existing performance measures.</p>
<p>MAY 5, 2016 THROUGH MAY 17, 2016</p>	<p><b>City Council's Committee on Finance Budget Hearings.</b></p>
<p>MAY 23, 2016</p>	<p><b>Projected adoption date.</b></p>
<p>JUNE 6, 2016</p>	<p><b>Deadline for City Council adoption of Budget.</b></p>
<p>JUNE 27, 2016</p>	<p><b>City Manager's transmittal of chart of accounts and allotment plan</b> (based on departmental work plans) to City Auditor for execution.</p>
<p>JULY 1, 2016</p>	<p><b>First day of FY17.</b> Begin execution of FY17 allotment plans.</p>

## **BUDGET PROCESS**

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The preparation of the annual budget for the City is governed by the provisions of Chapter 44 of the Massachusetts General Laws. The budget cycle for FY17 was initiated in November 2015. At that time, Budget Office staff met with the City Manager and Finance Director to update the City's five-year financial projections in order to establish general budgetary guidelines and limitations for the coming year.

The budget format is based on a system of goals and measures that are quantifiable and calculate selected unit costs of services, where applicable. The emphasis is on further integration of City Council goals. Working within this framework has facilitated the continuing refinement of the budget document. In the FY17 Budget, some goals and measures were eliminated, replaced, and/or expanded, resulting in goals and measures that are more comprehensive, significant, or illustrative of the services and programs provided by City departments.

The City Manager, in his guidelines, asked departments to be mindful of the City's new initiatives and the impacts they will have on the operating budget. All Other Ordinary Maintenance, Travel & Training, and Extraordinary Expenditures lines should remain level funded going into the formal presentation with the City Manager. Departments should make an effort to absorb increasing costs due to contractual terms within their budgets and not knowingly under-budget them. The supplemental request process remained the same, with requests for new or expanded services submitted separately outside of the base budget. The FY17 goal was to submit a budget to the City Council that supports Council priorities and programmatic and operational needs. A particular emphasis has been placed on the Council's goal to evaluate all expenditures with a view of maintaining the strong fiscal position that the City has experienced over the past several years and alleviating the impact on the taxpayers.

By state law, the budget must be submitted to the City Council within 170 days after the Council organizes in early January. The City Manager submitted the FY17 Budget to the City Council on April 25, 2016.

The City Council will hold a series of public hearings to solicit citizen participation regarding departmental budget requests from May 5-17, 2016. The City Council has the jurisdiction to make reductions, but cannot increase the proposed budget without the consent of the City Manager. Following submission of the budget, the City Council has 45 days within which to act (by June 6). The City Council is projected to adopt the FY17 Budget on May 23, 2016. The annual budget for FY17 becomes effective July 1, 2016.

### **BUDGET AMENDMENT PROCESS**

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

# BASIS OF BUDGETING & ACCOUNTING

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## BASIS OF BUDGETING

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

1. Salaries & Wages
2. Other Ordinary Maintenance
3. Travel & Training
4. Extraordinary Expenditures

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

Proposed expenditure appropriations for all departments and operations of the City, except those of the School Department, are prepared under the direction of the City Manager. All budget appropriations, including those of the School Department, are approved by the City Council. The School Department budget is prepared under the direction of the School Committee based upon guidelines provided by the City Manager, who has bottom line authority on the School Budget. The City Manager may recommend additional sums for school purposes.

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

The City follows a gross budgeting concept pursuant to which expenditures financed by Special Revenue Funds and Trusts are budgeted as General Fund expenditures and are financed by transfers from these funds to the General and Water Funds.

The City follows the accounting practices established by the Commonwealth of Massachusetts Department of Revenue, called the budgetary basis method of accounting, in the preparation of the annual budget and property tax certification process. The budgetary basis departs from the accounting basis which follows Generally Accepted Accounting Principles (GAAP) in the following ways:

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

# BASIS OF BUDGETING & ACCOUNTING

## BASIS OF ACCOUNTING

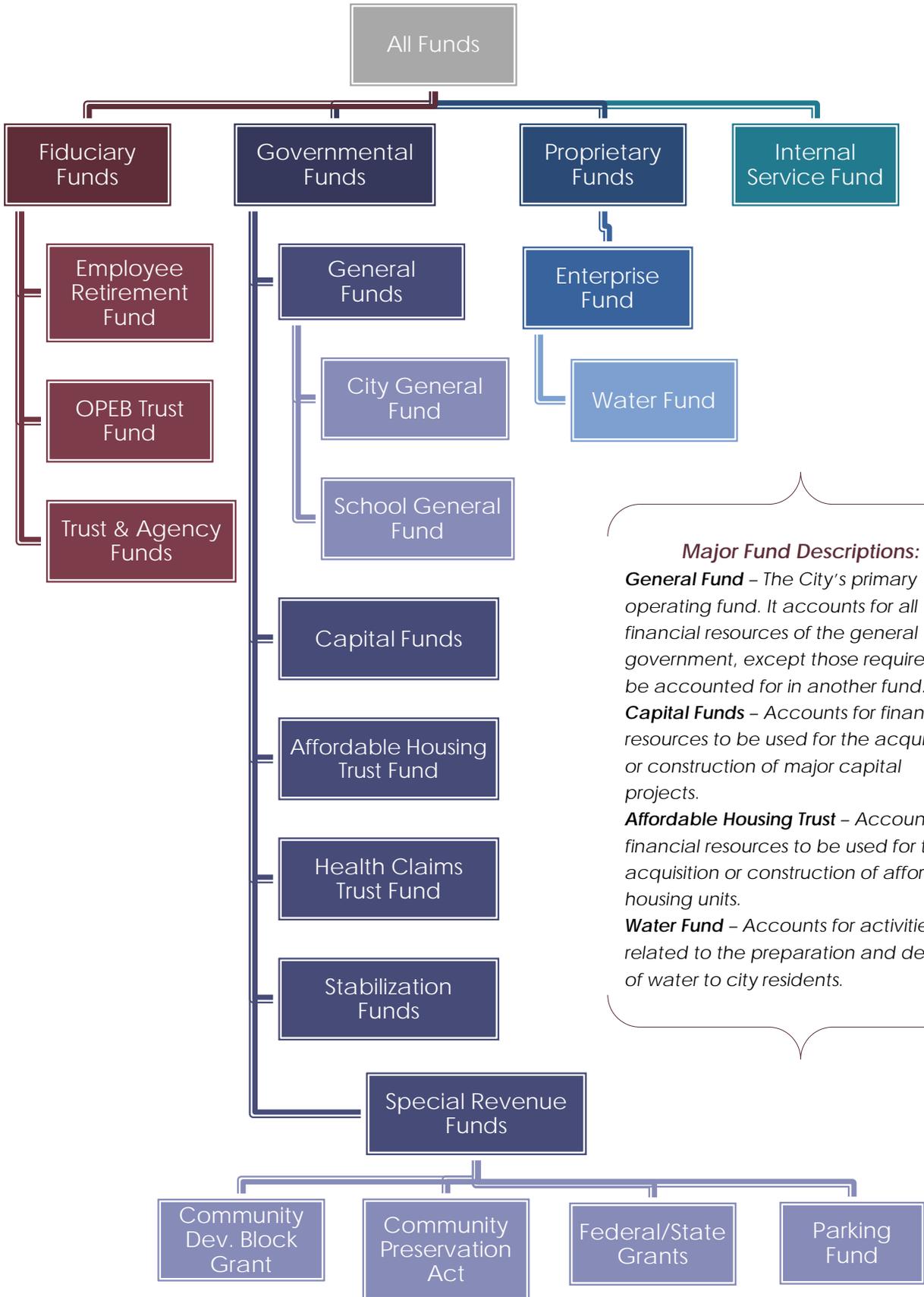
The City prepares its Comprehensive Annual Financial Report (CAFR) in accordance with GAAP as established by the Governmental Accounting Standards Board (GASB).

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

There are certain differences in classifications between revenues, expenditures, and transfers. The following reconciliation summarizes the differences between the Basis of Budgeting and the Basis of Accounting for the year ended June 30, 2015.

	REVENUES	EXPENDITURES	OTHER FINANCING SOURCES (USES), NET
<b>AS REPORTED ON A BUDGETARY BASIS</b>	<b>\$520,800,059</b>	<b>\$493,286,364</b>	<b>(\$1,520,410)</b>
Adjustments:			
Revenues to Modified Accrual Basis	(\$8,871,172)	\$0	\$16,327,990
Expenditures, Encumbrances, and Accruals (Net)	\$0	(\$4,066,700)	\$0
On Behalf Contribution for Teachers Pension	\$12,426,145	\$12,426,145	\$0
Reclassifications:			
Premium on Debt Issuance	\$0	\$0	\$12,114,100
Transfers Not Reported on a Budgetary/GAAP Basis	\$0	\$0	\$2,736,235
Net Payment for Bonding Refund	\$0	\$0	(\$4,117,413)
<b>AS REPORTED ON AN ACCOUNTING BASIS (GAAP)</b>	<b>\$524,355,032</b>	<b>\$501,645,809</b>	<b>\$25,540,502</b>

# CITY FUND STRUCTURE



# DEPARTMENT/FUND RELATIONSHIP

The following chart shows City departments by fund:

DEPARTMENT	GENERAL FUND	WATER FUND	CAPITAL FUNDS
Animal Commission	√		
Cable T.V.	√		√
Cambridge Health Alliance	√		
Cherry Sheet Assessments	√		
City Clerk	√		
City Council	√		
Community Development	√		√
Conservation Commission	√		
Debt Service	√		
Election	√		
Electrical	√		√
Emergency Communications	√		√
Employee Benefits	√		
Executive	√		
Finance	√		√
Fire	√		√
General Services	√		
Historical Commission	√		
Human Rights	√		
Human Services	√		√
Inspectional Services	√		
Law	√		
Library	√		√
License Commission	√		
Mayor	√		
MWRA	√		
Peace Commission	√		
Police	√		√
Police Review & Advisory Board	√		
Public Celebrations	√		√
Public Works	√		√
Reserve	√		
Schools	√		√
Traffic, Parking & Transportation	√		√
Veterans	√		
Water		√	√
Weights & Measures	√		
Women's Commission	√		

# BUDGET APPROPRIATION

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Below is the breakout of the FY17 Budget Appropriation by Fund.

<b>CAPITAL FUND</b>	
Bonded Projects	\$66,972,500
Non-bonded Projects	\$16,890,570
<b>TOTAL CAPITAL FUND</b>	<b>\$83,863,070</b>
<b>GENERAL FUND</b>	
Direct General Fund	\$526,691,825
City Debt Stabilization Fund Transfer	\$1,700,000
Community Development Block Grant Fund Transfer	\$1,200,885
Health Claims Trust Fund Transfer	\$8,920,000
Parking Fund Transfer	\$21,562,235
School Debt Stabilization Fund Transfer	\$517,970
<b>TOTAL GENERAL FUND</b>	<b>\$560,592,915</b>
<b>WATER FUND</b>	
<b>TOTAL WATER FUND</b>	<b>\$13,969,210</b>
<b>TOTAL BUDGET APPROPRIATED FUNDS</b>	<b>\$658,425,195</b>

# GRANTS

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Below are grants awarded to the City that are not included in the General Fund Budget. These grants support programs in several departments, benefit Cambridge residents, and help meet community needs.

## GENERAL GOVERNMENT

- **MA Cultural Council (MCC) Local Cultural Council Program (\$21,600).** This state grant is used to provide financial grants and technical assistance to artists, arts organizations, and community groups in Cambridge. (Arts Council)
- **MCC Adams Arts Program for Cultural Economic Development (\$26,250).** This state grant is used to provide support for *Cambridge Arts: Creative Marketplace*, a local cultural economic development initiative designed to boost the visibility of the arts and drive economic activity. The initiative features a suite of three unique programs—Community Supported Art, a Corporate Arts Program, and the Cambridge Arts Challenge—that provide individual artist training, audience development and sales opportunities, and increased corporate participation in the local arts and creative sector in Cambridge. (Arts Council)

## PUBLIC SAFETY

- **MA Executive Office of Public Safety and Security (EOPSS) - Fire Services (\$187,500).** Grant funds new and replacement equipment for the Fire Department's Hazardous Materials Response Team. (Fire)
- **MA EOPSS - Fire Services (\$14,452).** Grant provides funds to continue the Student Awareness of Fire Education Program, which educates seniors and students on the dangers of fire and its effect on people, property, and the environment. (Fire)
- **MA EOPSS - Edward Byrne Memorial Justice Assistance Grant (\$34,251).** Grant provides funding to expand CPD's mobile computing capabilities so it can apply information technology to community policing. (Police)
- **MA EOPSS - Edward Byrne Memorial Justice Assistance Grant - Focused Deterrence (\$100,000).** Grant provides funding for continuation of the Smart Policing Initiative Focused Deterrence project. CPD works collaboratively with the Everett and Somerville Police Departments to control and prevent crime within and across jurisdictions. (Police)
- **MA EOPSS - Highway Safety Pedestrian and Bicycle Safety Enforcement Grant (\$7,500).** Grant will fund: 1) "traffic calming" of residential neighborhoods and high volume areas, such as Inman, Porter, Harvard, and Central Squares, 2) stricter enforcement of traffic regulations protecting pedestrians and cyclists, and 3) better traffic education of both motorists and non-motorists. (Police)
- **MA EOPSS - Highway Safety Sustained Traffic Enforcement Grant (\$75,000).** Grant provides overtime for targeted enforcement in high density crash locations during peak hours, with the ultimate goal of decreasing injuries and fatalities. (Police)
- **MA EOPSS - Highway Safety Traffic Enforcement Grant (\$21,000).** Grant provides overtime funding to conduct high-visibility enforcement (HVE) patrols. HVEs are a traffic safety approach designed to deter and change unlawful traffic behaviors, combining highly visible and proactive law enforcement targeting a specific traffic safety issue. The Traffic Unit utilizes this funding to participate in state-scheduled "mobilizations," including: 1) Drive Sober or Get Pulled Over, 2) Click It or Ticket, and 3) Distracted Driving. (Police)

## GRANTS

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- **MA EOPSS - Senator Charles E. Shannon, Jr. Community Safety Initiative (CSI) Grant (\$20,486).** The Shannon CSI is administered as part of a regional collaborative through the Metropolitan Area Planning Council. Grant funds are used primarily for overtime enforcement through participation in the multi-jurisdictional Metro Gang Task Force and the Boys and Girls Club's late night basketball league. (Police)
- **MA 911 Department - Public Safety Answering Position (PSAP) Support Grant (\$301,330).** Grant supports certain Emergency Communications dispatch personnel, overtime, and annual maintenance costs for software and other equipment. (Emergency Communications)
- **MA 911 Department - PSAP Training Grant (\$58,770).** Grant supports the cost of attending training courses, fees for conferences, and software maintenance expenditures. The grant will also reimburse overtime costs for dispatchers attending the trainings. (Emergency Communications)
- **Metropolitan Area Planning Council (\$31,100).** Grant provides overtime funding for increased enforcement of key high-crash intersections and the collection of relevant data, with the ultimate goal of increasing pedestrian and bike safety. (Police)

### COMMUNITY MAINTENANCE & DEVELOPMENT

- **U.S. Department of Housing and Urban Development (HUD) Home Investment Partnership Program (HOME) Grant (\$565,584).** HOME provides formula grants to states and localities that communities use - often in partnership with local nonprofit groups - to fund a wide range of activities including building, buying, and/or rehabilitating affordable housing for rent or homeownership or providing direct rental assistance to low-income people. (Community Development)
- **MCC Cultural Investment Portfolio Grant (\$7,800).** Grant supports two part-time archives assistants who help maintain the Historical Commission's public archive of Cambridge history, and a cartographer creating architectural history maps for an upcoming publication. (Historical Commission)

### HUMAN RESOURCES & DEVELOPMENT

- **Cambridge Housing Authority (\$74,770).** The Office of Workforce Development receives funds from the Cambridge Housing Authority to support Cambridge Employment Program job search services for public housing residents. (Human Services)
- **Children's Trust Fund (\$62,000).** This Massachusetts Family Center grant funds support programs for families with children from birth to age six. (Human Services)
- **Foundations/Friends of the Community Learning Center/First Literacy/Cambridge Housing Authority/Miscellaneous (\$120,287).** The Community Learning Center receives funds from several foundations, private donors, and the Cambridge Housing Authority for transitional classes for adults with a high school diploma who are interested in attending college, leadership training for students, career awareness workshops, additional ESOL classes, and ESOL distance learning workshops. (Human Services)
- **Low-Income Fuel Assistance (\$1,280,488).** Cambridge is the only municipality currently operating a fuel assistance program in the Commonwealth. The program served over 1,621 households in Cambridge and Somerville during the 2015/2016 winter season through financial assistance for heating bills and rental assistance if heat is included in the rent. (Human Services)

## GRANTS

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- **MA Department of Early Education and Care - Universal Prekindergarten Pilot Classroom Quality (\$30,090).** The Childcare and Family Support Services Division has been awarded funds for preschool programs to provide resources and support to enhance high quality standards. (Human Services)
- **MA Department of Elementary and Secondary Education (\$955,449).** The Community Learning Center receives state and federal funds for adult basic education, ESOL classes, civic education, volunteer coordination, ESOL distance learning, and family literacy. A grant of state funds through the Metro North Service Delivery Area supports a portion of these activities. Onsite classes are offered for Cambridge Housing Authority residents. (Human Services)
- **MA Department of Housing and Community Development (DHCD) (\$92,838).** This program provides casework support for men who are moving from homelessness toward permanent housing, and who are housed at the YMCA during the transitional period. (Human Services)
- **MA DHCD - Family Shelter & Services Program (\$453,280).** Funding is for emergency shelter, case management, housing placement, and stabilization services for homeless families through the Cambridge YWCA. (Human Services)
- **MA EOPSS - Shannon CSI Grant (\$12,810).** Youth Programs will use these funds to provide internships to Cambridge teens who engage in City Peace, a violence prevention program. (Human Services)
- **MA Executive Office of Education - Coordinated Family & Community Engagement Grant (\$158,933).** Funds support outreach to hard-to-serve families, provide parent education and support for transitions to schools, and link families to comprehensive services. (Human Services)
- **MA Executive Office of Elder Affairs/Project Bread Grants (\$130,925).** The Council on Aging uses an annual award from the State Elder Affairs Formula Grant Program to support weekly medical and grocery shopping transportation and to support operations at the Citywide Senior Center, including reception, classes, and weekend activities. Project Bread funds support the Senior Center food pantry. (Human Services)
- **U.S. Department of Education - Bureau of Nutrition (\$138,857).** Federal reimbursement ensures that children and youth under the age of 19 can receive nutritious meals during summer vacation. DHSP operated 26 meal sites in the summer of 2015, serving approximately 52,000 meals. (Human Services)
- **U.S. HUD - Continuum of Care (CoC) Program (\$3,762,901).** This grant program is a consolidation of the Supportive Housing Program and the Shelter Plus Care Program grants. CoC funds 33 projects previously funded by those programs assisting homeless persons through a continuum of care with housing and services. (Human Services)
- **U.S. HUD - Emergency Solutions Grant Program (\$234,779).** These funds are used to assist Cambridge overnight and day shelter programs with operating and facility improvement expenses, and to assist homeless or tenuously housed individuals and families with housing through the Multi-Service Center and community partners. (Human Services)
- **U.S. HUD - Fair Housing Assistance Grant (\$42,800).** Funds support a portion of the salary of an Attorney-Investigator, who works on cases from the Fair Housing Assistance Program (FHAP). FHAP activities include case processing, education/outreach, and participation in mandatory HUD-sponsored training. (Human Rights)

## EDUCATION

For information about School Department grants, please refer to the Cambridge Public Schools' FY2017 Budget document, which can be found at [www.cpsd.us](http://www.cpsd.us).

## FINANCIAL POLICIES & GUIDELINES

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

The rating agencies have recognized the conservative nature of the City’s budgeting and financial management processes. In the area of debt issuance, it is particularly important to maintain all of the relevant indices below national standards. The City’s below-average debt position is a reference to debt ratios such as per capita debt and the ratio of debt to equalized valuation, as well as the rapid retirement schedule and low percentage of debt service to the total budget. It is expected that these debt indicators will remain below national standards. The debt to be issued includes tax-supported bonds issued to finance several large construction projects and the School reconstruction program renovation projects critical to maintaining a high quality of life in Cambridge. These low debt levels are the direct result of using bond proceeds to finance capital projects only after it has been determined that there are no other feasible means of financing the projects.

The following chart compares selected ratios of Cambridge (in accordance with City’s financial policies) with the medians of all U.S. cities rated Aaa by Moody’s Investors Service. As the chart indicates, the ratios of Cambridge compare favorably with the medians of cities across the nation with the highest rating awarded by Moody’s.

	MEDIAN	CAMBRIDGE	VARIANCE
Equalized Value Per Capita	\$180,605	\$282,743	\$102,138
Unassigned Fund Balance as % of Revenues	24.30%	33.15%	8.85%
Total Fund Balance as % of Revenues	44.00%	45.10%	1.10%
Net Direct Debt as % of Equalized Value	0.70%	1.03%	0.33%

Source: Moody’s Investors Service Publicly Rated U.S. Local Government Medians Report 2016. Cambridge figures are from the 2015 CAFR. The population figure of 105,162 is from the U.S. Department of Commerce Bureau of Census’ 2010 Census Report.

## FINANCIAL POLICIES & GUIDELINES

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

	FY13	FY14	FY15	FY16	FY17
Excess Levy Capacity (1)	\$104.1	\$117.5	\$134.0	\$155.0	\$160.0
General Fund Balance (2)	\$196.0	\$227.5	\$275.7	\$303.0	\$303.0
Free Cash (3)	\$142.2	\$160.5	\$192.7	\$150.0	\$150.0
Rapidity of Debt Retirement (4)	81.5%	83.1%	82.1%	84.5%	83.3%

- (1) Excess levy capacity is the difference between the amount in property taxes that the City is allowed to levy under state law and the amount the City actually levies. The amounts shown for FY13-16 are actual amounts and FY17 is a projected figure.
- (2) The amounts shown for General Fund Fund Balances include those funds moved to the General Fund to satisfy GASB 34 requirements. FY16 and FY17 are projected figures.
- (3) Free Cash is defined as funds remaining from the previous fiscal year that are available for appropriation. The figures shown for FY13-15 are actual amounts and those shown for FY16-17 are projected figures.
- (4) The percentages shown represent the percent of total debt that would be retired in 10 years. With few exceptions, all debt issued by the City is retired within 10 years. Percentage does not include ensuing year's bond issue.

# INVESTMENT POLICY

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## I. PURPOSE

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

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

## II. SCOPE

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

## III. INVESTMENT OBJECTIVES

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

### A. Safety of Principal

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

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

### B. Liquidity

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

# INVESTMENT POLICY

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## C. Yield

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

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

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

## IV. STANDARDS OF CARE

### A. Prudence

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

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

### B. Ethics and Conflicts of Interest

Officers and employees involved in the investment process shall refrain from personal business activity that could conflict with the proper execution and management of the investment program, or that could impair their ability to make impartial decisions. Employees and investment officials shall disclose any material interests in financial institutions with which they conduct business. They shall further disclose any personal financial/investment positions that could be related to the performance of the investment portfolio. Employees and officers shall refrain from undertaking personal investment transactions with the same individual with whom business is conducted on behalf of the City.

# INVESTMENT POLICY

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## C. Delegation of Authority

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

## V. FINANCIAL DEALERS AND INSTITUTIONS

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

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

## VI. INVESTMENT GUIDELINES

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

### A. Suitable and Authorized Investments

The City may invest in the following securities or deposits:

- In term deposits or certificates of deposit in trust companies, national banks, savings banks, banking companies, or cooperative banks.
- In obligations issued or unconditionally guaranteed by the United States government or one of its agencies.
- In United States government securities or securities of United States government agencies.
- Money market mutual funds regulated by the Securities and Exchange Commission, whose portfolios consist only of dollar-denominated securities; and
- Local government investment pools such as the Massachusetts Municipal Depository Trust and Massachusetts Municipal Depository Short Term Bond Fund.

# INVESTMENT POLICY

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

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

The City shall not at any one time have on deposit in a bank, trust company, or banking company an amount exceeding 60% of the capital surplus of such bank, trust company, or banking company unless satisfactory security is given to it by such bank, trust company, or banking company for such excess.

## **B. Diversification**

It is the policy of the City to diversify its investment portfolio. To eliminate risk of loss resulting from the over-concentration of assets in a specific maturity, issuer, or class of securities, all cash and cash equivalent assets shall be diversified by maturity, issuer, and class of security. Diversification strategies shall include:

1. At the time of acquisition, no more than 10% of the overall portfolio may be invested in deposits with a single bank, unless the deposits are fully-insured or fully-collateralized, or in repurchase arrangements for a period longer than two business days conducted through a single dealer.
2. There is no limitation on the percentage of the overall portfolio that may be invested in: (1) U.S. government and agency obligations and in repurchase agreements fully collateralized by such securities, appropriate state pools, or an authorized custodial arrangement, pool, or money market fund, if permitted by state statute, specified in the appropriate Section.
3. Investments in securities that are not readily marketable, other than securities or deposits that mature within seven days, may not exceed 10% of the portfolio’s net assets at the time of purchase.

This section does not apply to bank accounts used for the temporary deposit of receipts and deposits needed to cover disbursements that are expected to clear over the next seven days.

Investment decisions shall be based on the relative and varying yields and risks of individual securities and the City’s liquidity requirements.

## **VII. REPORTS**

Quarterly and annual reports summarizing the investment portfolio by security types and maturities, and describing the portfolio’s performance relative to standard benchmarks (e.g., 90-day Treasury bills), shall be provided by the investment committee to the City Manager. A detailed portfolio listing, including cost, market valuations, maturities, and commentary on economic conditions, shall be provided with each report.

# INVESTMENT POLICY

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## VIII. PORTFOLIO VALUATION

The market value of the investment portfolio shall be determined on at least a monthly basis. Significant deviations of market values to amortized costs shall be reported promptly to the City Treasurer.

## IX. ADOPTION

This policy shall be adopted by the City Council. Any revisions must be approved by the City Treasurer and City Council.

Any investment held at the time of this policy's adoption that does not conform to the policy shall be exempted from the requirements of the policy so long as such investment is a permitted City investment under state statutes. At maturity or liquidation of such investment, all proceeds shall be reinvested only as provided by this policy.

The City may invest or reinvest in an authorized custodial arrangement, pool, or money market fund specified in the appropriate Section of this policy that currently contains in its portfolio securities that do not meet the criteria set forth in appropriate Section ("Non-Conforming Securities") only if (1) the custodial arrangement, pool, or money market fund is a permitted City investment under state statutes, (2) the custodial arrangement, pool, or money market fund has adopted a written investment policy that precludes future purchases of Non-Conforming Securities for its portfolio, and (3) the custodial arrangement, pool, or money market fund has adopted a written investment policy of liquidating such Non-Conforming Securities as soon as practicable after market conditions permit such liquidation at par.

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

# DEBT MANAGEMENT POLICY

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## I. PURPOSE

The purpose of this policy is to establish parameters and provide guidance governing the issuance, management, continuing evaluation of, and reporting on all debt obligations issued by the City.

Debt obligations, which include general obligation bonds, special assessment bonds, revenue bonds, bond anticipation notes, lease/purchase agreements, and any other debt obligations permitted to be issued under Massachusetts law, shall only be issued to purchase capital assets that cannot be acquired with current revenues.

This policy statement reflects the long-term policy guidelines that have been used by the City's management team, which are now incorporated into the City's Annual Budget and Public Investment Program. Each year the City Manager will review and revise this policy to make sure it is in line with rating agency standards and medians for Aaa/AAA-rated local governments. This will ensure the City meets its financial goals, achieves the best possible long-term credit rating profile, and enhances its financial flexibility.

## II. POLICY STATEMENT

Under the requirements of federal and state laws and City Charter provisions, ordinances, and loan orders, the City may periodically issue debt obligations to finance the construction or acquisition of infrastructure and other assets or to refinance existing debt. It is the City's goal to assure that such debt obligations are issued and managed in such a manner as to obtain the best long-term financial advantage to the City and its residents, while making every effort to maintain the credit ratings of Fitch Ratings – AAA, Moody's Investors Service – Aaa, and Standard and Poor's – AAA, and reputation in the investment community.

## III. RESPONSIBILITY FOR POLICY

The City Treasurer shall be responsible for issuing and managing the City's Debt Program. In carrying out this policy, the City Treasurer shall:

1. at least annually consider the need for debt financing based upon the progress on the Public Investment Program;
2. at least annually review the City's adherence to this policy statement and compare the debt ratios established in this policy with where the City actually is;
3. at least annually review the City's authorized but unissued debt to determine if any authorizations are no longer needed; and
4. at least annually determine if there are any opportunities for refinancing current debt.

The City Treasurer shall report his or her findings to the City Manager and City Council in April of each year, prior to the City Council's review of the Public Investment Program.

# DEBT MANAGEMENT POLICY

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## IV. GENERAL DEBT GOVERNING POLICIES

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

- A. The City shall not issue debt obligations or use debt proceeds to finance current operations of the City.
- B. The City will utilize debt obligations only for acquisition, construction, or remodeling of capital improvement projects that cannot be funded from current revenue sources or in such cases wherein it is more equitable to the users of the project to finance the project over its useful life.
- C. The City will measure the impact of debt service requirements of outstanding and proposed debt obligations on single year, five, 10, and 20-year periods. This analysis will consider debt service maturities and payment patterns as well as the City's commitment to a pay-as-you-go budgetary allocation.

## V. DEBT POLICIES, RATIOS, AND MEASUREMENT

- A. Purposes of Issuance – The City shall only issue debt obligations for acquiring, constructing, or renovating City owned fixed assets or for refinancing existing debt obligations. The City intends only to invest and spend bond proceeds for projected capital expenditures to comply with the 24-month payout exception in the U.S. federal regulations regarding non-arbitrage bonds. In the event of unexpected delays in capital spending, the bond proceeds shall be invested in allowable instruments that either restricts the yield so that the City does not benefit, or rebate the positive arbitrage to the U.S. government.
- B. Maximum Maturity – All debt obligations shall have a maximum maturity of the earlier of: (1) the estimated useful life of the Public Investment being financed; or (2) 20 years; or (3) in the event debt obligations are being issued to refinance outstanding debt obligations, the final maturity of the debt obligations being refinanced.
- C. Average Maturity of General Obligation Bonds – The City shall have at least 70% of outstanding general obligation bonds mature in less than 10 years.
- D. The City shall not exceed 50% of its statutory debt limitation.
- E. Bond Covenants and Laws – The City shall comply with all covenants and requirements of the bond resolutions, and Massachusetts and federal laws authorizing and governing the issuance and administration of debt obligations.
- F. Net Present Value Savings – The City must achieve a Net Present Value Savings of at least 3% and at least \$1,000,000 over the life of an existing bond issue in order for it to be considered for refunding.

# DEBT MANAGEMENT POLICY

## DEBT RATIOS

- G. Net Debt as a Percentage of Equalized Value – This ratio compares the amount of debt issued by the City and the size of its tax base. The City’s overall net debt will not exceed 2% of the City’s equalized value. The Net Debt as a Percentage of Equalized Value shall be calculated by dividing the City’s net debt by the City’s equalized value.

EQUALIZED VALUE <sup>1</sup>	NET DEBT <sup>2</sup>	NET DEBT TO EQUALIZED VALUE
\$29,733,817,500	\$306,291,865	1.03%

<sup>1</sup> The equalized value reflects full market value as of January 1, 2014.

<sup>2</sup> The net debt is as of June 30, 2015 (includes FY16 bond issue but excludes debt retired during FY16).

- H. Gross Debt as a Percentage of Operating Expenditures – This ratio measures the amount of the City’s budget that must be allocated to debt service. The City shall adhere to a gross debt management strategy that limits annual gross debt service expenditures to 12.5% of the total budget.

FY17 OPERATING EXPENDITURES	ANNUAL GROSS DEBT SERVICE	GROSS DEBT SERVICE TO OPERATING EXPENDITURES
\$574,562,125	\$60,939,770	10.61%

- I. Net Debt as a Percentage of Operating Expenditures – This ratio gauges the amount of the budget that must be allocated to tax-supported debt service. The City shall adhere to a net debt management strategy that achieves the goal of limiting annual net debt service expenditures to 10.0% of the total budget.

FY17 OPERATING EXPENDITURES	ANNUAL NET DEBT SERVICE	NET DEBT SERVICE TO OPERATING EXPENDITURES
\$574,562,125	\$36,630,524	6.38%

- J. Net Debt as a Percentage of Per Capita – Debt per capita measures the amount of debt relative to the size of the City’s population. The City’s overall net debt per capita shall not exceed \$4,000 per capita. The Direct Debt Per Capita shall be calculated by dividing the City’s net debt by the City’s population.

POPULATION <sup>3</sup>	NET DEBT <sup>2</sup>	NET DEBT PER CAPITA
105,162	\$306,291,865	\$2,913

<sup>3</sup>The population figure is from the 2010 U.S. Census. Source: U.S. Dept. of Commerce Bureau of Census.

# DEBT MANAGEMENT POLICY

## GENERAL DEBT LIMIT

Under Massachusetts statutes, the general debt limit of the City consists of a normal debt limit and a double debt limit. The normal debt limit of the City is 5% of the valuation of taxable property as last equalized by the state Department of Revenue. The City can authorize debt up to this amount without state approval. It can authorize debt up to twice this amount (the double debt limit) with the approval of the members of the Municipal Finance Oversight Board.

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

## DEBT LIMIT CALCULATION

<b>EQUALIZED VALUATION AS OF JANUARY 1, 2014</b>	<b>\$29,733,817,500</b>
<b>DEBT LIMIT (5% OF EQUALIZED VALUATION)</b>	<b>\$1,486,690,875</b>
Total Outstanding Debt as of June 30, 2016	\$410,176,110
Total Authorized / Unissued Debt as of June 30, 2016	\$33,527,819
<b>TOTAL OUTSTANDING DEBT PLUS TOTAL AUTHORIZED / UNISSUED DEBT</b>	<b>\$443,703,929</b>
Amount of Outstanding Debt Outside the Debt Limit	\$7,720,0000
Amount of Authorized / Unissued Debt Outside the Debt Limit	\$0
<b>OUTSTANDING DEBT PLUS AUTHORIZED / UNISSUED OUTSIDE THE DEBT LIMIT</b>	<b>\$7,720,000</b>
Total Outstanding Debt Plus Total Authorized / Unissued Debt	<b>\$443,703,929</b>
Less: Outstanding Debt plus Authorized / Unissued Outside the Debt Limit	\$7,720,000
<b>DEBT SUBJECT TO THE DEBT LIMIT</b>	<b>\$435,983,929</b>
Debt Limit (5% of Equalized Valuation)	\$1,486,690,875
<b>REMAINING BORROWING CAPACITY UNDER DEBT LIMIT</b>	<b>\$1,050,706,946</b>

# DEBT MANAGEMENT POLICY

## FY17 DEBT DISTRIBUTION

DEPT.	DEBT PAYMENT	INTEREST	REQUIRED APPROPRIATION*
CITY	\$44,136,870	\$13,539,425	\$57,676,295
SCHOOL	\$472,170	\$45,800	\$517,970
WATER	\$2,420,000	\$325,505	\$2,745,505
<b>TOTAL</b>	<b>\$47,029,040</b>	<b>\$ 13,910,730</b>	<b>\$60,939,770</b>

\*General Fund debt service does not reflect School and Water debt service. School and Water debt service are budgeted at the department level.

## DEBT POSITION (BASED ON OUTSTANDING DEBT JUNE 30, 2016)

The City has historically had conservative debt guidelines. When the City embarked on an aggressive capital improvement program several years ago, it established a policy of measuring the impact of debt service requirements on the long-term financial plan, retiring 70% of its debt within 10 years of the date of issue and allocating funds from reserve accounts to finance projects that 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 elementary school reconstruction program. In addition, key ratios, such as net direct debt to assessed value and unreserved fund balance as a percent of revenues, compare favorably with national medians.

YEAR	TOTAL DEBT	DEBT PAYMENT	INTEREST	REQUIRED APPROPRIATION
2016-2017	\$410,176,110	\$47,029,040	\$13,910,730	\$60,939,770
2017-2018	\$363,147,070	\$45,113,335	\$12,526,931	\$57,640,266
2018-2019	\$318,033,735	\$40,542,008	\$11,019,937	\$51,561,945
2019-2020	\$277,491,727	\$37,979,884	\$9,631,629	\$47,611,513
2020-2021	\$239,511,843	\$36,598,986	\$8,328,743	\$44,927,729
2021-2022	\$202,912,857	\$33,794,344	\$6,972,055	\$40,766,399
2022-2023	\$169,118,513	\$30,481,327	\$6,005,637	\$36,486,964
2023-2024	\$138,637,186	\$26,562,572	\$4,938,368	\$31,500,940
2024-2025	\$112,074,614	\$24,555,330	\$3,879,267	\$28,434,597
2025-2026	\$87,519,284	\$19,199,288	\$2,943,017	\$22,142,305
2026-2027	\$68,319,996	\$12,980,000	\$2,275,657	\$15,255,657
2027-2028	\$55,339,996	\$12,150,000	\$1,830,995	\$13,980,995
2028-2029	\$43,189,996	\$10,180,000	\$1,405,138	\$11,585,138
2029-2030	\$33,009,996	\$8,155,000	\$1,053,669	\$9,208,669
2030-2031	\$24,854,996	\$6,905,000	\$783,569	\$7,688,569
2031-2032	\$17,949,996	\$5,900,000	\$557,875	\$6,457,875
2032-2033	\$12,049,996	\$5,375,000	\$376,250	\$5,751,250
2033-2034	\$6,674,996	\$3,525,000	\$208,999	\$3,733,999
2034-2035	\$3,149,996	\$2,600,000	\$97,250	\$2,697,250
2035-2036	\$549,996	\$549,996	\$17,875	\$567,871

# RESERVE POLICY

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## I. PURPOSE

The purpose of this policy is to 1) preserve the creditworthiness of the City for borrowing monies at favorable interest rates; 2) provide working capital to meet cash flow needs during the year; and 3) attempt to stabilize fluctuations from year to year in property taxes paid by City taxpayers.

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

## II. POLICY STATEMENT

Fund Balance is an important indicator of a community's financial position. An adequate fund balance must be maintained to allow the City to continue to meet its obligations in the event of an economic downturn and/or unexpected emergency. Therefore, the City shall maintain:

An Unassigned General Fund Fund Balance as of June 30 of each year equal to or greater than 15% of the ensuing fiscal year's operating revenue, and total General Fund Fund Balance as of June 30 of each year equal to or greater than 25% of the ensuing fiscal year's operating revenue.

## III. RESPONSIBILITY FOR POLICY

As part of the annual budget preparation process, the City Treasurer will estimate the surplus or deficit for the current year and prepare a projection of the year-end unreserved/undesignated General Fund Fund Balance. Any anticipated balance in excess of the targeted maximum unreserved/undesignated fund balance may be budgeted to reduce the ensuing year's property tax levy or fund one-time capital projects.

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

# THREE-YEAR CONSOLIDATED FINANCIAL SCHEDULE

This schedule is a consolidated three-year financial summary for the General, Water, and Capital Funds.

	General Fund			Water Fund			Capital Fund			Total		
	FY15 Actual	FY16 Projected	FY17 Proposed Budget	FY15 Actual	FY16 Projected	FY17 Proposed Budget	FY15 Actual	FY16 Projected	FY17 Proposed Budget	FY15 Actual	FY16 Projected	FY17 Proposed Budget
<b>Revenues</b>												
Bond Proceeds	\$0	\$0	\$0	\$0	\$0	\$0	\$88,596,390	\$34,990,000	\$66,972,500	\$88,596,390	\$34,990,000	\$66,972,500
Charges For Services	\$66,051,935	\$66,155,095	\$66,849,750	\$17,909,915	\$18,035,000	\$14,337,015	\$864,880	\$0	\$5,563,330	\$84,826,730	\$84,190,095	\$86,750,095
Fines & Forfeits	\$10,560,830	\$10,826,175	\$10,829,035	\$0	\$0	\$0	\$0	\$0	\$45,000	\$10,560,830	\$10,826,175	\$10,874,035
Fund Balance	\$0	\$0	\$0	\$0	\$0	\$350,000	\$0	\$0	\$1,500,000	\$0	\$0	\$1,850,000
Intergovernmental Revenue	\$43,713,990	\$44,568,320	\$43,700,755	\$0	\$0	\$0	\$21,913,520	\$5,129,450	\$3,821,240	\$65,627,510	\$49,697,770	\$47,521,995
Licenses and Permits	\$28,881,875	\$26,703,070	\$15,645,400	\$0	\$0	\$0	\$0	\$0	\$281,000	\$28,881,875	\$26,703,070	\$15,926,400
Miscellaneous Revenue	\$11,609,925	\$12,916,820	\$13,288,980	\$0	\$0	\$0	\$25,940	\$25,000	\$0	\$11,635,865	\$12,941,820	\$13,288,980
Taxes	\$382,317,870	\$391,780,200	\$409,561,190	\$0	\$0	\$0	\$0	\$5,478,000	\$5,680,000	\$382,317,870	\$397,258,200	\$415,241,190
<b>Total Revenues</b>	\$543,136,425	\$552,949,680	\$559,875,110	\$17,909,915	\$18,035,000	\$14,687,015	\$111,400,730	\$45,622,450	\$83,863,070	\$672,447,070	\$616,607,130	\$658,425,195
<b>Expenditures</b>												
General Government	\$40,363,855	\$50,089,610	\$66,359,515	\$0	\$0	\$0	\$1,964,530	\$2,489,090	\$4,110,000	\$42,328,385	\$52,578,700	\$70,469,515
Public Safety	\$117,553,735	\$120,230,905	\$123,128,870	\$0	\$0	\$0	\$1,300,100	\$1,830,520	\$610,000	\$118,853,835	\$122,061,425	\$123,738,870
Community Maint. & Dev.	\$99,482,615	\$100,712,525	\$106,184,120	\$13,773,005	\$13,917,785	\$13,969,210	\$65,040,555	\$45,291,000	\$53,727,070	\$178,296,175	\$159,921,310	\$173,880,400
Human Resource Dev.	\$35,008,100	\$36,586,680	\$39,243,110	\$0	\$0	\$0	\$279,495	\$544,285	\$166,000	\$35,287,595	\$37,130,965	\$39,409,110
Education	\$156,518,170	\$164,440,420	\$172,793,980	\$0	\$0	\$0	\$51,515,245	\$19,050,130	\$25,250,000	\$208,033,415	\$183,490,550	\$198,043,980
Intergovernmental	\$50,216,285	\$52,244,135	\$52,883,320	\$0	\$0	\$0	\$0	\$0	\$0	\$50,216,285	\$52,244,135	\$52,883,320
<b>Total Expenditures</b>	\$499,142,760	\$524,304,275	\$560,592,915	\$13,773,005	\$13,917,785	\$13,969,210	\$120,099,925	\$69,205,025	\$83,863,070	\$633,015,690	\$607,427,085	\$658,425,195
<b>Net Transfers</b>	(\$1,200,255)	(\$1,750,245)	\$717,805	(\$4,109,875)	(\$5,614,085)	(\$717,805)	\$5,310,130	\$7,364,330	\$0	\$0	\$0	\$0
<b>Change in Fund Balance</b>	\$2,793,410	\$26,895,160	-	\$27,035	(\$1,496,870)	-	(\$3,389,065)	(\$16,218,245)	-	\$39,431,380	\$9,180,045	-

# FUND BALANCE

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## FUND BALANCE REPORTING

Fund Balance refers to the difference between assets and liabilities. GASB 54 established the five different classifications summarized below. The City is required to report these classifications in its annual CAFR.

<b>NON-SPENDABLE</b>	Cannot be spent (legally restricted or in un-spendable form)
<b>RESTRICTED</b>	External constraints (law, creditor, grantor, bond covenant)
<b>COMMITTED</b>	Can only be used for a specific purpose pursuant to constraints imposed by City Council
<b>ASSIGNED</b>	Can be used for a specific purpose, but is not restricted or committed
<b>UNASSIGNED</b>	Available to spend, unrestricted

In the CAFR, the City Stabilization Fund, Health Claims Trust Fund, Internal Service Fund, and School Debt Stabilization Fund Fund Balances are included in the General Fund.

## CITY DEBT STABILIZATION FUND

This fund was established as a reserve to offset a portion of the debt service on large, tax-supported projects. In FY17, \$1.7 million will be used to cover debt service costs. The FY17 estimated ending Fund Balance is \$38.4 million.

## HEALTH CLAIMS TRUST FUND

This fund was established as a contingency against possible deficits in health insurance allotments due to higher than anticipated claims. Employee deductions for healthcare coverage are deposited into this fund and interest earned by the fund is recorded as income in this trust fund. The City's policy is to transfer a portion of the balance to the General Fund to cover a portion of health insurance costs. Employee contributions to this fund will increase in future years due to increases to the base upon which employee contributions are calculated. The transfer to the General Fund in FY17 is projected to be \$8.92 million. The FY17 estimated ending Fund Balance is \$22.1 million.

## PARKING FUND

This fund is used to record revenue from meter permits, meter collection, resident parking stickers, parking lots and garages, parking fines, and interest charges. Expenditures are not charged directly to the Parking Fund; instead, transfers are made from the Parking Fund to the General Fund and Capital Fund to cover related expenditures. The FY17 estimated ending Fund Balance is \$14.9 million.

## SCHOOL DEBT STABILIZATION FUND

This fund is to be used only for offsetting future school debt service. The current balance is being used to finance a portion of the War Memorial renovations. The FY17 debt service allocation is \$517,970. The FY17 estimated ending Fund Balance is \$2.7 million.

# FUND BALANCE

This consolidated financial schedule breaks revenue out by type and expenditures out by both function and category. The fund balance includes projected changes for all appropriated funds.

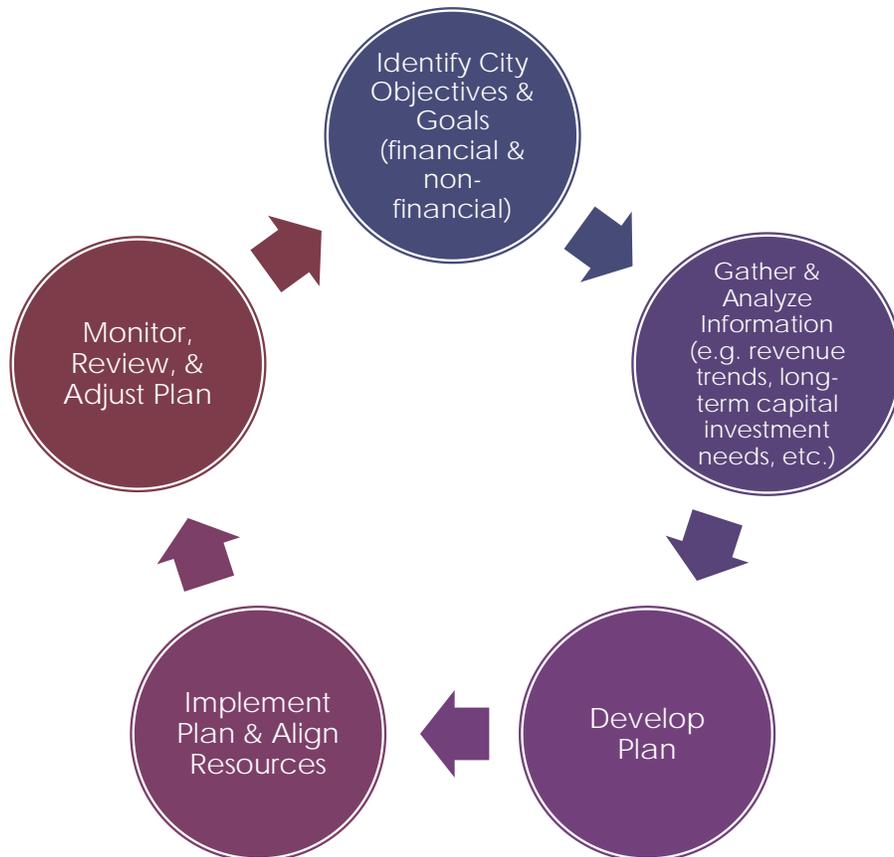
FY 2017 BUDGET	GENERAL FUND	WATER FUND	CAPITAL FUND	TOTAL
<b>REVENUES</b>				
BOND PROCEEDS	\$0	\$0	\$66,972,500	\$66,972,500
CHARGES FOR SERVICES	\$66,849,750	\$14,337,015	\$6,820,565	\$88,007,330
FINES & FORFEITS	\$10,829,035	\$0	\$287,765	\$11,116,800
INTERGOVERNMENTAL REVENUE	\$43,700,755	\$0	\$3,821,240	\$47,521,995
LICENSES & PERMITS	\$15,645,400	\$0	\$281,000	\$15,926,400
MISCELLANEOUS REVENUE	\$13,288,980	\$0	\$0	\$13,288,980
TAXES	\$409,561,190	\$0	\$5,680,000	\$415,241,190
<b>TOTAL REVENUES</b>	<b>\$559,875,110</b>	<b>\$14,337,015</b>	<b>\$83,863,070</b>	<b>\$658,075,195</b>
<b>EXPENDITURES BY FUNCTION</b>				
GENERAL GOVERNMENT	\$66,359,515	\$0	\$4,110,000	\$70,469,515
PUBLIC SAFETY	\$123,128,870	\$0	\$610,000	\$123,738,870
COMMUNITY MAINTENANCE & DEV.	\$106,184,120	\$13,969,210	\$53,727,070	\$173,880,400
HUMAN RESOURCES & DEV.	\$39,243,110	\$0	\$166,000	\$39,409,110
EDUCATION	\$172,793,980	\$0	\$25,250,000	\$198,043,980
INTERGOVERNMENTAL	\$52,883,320	\$0	\$0	\$52,883,320
<b>TOTAL EXPENDITURES</b>	<b>\$560,592,915</b>	<b>\$13,969,210</b>	<b>\$83,863,070</b>	<b>\$658,425,195</b>
<b>EXPENDITURES BY CATEGORY</b>				
SALARY & WAGES	\$375,413,340	\$6,979,325	\$0	\$382,392,665
OTHER ORDINARY MAINTENANCE	\$121,370,940	\$3,982,800	\$0	\$125,353,740
TRAVEL & TRAINING	\$3,822,260	\$86,580	\$0	\$3,908,840
EXTRAORDINARY EXPENDITURES	\$59,986,375	\$2,920,505	\$0	\$62,906,880
CAPITAL OUTLAY	\$0	\$0	\$83,863,070	\$83,863,070
<b>TOTAL EXPENDITURES</b>	<b>\$560,592,915</b>	<b>\$13,969,210</b>	<b>\$83,863,070</b>	<b>\$658,425,195</b>
<b>NET TRANSFERS</b>	<b>\$717,805</b>	<b>(\$2,217,805)</b>	<b>\$1,500,000</b>	<b>\$0</b>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES</b>	<b>\$0</b>	<b>(\$1,850,000)</b>	<b>\$1,500,000</b>	<b>(\$350,000)</b>
<b>ESTIMATED UNASSIGNED BEGINNING FUND BALANCE - JULY 1, 2016</b>	<b>\$229,568,402</b>	<b>\$10,190,802</b>	<b>\$0</b>	<b>\$239,759,204</b>
<b>ESTIMATED UNASSIGNED ENDING FUND BALANCE - JUNE 30, 2017</b>	<b>\$229,568,402</b>	<b>\$8,340,802</b>	<b>\$0</b>	<b>\$237,909,204</b>
<b>ESTIMATED ENDING UNASSIGNED FUND BALANCE AS A PERCENT OF TOTAL REVENUES</b>	<b>41%</b>	<b>58%</b>	<b>0%</b>	<b>36%</b>

# LONG-TERM FINANCIAL PLANS

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

<b>ECONOMIC ENVIRONMENT</b>	New growth, construction and development activity, and employment
<b>DEBT &amp; RESERVE POLICIES</b>	Impact of future debt issuances on policies and ratios
<b>AFFORDABILITY ANALYSIS</b>	Debt ratios, debt coverage analysis, impact on levy capacity, Free Cash analysis, and rapidity of debt retirement
<b>FINANCIAL PROJECTIONS</b>	Analysis of revenue and expense trends including, State Aid analysis and insurance costs
<b>STAKEHOLDERS</b>	Impact of decisions on taxpayers and other stakeholders

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



# LONG-TERM FINANCIAL PLANS

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## ASSUMPTIONS FOR REVENUE PROJECTIONS

1. Sewer and Water revenues increase annually by the amount needed to fully cover their costs.
2. Cherry Sheet revenue is based on the FY16 allocation and will remain at this level.
3. A 10% reduction in the Community Development Block Grant is reflected annually.
4. Transfers from the Health Claims Trust Fund increase from \$8,920,000 in FY17 and increase \$100,000 annually from FY18-FY21.
5. Transfers from the Debt Stabilization Fund are \$1,700,000 in FY17, \$2,500,000 in FY18, \$4,500,000 in FY19, \$6,500,000 in FY20, and \$6,000,000 in FY21. Amounts are based on projected bond schedule.
6. Property tax percentage increases are projected at 6.2% in FY17, 5.45% in FY18, 5.55% in FY19, 5.79% in FY20, and 5.15% in FY21.

## ASSUMPTIONS FOR EXPENDITURE PROJECTIONS

1. Salaries & Wages:

YEAR	DATE	INCREASE	BUDGET COST
FY17	7/1/2016	2.00%	2.00%
FY18	7/1/2017	2.50%	2.50%
FY19	7/1/2018	2.50%	2.50%
FY20	7/1/2019	2.50%	2.50%
FY21	7/1/2020	2.50%	2.50%

2. Health insurance costs increase 0% in FY17, 5% in FY18-19, and 7% in FY19-20.
3. Dental insurance costs increase 3% annually.
4. Contributory pensions increase by 5.85% annually plus \$300,000 annually.
5. Annual OPEB contribution is \$2,000,000 annually.
6. Other Ordinary Maintenance expenses increase by 5% annually.
7. Travel & Training expenses remain constant based on FY17.
8. Extraordinary Expenditures remain constant based on FY17.
9. Debt costs reflect issued debt and debt issuance schedule.
10. The MWRA assessment includes increases of 2.7%, 1.4%, 4.9%, 7.1%, and 5.0%, respectively.
11. Cherry Sheet assessment increases 2.5% annually.
12. Pay-As-You-Go Capital is \$5,680,000 in FY17, \$4,995,000 in FY18, \$5,110,000 in FY19, \$5,210,000 in FY20, and \$5,260,000 in FY21.

## LONG-TERM FINANCIAL PLANS – PRELIMINARY PROJECTIONS

The chart below is the City’s projected preliminary long-term financial plan, which incorporates the revenue and expenditure assumptions given on the previous page.

	FY17 PROPOSED	FY18 PROJECTED	FY19 PROJECTED	FY20 PROJECTED	FY21 PROJECTED
<b>REVENUES</b>					
Charges for Services	\$81,536,765	\$85,490,185	\$88,779,015	\$91,222,905	\$95,160,180
Fines & Forfeits	\$10,829,035	\$10,850,000	\$10,850,000	\$10,850,000	\$10,850,000
Intergovernmental Revenue	\$43,700,755	\$43,907,860	\$42,680,560	\$43,056,180	\$43,444,850
Licenses & Permits	\$15,645,400	\$15,650,000	\$15,650,000	\$15,650,000	\$15,650,000
Miscellaneous Revenue	\$13,288,980	\$14,200,000	\$16,300,000	\$18,400,000	\$18,000,000
Taxes	\$415,241,190	\$436,183,704	\$458,864,739	\$483,819,580	\$507,313,008
<b>TOTAL REVENUES</b>	<b>\$580,242,125</b>	<b>\$606,281,750</b>	<b>\$633,124,316</b>	<b>\$662,998,665</b>	<b>\$690,418,039</b>
<b>EXPENDITURES BY CATEGORY</b>					
Salary & Wages	\$382,340,675	\$399,626,784	\$413,428,633	\$429,436,990	\$446,150,349
Other Ordinary Maintenance	\$125,405,730	\$130,266,046	\$136,191,763	\$142,957,754	\$149,513,770
Travel & Training	\$3,908,840	\$3,908,840	\$3,908,840	\$3,908,840	\$3,908,840
Extraordinary Expenditures	\$68,586,880	\$72,480,080	\$79,595,080	\$86,695,080	\$90,845,080
<b>TOTAL EXPENDITURES</b>	<b>\$580,242,125</b>	<b>\$606,281,750</b>	<b>\$633,124,316</b>	<b>\$662,998,664</b>	<b>\$690,418,039</b>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES</b>	\$0	\$0	\$0	\$0	\$0

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## **SECTION IV**

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### **REVENUE**

# REVENUE

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## REVENUE CATEGORIES

City revenues are divided into six basic categories recommended by the Massachusetts Uniform Municipal Accounting System: charges for services, fines and forfeits, intergovernmental revenue, licenses and permits, miscellaneous revenue, and taxes. The revenues described in this section are received in the General, Parking, Water, and Grant Funds.

## REVENUE ASSUMPTIONS

The City's practice is to budget revenues conservatively. Revenue requests for FY17 are based on FY15 actual and FY16 projected collections, historical trends, and anticipated changes that impact particular revenues. The City met or exceeded most of its FY15 budgeted revenues and expects to do the same in FY16.

The Finance Department annually reviews license and permit fees, charges for services, and fines and forfeits charged by City departments. Increases proposed in FY17, for the most part, have not been reflected in the budget, in keeping with the practice to obtain actual revenue history prior to budgeting an increase in revenue. In addition, the continued growth of the economy, planned use of reserves, and ongoing analysis of revenue collections has also contributed to the increased use of non-property tax revenues.

## MAXIMIZING NON-TAX REVENUE

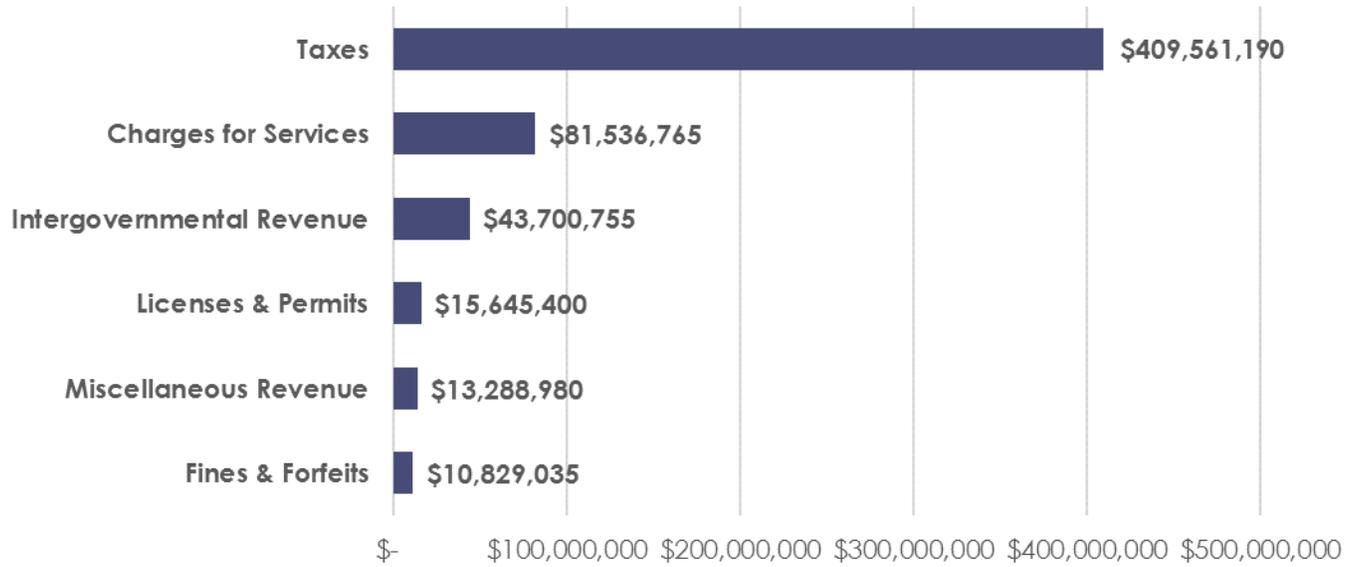
The City will continue its policy of maximizing alternative revenue sources in order to lower the residents' tax burden for City services, through enforcing its license and permit policies, charging users for specific services where feasible, and collecting outstanding parking fines. The total property tax levy is projected to increase by 6.21% in FY17, or by \$22,017,937 from the FY16 property tax levy.

## FIVE YEAR BUDGETED REVENUE ANALYSIS

REVENUE CATEGORY	FY13	FY14	FY15	FY16	FY17
CHARGES FOR SERVICES	\$69,593,055	\$71,776,820	\$73,381,720	\$78,376,305	\$81,536,765
FINES & FORFEITS	\$9,422,205	\$9,514,555	\$9,490,155	\$9,711,630	\$10,829,035
INTERGOVERNMENTAL REVENUE	\$38,147,710	\$40,184,740	\$40,808,060	\$42,032,420	\$43,700,755
LICENSES & PERMITS	\$7,515,500	\$9,668,400	\$11,785,950	\$13,013,650	\$15,645,400
MISCELLANEOUS REVENUE	\$11,140,960	\$12,485,005	\$11,642,545	\$12,256,670	\$13,288,980
TAXES	\$352,409,135	\$363,556,815	\$377,293,370	\$390,480,200	\$409,561,190
<b>TOTAL</b>	<b>\$488,228,565</b>	<b>\$507,186,335</b>	<b>\$524,401,800</b>	<b>\$545,870,875</b>	<b>\$574,562,125</b>

# REVENUE

## FY17 OPERATING BUDGET - REVENUES BY CATEGORY: \$574,562,125

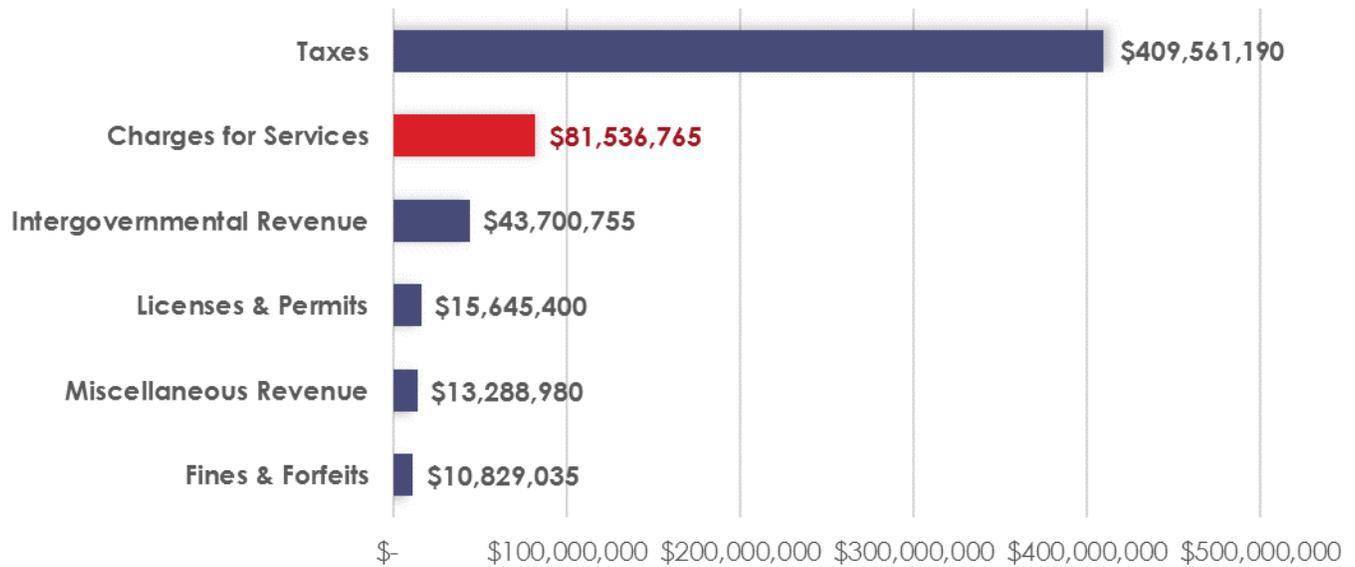


### OPERATING BUDGET

FINANCING PLAN BY SOURCE	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
CHARGES FOR SERVICES	\$83,961,850	\$84,190,095	\$81,536,765
FINES & FORFEITS	\$10,560,830	\$10,826,175	\$10,829,035
INTERGOVERNMENTAL REVENUE	\$43,713,990	\$44,568,320	\$43,700,755
LICENSES & PERMITS	\$28,881,875	\$26,703,070	\$15,645,400
MISCELLANEOUS REVENUE	\$11,609,925	\$12,916,820	\$13,288,980
TAXES	\$382,317,870	\$391,780,200	\$409,561,190
<b>TOTAL REVENUE</b>	<b>\$561,046,340</b>	<b>\$570,984,680</b>	<b>\$574,562,125</b>
<b>PROGRAM EXPENDITURES</b>			
GENERAL GOVERNMENT	\$40,363,855	\$50,089,610	\$66,359,515
PUBLIC SAFETY	\$117,553,735	\$120,230,905	\$123,128,870
COMMUNITY MAINTENANCE AND DEVELOPMENT	\$113,255,620	\$114,630,310	\$120,153,330
HUMAN RESOURCES AND DEVELOPMENT	\$35,008,100	\$36,586,680	\$39,243,110
EDUCATION	\$156,518,170	\$164,440,420	\$172,793,980
INTERGOVERNMENTAL	\$50,216,285	\$52,244,135	\$52,883,320
<b>TOTAL EXPENDITURES</b>	<b>\$512,915,765</b>	<b>\$538,222,060</b>	<b>\$574,562,125</b>

# CHARGES FOR SERVICES

## FY17 OPERATING BUDGET - REVENUES BY CATEGORY: \$574,562,125



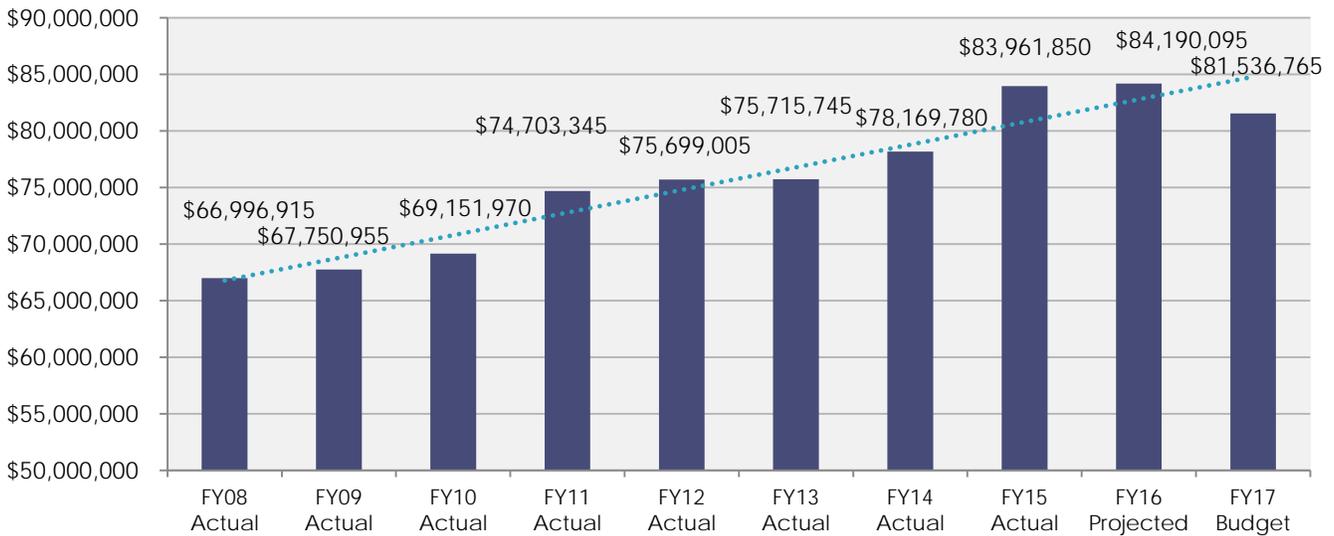
### CHARGES FOR SERVICES SUMMARY

CHARGES FOR SERVICES	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET	% OF FY17 CHARGES FOR SERVICES
FEES	\$6,959,860	\$6,767,790	\$6,272,015	7.6%
OTHER CHARGES FOR SERVICES	\$2,425,495	\$2,422,305	\$2,408,140	3.0%
PARKING	\$10,270,070	\$10,315,000	\$10,500,000	12.9%
SEWER SERVICE CHARGE,	\$46,396,510	\$46,650,000	\$47,669,595	58.5%
WATER UTILITY REVENUE	\$17,909,915	\$18,035,000	\$14,687,015	18.0%
<b>TOTAL</b>	<b>\$83,961,850</b>	<b>\$84,190,095</b>	<b>\$81,536,765</b>	<b>100.0%</b>

# CHARGES FOR SERVICES

Charges for services are an important revenue source 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. Fees are flexible and adjustable in accordance with inflation and demand levels. User fees 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. Service Charges and User Fees will account for 14.2% of total General Fund revenues.

**TEN-YEAR HISTORY OF CHARGES FOR SERVICES**



# CHARGES FOR SERVICES

## FEES

FY17: \$6,272,015

FEES	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
<b>ADMINISTRATIVE</b>	<u>\$359,480</u>	<u>\$348,950</u>	<u>\$343,800</u>
Certified Copies	\$209,180	\$205,000	\$200,000
Document Sales	\$1,680	\$1,050	\$1,050
Domestic Partners	\$5,190	\$3,000	\$3,000
Misc. Clerk's Fees	\$47,625	\$44,000	\$44,000
Municipal Liens	\$81,725	\$85,000	\$85,000
Photocopy/Reproduction	\$14,080	\$10,900	\$10,750
<b>ELECTRICAL</b>	<u>\$900,805</u>	<u>\$923,000</u>	<u>\$660,000</u>
Cut-Out/Plug-Out Fee	\$27,900	\$25,000	\$20,000
Fire Alarm Box Charge	\$157,570	\$148,000	\$140,000
Signal Maintenance Fee	\$715,335	\$750,000	\$500,000
<b>HEARING/FILING</b>	<u>\$198,660</u>	<u>\$106,500</u>	<u>\$115,500</u>
Board of Zoning Appeals	\$173,530	\$90,000	\$90,000
Conservation Commission	\$2,040	\$1,500	\$1,500
License Hearing Fees	\$23,090	\$15,000	\$24,000
<b>HUMAN SERVICES</b>	<u>\$4,006,385</u>	<u>\$3,953,340</u>	<u>\$3,735,715</u>
Athletic Leagues	\$5,820	\$5,000	\$5,000
Childcare Tuition	\$1,402,065	\$1,295,000	\$1,195,230
Community Schools	\$1,070,085	\$1,100,000	\$1,100,000
Field Permits	\$127,570	\$130,000	\$130,000
Golf Course	\$799,220	\$828,340	\$792,485*
King Open Extended Day	\$146,030	\$145,000	\$130,000
Recreational Activities	\$316,540	\$320,000	\$270,000*
Senior Activities	\$35,000	\$35,000	\$35,000
Special Needs	\$11,265	\$10,000	\$8,000
Youth Programs	\$92,790	\$85,000	\$70,000
<b>PUBLIC SAFETY</b>	<u>\$1,494,530</u>	<u>\$1,436,000</u>	<u>\$1,417,000</u>
Agency Fee	\$12,965	\$14,000	\$14,000
Boarding/Razing Fees	\$0	\$0	\$20,000
Fire Detail Surcharge	\$130,525	\$130,000	\$100,000
Inspectional Details	\$11,880	\$10,000	\$10,000
Police Detail Surcharge	\$372,955	\$350,000	\$350,000
Rescue Service Fees	\$802,095	\$774,000	\$774,000
Sealing Inspection	\$35,505	\$38,000	\$38,000
Smoke Detectors	\$61,225	\$55,000	\$51,000
Towing Surcharge	\$67,380	\$65,000	\$60,000
<b>TOTAL REVENUE</b>	<b>\$6,959,860</b>	<b>\$6,767,790</b>	<b>\$6,272,015</b>

\*Does not include revenue (\$20,000 in golf course fees and \$28,000 in recreational activity fees) that will be used in the Capital Budget.

# CHARGES FOR SERVICES

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## ADMINISTRATIVE FEES

- **Certified Copies of Documents.** The City Clerk's Office issues a wide variety of certified copies of official documents. The Clerk's Office charges \$10 for birth, death, marriage, and domestic partnership certificates.
- **Document Sales.** The Public Works Engineering Division is reimbursed for maps and other documents requested by the public (\$300). The Election Commission receives revenue from the sale of the annual street listing book (\$750).
- **Domestic Partners.** The City Clerk issues a certificate of Domestic Partnership. The fee is \$35 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 swearing-in fees. Miscellaneous charges also include, zoning and municipal ordinance fees and the filing fee for a zoning petition.
- **Municipal Lien Certificates.** The Finance Department issues a certificate indicating any tax or utility charges outstanding on a particular parcel of property to an individual requesting the information, within 10 days of the request. The cost ranges from \$25 to \$150 depending on the type of property.
- **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 \$.05 per page, with certain exceptions. The breakdown by department is: Police \$6,000; Fire \$750; Inspectional Services \$3,500; and License Commission \$500.

## ELECTRICAL FEES

- **Cut-Out/Plug-Out Fee.** A fee of \$25 is assessed for the disconnection and reconnection of private systems to the City's system for repairs and maintenance to the private system. This fee is assessed for disconnects and reconnects that exceed two in one week.
- **Fire Alarm Box Charge.** An annual fee of \$400 is charged for every private master fire alarm box connected to the City's alarm system.
- **Signal Maintenance Fee.** A fee is assessed 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.

## HEARING/FILING FEES

- **Board of Zoning Appeals.** Fees are collected by the Inspectional Services Department for petitioning the Board of Zoning Appeals for variances, special permits, and appeals relating to the Zoning Ordinance.
- **Conversation Commission.** Under Massachusetts General Laws, Chapter 131, section 40, any individual who proposes to alter land adjacent to water bodies, bordering vegetated wetlands, or within 100 feet of same, or land subject to flooding, must apply to the local conservation commission for a permit. The state regulations define the filing fees associated with these applications on a sliding scale based on location and the nature of the proposed alteration. Fifty percent of the filing fee plus \$25 is payable to the City. The list of project categories and

# CHARGES FOR SERVICES

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associated fees can be found at 801 CMR 4.02(310). 310 CMR 10.03(7)(c) describes all the activities in each fee category.

- **License Hearing Fees.** The License Commission charges a hearing and advertising fee of \$175 for all applications who apply for a hearing before the Commission. There are an estimated 150 hearings per year.

## HUMAN SERVICE PROGRAM FEES

- **Athletic Leagues.** The Recreation Division sponsors men's and women's softball leagues in the summer. The cost is \$410 per softball team.
- **Childcare Tuition.** The Childcare and Family Support Services Division administers childcare programs serving approximately 280 children throughout the city. Preschool programs are held full-time at King, Kennedy/Longfellow, Morse, Peabody, and King Open Schools and part-time at the Haggerty School. Afterschool programs are located at the Morse, King, Fletcher/Maynard Academy, and Peabody Schools. The fees projected are \$363 per month for afterschool care and \$827 per month for full-time preschool enrollment. Revenue from tuition is used to fund teacher salaries and benefits, classroom and teaching supplies, equipment purchases, food, substitute teachers, special events, and field trip transportation.
- **Community Schools Revenue.** This category includes revenues received from the various classes, camps, programs, and activities offered by the Community Schools throughout the city.
- **Field Permits.** A permit fee of \$120 is required per two-hour period of field use. Fees are waived to all schools, youth leagues, and City-sponsored fundraising events.
- **Golf Course.** The Thomas P. O'Neill, Jr. Golf Course at Fresh Pond is supported by membership dues and fees. \$77,000 of total revenues is allocated to Debt Service for Golf Course improvements.
- **King Open Extended Day Program.** The Department of Human Service Programs (DHSP) jointly administers an Extended Day Program with the King Open School. Revenue from tuition is used to fund the program.
- **Recreational Activities.** The War Memorial Recreation Center provides year-round evening adult classes and weekend children's activities. The revenue from this wide range of classes is used to pay instructors and cover minimum equipment costs. In addition, DHSP receives revenue for the use of the War Memorial swimming pool. The War Memorial swimming pool will be open for public use during the summer and will charge a flat rate of \$1.00 per admission.
- **Senior Activities.** These funds are generated from art classes, the Walking Club, and various other senior recreational activities. This also includes funds received from Somerville Cambridge Elder Services to support the breakfast and lunch program for seniors, which is operated by the Council on Aging six days a week, and dinner on Monday evenings.
- **Special Needs.** Revenues from various special needs recreational programs such as Camp Rainbow and other school-year activities are generated through participant registration fees.
- **Youth Programs.** These funds are generated from tuition for the pre-teen year-round program, summer and vacation camps, and from teen membership fees, and are used to offset program expenses.

# CHARGES FOR SERVICES

## PUBLIC SAFETY FEES

- **Agency Fee.** This fee is paid by other agencies and private businesses for having Cambridge police officers assist in arrests made by their security personnel.
- **Boarding/Razing Fee.** Inspectional Services charges property owners for the boarding up and/or razing of a building.
- **Fire Detail Surcharge.** The City receives a 10% surcharge for the private use of off-duty firefighters.
- **Inspectional Details.** The Inspectional Services Department charges businesses requiring an inspection that is not an emergency and does not occur during normal working hours.
- **Police Detail Surcharge.** The City receives a 10% surcharge for the private use of off duty police officers.
- **Rescue Service Fees.** The Emergency Medical Services paramedic plan improves Advanced Life Support services in the City by utilizing firefighters/paramedics from the Fire Department and Professional Ambulance to dramatically improve response capabilities throughout the city. This allows the City to increase its third party revenues for transport fees and advanced life support services included in the Fire Department Budget.
- **Sealing Inspection.** In accordance with Massachusetts General Laws, Chapter 48, the Sealer of Weights and Measures tests for accuracy and seals commercially used measurement devices.
- **Smoke Detectors.** A \$50 fee is charged for a smoke/carbon monoxide detector compliance inspection, as mandated by MGL, Chapter 148. This revenue is used to fund the Fire Budget.
- **Towing Surcharge.** The City receives \$9 of each towing charge paid in the city. The revenue is used to fund the Police Budget.

## OTHER CHARGES FOR SERVICES

FY17: \$2,408,140

OTHER CHARGES FOR SERVICES	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
Animal Boarding	\$825	\$500	\$500
Cable Franchise License Fees	\$1,486,515	\$1,498,750	\$1,488,650
Cemetery Fees	\$299,615	\$275,000	\$275,000
Rent of City Property	\$616,070	\$618,055	\$623,990
White Goods	\$22,470	\$30,000	\$20,000
<b>TOTAL</b>	<b>\$2,425,495</b>	<b>\$2,422,305</b>	<b>\$2,408,140</b>

### ANIMAL BOARDING

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

### CABLE FRANCHISE LICENSE FEES

Revenues are received from Comcast. As Comcast cable television revenues increase, the municipal access fees received by the City will increase proportionately and will be used to support municipal programming. If municipal access fees decrease, the Cable Department will be more dependent on property taxes.

# CHARGES FOR SERVICES

## CEMETERY FEES

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

## RENT OF CITY PROPERTY

The City will receive rent proceeds (\$539,260) from the Cambridge Housing Authority for tenancy at 5 Western Avenue as an offset to the Debt Service costs for the renovation of the Alice K. Wolf Center. In addition, the City will receive \$84,240 in rent from the newsstand in Harvard Square and the New School of Music. These funds are used to support the Public Works Budget.

## WHITE GOODS

Large appliances containing refrigerants, metal, and other materials that are banned from the municipal waste stream must be scheduled for special pick-up by the Public Works Department. The Department offers online applications for these permits through the City's website in addition to in-person sales. Nearly half the applications are completed online.

## PARKING

FY17: \$10,500,000

PARKING CHARGES	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
Boot Removal Fees	\$32,915	\$37,500	\$37,500
Meter Collection	\$4,072,035	\$4,250,000	\$4,500,000
Parking Garages	\$3,891,670	\$3,792,500	\$3,852,500
Parking Lots	\$1,068,400	\$1,015,000	\$1,000,000
Resident Stickers	\$958,030	\$960,000	\$960,000
Use of Meters	\$247,020	\$260,000	\$150,000
<b>TOTAL</b>	<b>\$10,270,070</b>	<b>\$10,315,000</b>	<b>\$10,500,000*</b>

\*Does not include \$362,235 in parking revenues that will be used in the Capital Budget.

## PARKING FUND

This fund consists of revenue from meter permits, meter collections, resident parking stickers, parking lots and garages, parking fines (see Fines & 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. In addition to funding the Traffic, Parking & Transportation (TPT) Budget, parking revenues will also support the following City departments: Finance (\$23,950), Law (\$100,00), Police (\$3,841,845), Public Works, (\$3,296,935), Community Development (\$1,136,895), General Services (\$4,000), School (\$100,000), Cherry Sheet Assessments (\$481,300), Executive (\$255,000), and Electrical (\$22,935).

## BOOT REMOVAL FEE

This fee is assessed for the removal of boot devices used to immobilize cars belonging to parking ticket scofflaws with five or more outstanding tickets.

## METER COLLECTIONS

The rate for on-street meters is \$0.50 per half hour. Time limits vary by location.

# CHARGES FOR SERVICES

## PARKING GARAGES

Revenue is raised from the following: Green Street Municipal Parking Garage (\$2 per hour) and the East Cambridge Municipal Parking Garage (\$2 per hour). There are 1,384 parking spaces in these facilities.

## PARKING LOTS

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

## RESIDENT STICKERS

To prevent commuter parking in residential areas, resident parking stickers (\$25) are issued to Cambridge residents to allow them to park in permit only areas and also provide residents with visitor passes for their guests.

## USE OF METERS

Payment is received when a request is made to use meter spaces in conjunction with a street obstruction or closing permit such as when a company requests the use of the meter spaces for construction work. The fee is \$10 per meter per day. TPT operates a permit database that includes online applications to improve efficiency, customer service, and revenue collection.

## SEWER SERVICE

FY17: \$47,669,595

SEWER SERVICES CHARGES	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
Sewer Connection Fee	\$492,455	\$300,000	\$125,000
Sewer Service Charge	\$45,904,055	\$46,350,000	\$47,544,595*
<b>TOTAL</b>	\$46,396,510	\$46,650,000	\$47,669,595

\*Does not include \$1,000,000 in sewer revenues that will be used in the Capital Budget.

## SEWER CONNECTION FEE

The City charges a sewer connection fee for every new plumbing connection into the City's wastewater system. The fee is based on the number of plumbing fixtures, such as sinks or toilets, within the structure that are being connected to the sewer. The rate schedule is as follows: residential (\$45), commercial (\$70), and industrial (\$110).

## SEWER SERVICE CHARGE

Each year, the City authorizes a Sewer Service Charge to shift sewer expenditures away from property taxes. Sewer Service charges are included in the General Fund. Implementation of this charge makes the City eligible for sewer construction grants and low-interest loans from the federal Environmental Protection Agency and the state Department of Environmental Protection. The sewer charge shifts some of the burden to the tax-exempt institutions in the city, which are among the largest water users. The FY16 sewer rate increase is 3.2% while the water rate increase is 0% which calculates to a combined rate increase of 2.4%. The Sewer Service Charge revenue is allocated to the following City departments: Finance (\$225,000), Public Works (\$3,477,745), Debt Service (\$19,898,495), Massachusetts Water Resource Authority (\$23,898,855), and Community Development (\$44,500).

# CHARGES FOR SERVICES

## WATER

FY17: \$14,687,015

WATER CHARGES	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
Fund Balance	\$0	\$0	\$350,000
Misc. Water Charges	\$754,500	\$900,000	\$700,000
Water Usage	\$17,155,415	\$17,135,000	\$13,637,015*
<b>TOTAL</b>	<b>\$17,909,915</b>	<b>\$18,035,000</b>	<b>\$14,687,015</b>

\*Does not include \$1,500,000 in the Fund Balance and \$3,500,000 in water usage revenue that will be used in the Capital Budget.

### FUND BALANCE

The Water Fund total Fund Balance as of June 30, 2015 was \$11,687,670 and the balance is projected to be \$10,190,800 at the end of FY16, based on a budgetary basis of accounting. In FY17, \$1,850,000 (\$350,000 in Operating and \$1,500,000 in Capital) will be used to support a 0.0% rate increase.

### MISCELLANEOUS WATER CHARGES

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

### WATER USAGE

The municipally owned and operated public water utility system provides water to the residents of Cambridge. The City currently bills users on a quarterly basis for water and sewer use. A block rate schedule is used to encourage water conservation and to provide a more equitable billing system. The FY17 rates, effective for all water consumed as of April 1, 2016 represent a 0% increase in the water rate and a 3.2% increase in the sewer rate, with a 2.9% increase in the combined rate.

BLOCK	ANNUAL CONSUMPTION	WATER RATE	SEWER RATE
1	0-40 CeF	\$3.02	\$9.50
2	41-400 CeF	\$3.24	\$10.05
3	401-2,000 CeF	\$3.44	\$10.79
4	2,011-10,000 CeF	\$3.65	\$11.62
5	Over 10,000 CeF	\$3.96	\$12.35

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

In addition to funding the Water Department Budget, Water Fund revenues will also support the following City departments: Finance (\$225,000); Public Works (\$452,805); Community Development (\$30,000) and Animal Commission (\$10,000).

# FINES & FORFEITS

## FY17 OPERATING BUDGET - REVENUES BY CATEGORY: \$574,562,125



### FINES & FORFEITS SUMMARY

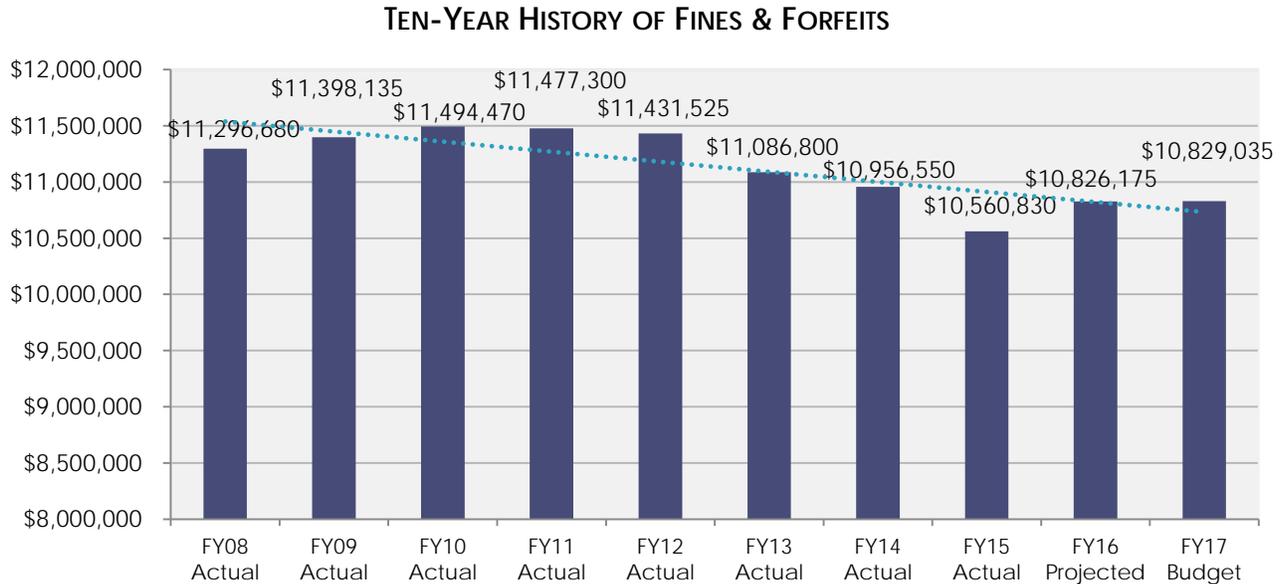
FY17: \$10,829,035

FINES & FORFEITS	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET	% OF FY17 FINES AND FORFEITS
ANIMALS	\$1,890	\$1,800	\$1,800	0.02%
BICYCLE	\$9,730	\$6,000	\$9,000	0.08%
FALSE ALARMS	\$98,910	\$65,500	\$64,000	0.59%
HACKNEY	\$3,235	\$6,000	\$6,000	0.06%
LIBRARY	\$92,280	\$45,000	\$85,000	0.78%
MOVING VIOLATIONS	\$390,735	\$450,000	\$450,000	4.16%
PARKING	\$9,962,150	\$10,250,000	\$10,212,235*	94.30%
WEIGHT & MEASURES CIVIL CITATIONS	\$1,900	\$1,875	\$1,000	.01%
<b>TOTAL</b>	<b>\$10,560,830</b>	<b>\$10,826,175</b>	<b>\$10,829,035</b>	<b>100.00%</b>

\* Does not include \$287,765 in parking fines that will be used in the Capital Budget.

# FINES & FORFEITS

Fines & Forfeits are penalties levied for violations of the City's municipal code. Parking fines are the largest revenue source in this category. Fines & Forfeits will account for 1.9% of total General Fund revenues.



## ANIMAL FINES

The Animal Commission issues fines for unleashed and unlicensed dogs, failure to dispose of dog waste properly, and failure to comply with regulations in off-leash areas. The owner is subject to a fine not exceeding \$50 for each offense. Failure to license or display a current dog license results in a \$50 fine. Failure to properly dispose of dog waste is punishable by a fine of not more than \$100 for each offense.

## BICYCLE FINES

The Police Department issues violations of bicycle laws. These fines (\$20) are used for the development and implementation of bicycle programs.

## FALSE ALARM FINES

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

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

## HACKNEY FINES

The License Commission issues fines to taxicab operators who violate Cambridge hackney rules and regulations.

# **FINES & FORFEITS**

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## **LIBRARY FINES**

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

## **MOVING VIOLATIONS**

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

## **PARKING FINES**

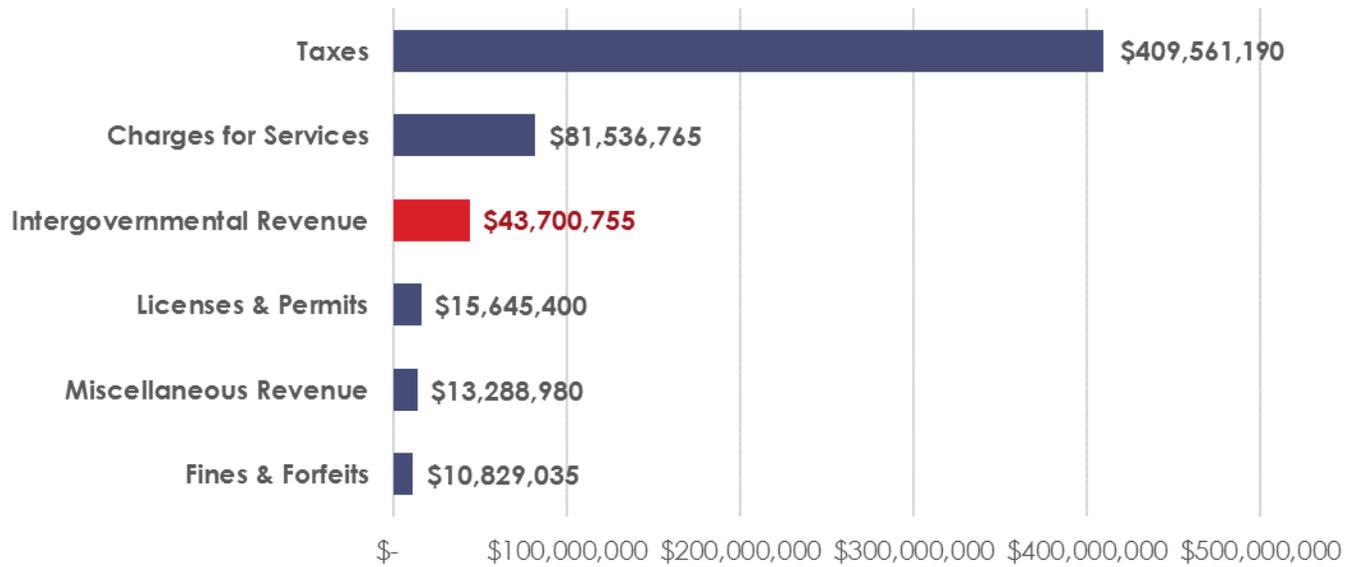
The timely collection of parking fines is supported by a computerized collection and processing database, the boot program, and the fact that violators are prohibited from renewing their driver's license, registration, or obtaining a resident parking permit until all outstanding tickets are paid in full. Parking fines will also support the following City departments: Executive Department (\$215,000); Law Department (\$97,500); General Services (\$4,000); Police Department (\$2,603,425); Public Works (\$1,058,195); Community Development (\$140,000); School Department (\$100,000); and Traffic (\$5,994,115).

## **WEIGHTS & MEASURES CIVIL CITATIONS**

Citations are issued to businesses that do not comply with weights and measures regulations under Massachusetts General Laws.

# INTERGOVERNMENTAL REVENUE

## FY17 OPERATING BUDGET - REVENUES BY CATEGORY: \$574,562,125



### INTERGOVERNMENTAL REVENUE SUMMARY

INTERGOVERNMENTAL REVENUE	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET	% OF FY17 INTERGOV. REVENUE
FEDERAL GRANTS	\$2,629,055	\$2,511,260	\$1,201,785	2.8%
OTHER INTERGOVERNMENTAL. REVENUE	\$8,865,435	\$9,248,080	\$9,669,350	22.0%
STATE CHERRY SHEET REVENUE	\$32,003,930	\$32,626,405	\$32,626,405	74.7%
STATE GRANTS	\$215,570	\$182,575	\$203,215	0.5%
<b>TOTAL</b>	<b>\$43,713,990</b>	<b>\$44,568,320</b>	<b>\$43,700,755</b>	<b>100.0%</b>

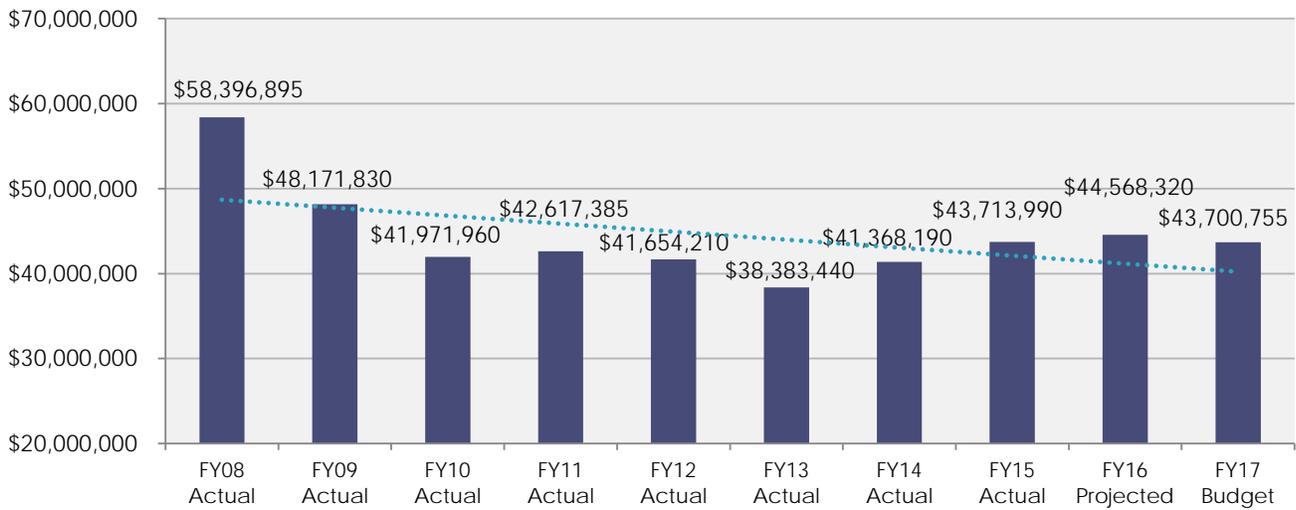
# INTERGOVERNMENTAL REVENUE

Intergovernmental Revenue includes federal and state grants, other governmental revenues, and state aid revenue. Examples include the state's Cherry Sheet allocation and federal funds received from the Community Development Block Grant. Intergovernmental revenue will account for 7.6% of total General Fund revenues.

## GRANT FUND

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.

TEN-YEAR HISTORY OF INTERGOVERNMENTAL REVENUE



## FEDERAL GRANTS

FY17: \$1,201,785

FEDERAL GRANTS	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
Community Development Block Grant	\$2,628,920	\$2,511,260	\$1,200,885*
Veterans' Reimbursement	\$135	\$0	\$900
<b>TOTAL</b>	\$2,629,055	\$2,511,260	\$1,201,785

\*Does not include \$1,274,945 in CDBG funds that will be used in the Capital Budget.

The following federal grants will be appropriated in the General Fund budget process. All other federal grants will be accepted and appropriated individually by the City Council upon receipt of the grant award notice to the City.

# INTERGOVERNMENTAL REVENUE

## COMMUNITY DEVELOPMENT BLOCK GRANT

The primary objectives of the federally funded Community Development Block Grant (CDBG) are the funding of programs that develop viable urban communities by providing affordable housing, enhancing the city's physical environment, preserving the city's diversified employment base, and improving the quality of public services. The FY17 allocation of the CDBG fund is as follows: Community Development (\$829,510) and the Department of Human Service Programs (\$371,375). This allocation reflects an estimated 2.8% reduction from FY16.

## VETERANS' REIMBURSEMENT

The Veterans' Services Department will receive approximately \$900 in reimbursements from the U.S. Department of Veterans Affairs for burial plot payments.

## OTHER GOVERNMENTAL REVENUE

FY17: \$9,669,350

OTHER GOVERNMENTAL REVENUE	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
Cambridge Health Alliance	\$8,012,300	\$8,348,080	\$8,669,350
Medicaid Reimbursement	\$853,135	\$900,000	\$1,000,000
<b>TOTAL</b>	<b>\$8,865,435</b>	<b>\$9,248,080</b>	<b>\$9,669,350</b>

## CAMBRIDGE HEALTH ALLIANCE

The Cambridge Health Alliance reimburses the City for Debt Service payments related to the construction of the ambulatory care center in the amount of \$1,635,000. It also reimburses the City for its share of contributory retirement system costs (\$7,034,350) that are budgeted in the Employee Benefits Department.

## SCHOOL MEDICAID REIMBURSEMENT

This revenue source reflects reimbursements of special education medical costs for Medicaid eligible students.

## STATE CHERRY SHEET REVENUE

FY17: \$32,626,405

FEES	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
EDUCATION REIMBURSEMENT	<u>\$1,548,275</u>	<u>\$923,445</u>	<u>\$923,445</u>
Charter School Tuition Reimbursement	\$1,548,275	\$891,280	\$891,280
School Lunch Program	\$0	\$32,165	\$32,165
GENERAL GOVERNMENT REIMB./DISTRIB.	<u>\$826,370</u>	<u>\$853,525</u>	<u>\$853,525</u>
Library Aid	\$134,605	\$131,590	\$131,590
Real Estate Abatements	\$176,255	\$176,255	\$176,255
Veterans' Benefits	\$515,510	\$545,680	\$545,680
SCHOOL/LOCAL AID	<u>\$29,629,285</u>	<u>\$30,849,435</u>	<u>\$30,849,435</u>
School Aid/Chapter 70	\$10,513,260	\$11,077,400	\$11,077,400
Unrestricted General Government Aid/Local Aid	\$19,116,025	\$19,772,035	\$19,772,035
<b>TOTAL REVENUE</b>	<b>\$32,003,930</b>	<b>\$32,626,405</b>	<b>\$32,626,405</b>

# INTERGOVERNMENTAL REVENUE

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Every year, the Commonwealth sends 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 lists the state assessments to municipalities for MBTA, MAPC, air pollution control districts, and other state programs, while the other lists the financial aid the City will receive from the state to fund local programs. Cherry Sheet revenue consists of direct school aid, local aid, and specific reimbursements and distributions such as aid to public libraries, veterans' benefits, and a number of school-related items. Cherry Sheet revenue is used in funding 22 City departmental operating budgets and for Cherry Sheet Assessments. The City estimates Chapter 70 School Aid and Unrestricted General Government Aid revenue of \$30,849,435 in FY17, which is based on the FY16 Cherry Sheet allocation. These two local aid categories represent 5.4% of the total Operating Budget.

## EDUCATION REIMBURSEMENT

- **Charter School Tuition Reimbursement.** This revenue is intended to partially reimburse local communities for the cost of Charter School tuitions, which are assessed to local communities through the Cherry Sheet. Under Chapter 46, the state is to reimburse increased costs over a six-year period at a declining rate of 100%, 25%, 25%, 25%, 25%, and 25% for students attending charter schools.
- **School 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 2% of total program costs. Federal reimbursements and revenues from sale of meals comprise the major sources of funding for school lunch programs.

## GENERAL GOVERNMENTAL REIMBURSEMENT DISTRIBUTION

- **Library Aid.** This sum includes a Library Incentive Grant of \$0.50 per capita and a Municipal Equalization Grant apportioned according to the lottery distribution formula including equalized property valuation. All Library Aid 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.
- **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 state law, municipalities are reimbursed for amounts abated in excess of \$250 of taxes for veterans with disabilities or Purple Hearts. The base exemption amount is \$250 and can be increased to as much as the full amount of the veteran's real estate tax depending upon the extent of the veteran's disability. State law also 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. In addition, persons over age 65 with yearly maximum earnings of \$25,197 for a single person or \$37,796 for a married couple, minus minimum social security receipts, domiciled in the property for five years and in the state for 10 years, with assets, if single, not in excess of \$50,392, or married, in excess of \$69,289, excluding the first three dwelling units of the domicile, receive a base exemption of \$1,000. This can be increased up to \$2,000, depending upon the amount of the applicant's tax increase.

# INTERGOVERNMENTAL REVENUE

- **Veterans' Benefits and Aid to Dependents of Veterans.** Under MGL Chapter 115, section 6, each municipality can submit an application to the state Department of Veterans' Benefits for reimbursement of amounts expended for veterans' benefits. The State Secretary of Veterans' Services assigns to the City an amount equal to 75% of the total expenditures for veterans' benefits.

## SCHOOL/LOCAL AID

- **School Aid.** Chapter 70 School Aid is based on a formula that takes into account enrollment, pupil characteristics, inflation, property values, and personal income data.
- **Unrestricted General Government Aid (UGGA)/Local Aid.** This revenue refers primarily to distributions from the Commonwealth to municipal general revenue for additional assistance and lottery aid. These two local aid categories represent 5.4% of the total Operating Budget. Approximately 53% (\$10,495,380) of UGGA supports the School Budget.

## STATE GRANTS

FY17: \$203,215

STATE GRANTS	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
Additional Voting Hours	\$36,115	\$20,085	\$40,175
Consumers' Council Grant	\$54,000	\$54,000	\$54,000
Massachusetts Cultural Council	\$12,400	\$14,320	\$14,800
Reimbursement for Non-Contributory Pensions	\$880	\$50,000	\$50,000
State MCWT Subsidy	\$112,175	\$44,170	\$44,240
<b>TOTAL</b>	<b>\$215,570</b>	<b>\$182,575</b>	<b>\$203,215</b>

The following state grants will be appropriated in the General Fund. All other state grants will be appropriated in the Grant Fund during the course of the fiscal year.

### ADDITIONAL VOTING HOURS

The state will fund additional voting hours for the September 8, 2016 State Primary and the November 8, 2016 State/Presidential Election.

### CONSUMERS' COUNCIL

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

### MASSACHUSETTS CLEAN WATER TRUST (MCWT) SUBSIDY

The City currently receives subsidies from the state for sewer loans.

### MASSACHUSETTS CULTURAL COUNCIL (MCC)

The Arts Council receives an MCC Cultural Investment Portfolio Grant to provide operating support to offset administrative and programming costs.

### REIMBURSEMENT FOR NON-CONTRIBUTORY PENSIONS

The state reimburses the Employee Benefits Department for cost-of-living increases granted to non-contributory pensioners.

# LICENSES & PERMITS

## FY17 OPERATING BUDGET - REVENUES BY CATEGORY: \$574,562,125



### LICENSES & PERMITS SUMMARY

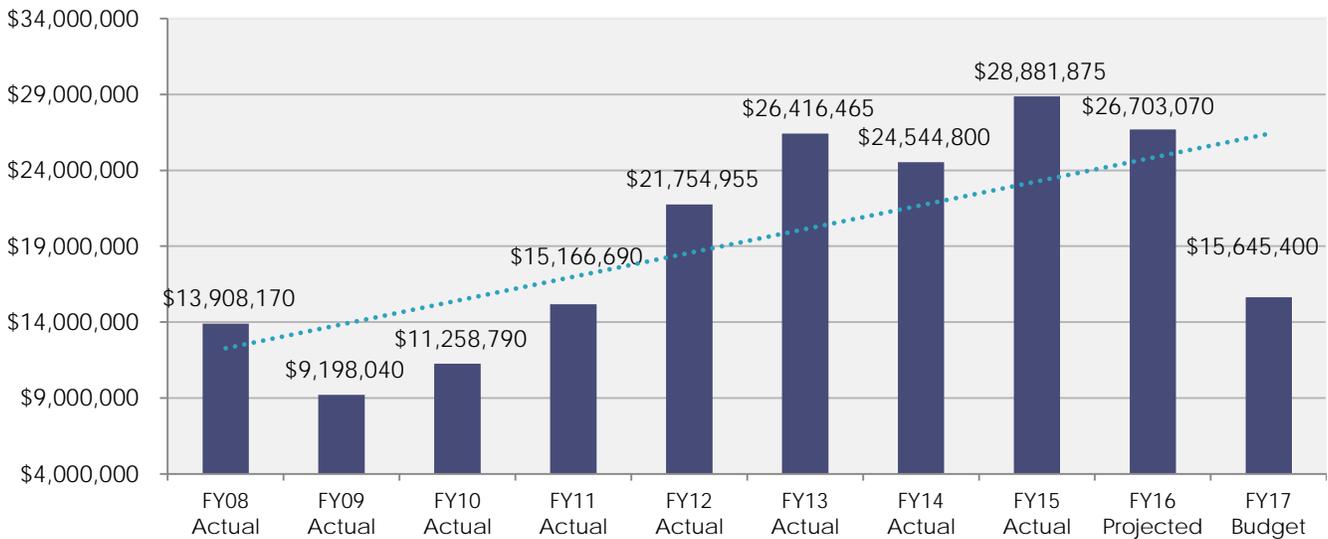
LICENSES & PERMITS	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET	% OF FY17 L&P REVENUE
LICENSES	\$2,848,645	\$2,630,870	<b>\$2,521,700</b>	<b>16.1%</b>
PERMITS	\$26,033,230	\$24,072,200	<b>\$13,123,700</b>	<b>83.9%</b>
<b>TOTAL</b>	<b>\$28,881,875</b>	<b>\$26,703,070</b>	<b>\$15,645,400</b>	<b>100.0%</b>

# LICENSES & PERMITS

License revenues arise from the City's regulation of certain activities (e.g., selling alcoholic beverages or driving a taxicab). A person or organization pays a licensing fee to engage in the activity for a specified period. The primary licensing agency in the City is the License Commission, which consists of the Police Commissioner, the Fire Chief, and the chairperson of the License Commission. All fees are set by one of three methods: state law, City ordinance, or License Commission regulation. A complete fee structure is available at the License Commission Office at 831 Massachusetts Avenue or through its webpage [www.cambridgema.gov/license](http://www.cambridgema.gov/license). License revenue will account for 0.4% of total General Fund revenues.

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. A complete fee schedule is available at the Inspectional Services Department at 831 Massachusetts Avenue or through its webpage [www.cambridgema.gov/inspection](http://www.cambridgema.gov/inspection). Permit Revenue will account for 2.3% of total General Fund revenues.

TEN-YEAR HISTORY OF LICENSES & PERMITS



# LICENSES & PERMITS

## LICENSES

FY17: \$2,521,700

LICENSES	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
Alcoholic Beverages Licenses	\$1,064,050	\$1,000,000	\$1,000,000
Builder's Licenses	\$9,910	\$4,000	\$2,500
Common Victualer Licenses	\$57,515	\$65,000	\$55,000
Disposal Licenses	\$2,175	\$2,000	\$2,000
Dog Licenses	\$26,470	\$25,000	\$25,000
Dumpster Licenses	\$89,920	\$90,000	\$75,000
Entertainment Licenses	\$195,700	\$195,000	\$185,000
Garage/Fuel Storage Permits	\$317,020	\$325,000	\$325,000
Hackney Fees & Licenses	\$74,535	\$31,670	\$80,500
Health Related Licenses	\$294,625	\$223,000	\$117,500
Lodging House Licenses	\$293,650	\$287,000	\$287,000
Marriage Licenses	\$40,815	\$40,000	\$40,000
Milk Licenses	\$7,960	\$6,000	\$6,000
Miscellaneous Licenses	\$22,580	\$20,000	\$20,000
Motor Vehicle Related Licenses	\$79,195	\$75,000	\$75,000
Multi-Family Inspections Fees	\$5,030	\$10,000	\$10,000
Newspaper Box Fees	\$4,025	\$4,000	\$4,000
Pole & Conduit Permits	\$208,660	\$185,000	\$175,000
Property Use Licenses	\$17,360	\$18,250	\$18,250
Recreation Camp Fees	\$1,250	\$700	\$700
Shops & Sales Licenses	\$2,145	\$2,450	\$2,450
Street Performer Licenses	\$10,455	\$10,800	\$10,800
Tobacco Licenses	\$23,600	\$11,000	\$5,000
<b>TOTAL</b>	<b>\$2,848,645</b>	<b>\$2,630,870</b>	<b>\$2,521,700</b>

### ALCOHOLIC BEVERAGES LICENSES

Under Chapter 138 of the Massachusetts General Laws and Chapter 95 Special Acts of 1922, the City is empowered to grant licenses regulating the sale of alcoholic beverages. Alcoholic beverages licenses are issued by the License Commission. The license fees vary depending upon the type of establishment, closing hours, number of days open, and whether the license is for all types of alcohol or beer and wine.

### BUILDER'S LICENSES

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

# LICENSES & PERMITS

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## COMMON VICTUALER LICENSES

The common victualer license, issued by the License Commission, allows food and non-alcoholic beverages to be sold and consumed on the premises. Under special legislation, Cambridge is allowed to set the fee according to seating capacity: 1-25: \$45.50, 26-49: \$65.00, 50-99: \$104.00, and with a sliding fee scale of up to a maximum fee of \$1,287.00 for 1,300 persons and over.

## DISPOSAL LICENSES

Pursuant to City Ordinance 5.24, all private garbage, salvage, and trash companies operating in Cambridge require a license. The fee for each company is \$125. The Inspectional Services Department issues the disposal licenses.

## DOG LICENSES

The Animal Commission issues dog licenses, registering the name, address, and telephone number of the dog owner and a complete description of the dog and its rabies expiration date. The Animal Commission charges \$10.00 for spayed/neutered dogs and \$30.00 for un-spayed/un-neutered dogs.

## DUMPSTER LICENSES

Pursuant to City Ordinance 8.25, an annual \$100 dumpster license is required for all dumpsters located in the city. The Inspectional Services Department issues the dumpster licenses.

## ENTERTAINMENT LICENSES

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 License Commission issues the entertainment licenses.

## GARAGE FLAMMABLE PERMITS

The fees for these permits are issued by the License Commission, which are graduated and based on the capacity of fuel stored and, in parking garages, the number of cars licensed to be parked on the premises. The majority of the revenue in this category is generated from large parking garages located throughout the city; the balance is collected from gas stations, research labs, and other facilities with flammable storage.

## HACKNEY FEES & LICENSES

257 taxis are inspected each April and October for an annual hackney inspection fee of \$190. Also included is the issuance/renewal of approximately 1,300 hackney driver's licenses (\$32 for one year or \$75 for three years.). Two-month training licenses are issued for \$10, and the training period must be successfully completed before a driver earns an annual license. The License Commission issues the hackney fees and licenses.

## HEALTH RELATED LICENSES

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

# LICENSES & PERMITS

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## LODGING HOUSE LICENSES

The License Commission issues lodging house licenses to property owners who rent rooms. The rate is \$24 for the first four rooms (total) and \$24 for each additional room. Colleges and universities must obtain a lodging house license for student dormitories. Fraternities and sororities must also be licensed as lodging houses. There are approximately 151 active lodging houses in the city, 135 being college/university dormitories and houses.

## MARRIAGE LICENSES

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

## MILK LICENSES

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

## MISCELLANEOUS LICENSES

The License Commission includes a number of smaller licensing categories in this revenue item. Licenses for fortune tellers, carnivals, peddlers, and festivals are included in this estimate.

## MOTOR VEHICLE RELATED LICENSES

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

## MULTI-FAMILY INSPECTION FEES

The Inspectional Services Department does periodic inspections (five-year cycle) of multi-family structures that are required by the Massachusetts State Building Code. The inspection fee for three-unit buildings is \$100 and \$5 per additional dwelling unit.

## NEWSPAPER BOX FEES

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

## POLE & CONDUIT PERMITS

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

## PROPERTY USE LICENSES

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

# LICENSES & PERMITS

## RECREATION CAMP FEES

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

## SHOPS & SALES LICENSES

The License Commission issues licenses for approximately 19 antique stores (\$91), one auctioneer (\$60), and 16 second hand dealers (\$60). One-day auction sales, which are charged at a rate of \$31 per day, are also covered by this category.

## STREET PERFORMER LICENSES

A \$40 fee is required from each street performer to offset costs incurred by the Arts Council staff in advocating for performers and ensuring compliance with the articles contained in the City's Sidewalk Use Ordinance and that pertain to the Cambridge Street Performer Program.

## TOBACCO LICENSES

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

## PERMITS

FY17: \$13,123,700

PERMITS	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
Air Rights/Public Ways	\$500	\$10,000	\$10,000
Building Permits	\$22,234,415	\$20,000,000	\$10,100,000
Fire Permits	\$153,100	\$140,000	\$105,000
Firearms Permits	\$2,950	\$3,000	\$3,000
Gas Permits	\$130,650	\$130,000	\$90,000
Mechanical Permits	\$260,210	\$200,000	\$75,000
Occupancy Certifications	\$28,770	\$25,000	\$15,000
Place of Assembly Fees	\$321,450	\$600,000	\$600,000
Plan Review Permits	\$65,145	\$193,400	\$55,000
Plumbing Permits	\$269,510	\$265,000	\$150,000
Sheet Metal Fees	\$82,700	\$85,000	\$45,000
Sprinkler Permits	\$128,080	\$130,000	\$75,000
Street Obstruction Permits	\$750,945	\$800,000	\$750,000
Street Opening & Sidewalk Obstruction Permits	\$954,640	\$850,000	\$650,000
Sunday Permits	\$1,000	\$800	\$700
Wiring Permits	\$649,165	\$640,000	\$400,000
<b>TOTAL</b>	<b>\$26,033,230</b>	<b>\$24,072,200</b>	<b>\$13,123,700</b>

# LICENSES & PERMITS

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## **AIR RIGHTS OVER PUBLIC WAYS**

The Inspectional Services Department inspects private bridges built over public ways for pedestrian travel. Calculations of the permit fee are based on the cubic footage of the bridge.

## **BUILDING PERMITS**

The Inspectional Services Department issues building permits to qualified individuals to do repairs, alterations, new construction, or demolition in the city. The cost of permits is based on the estimated cost of the project: \$15 per thousand, with a \$50 minimum. The City conservatively estimates building permit revenue to guard against potential economic downturns.

## **FIRE PERMITS**

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

## **FIREARMS PERMITS**

The Police Department issues licenses to carry a firearm to individuals meeting the requirements established by statute (\$100 for four years). The Department also issues firearms identification cards (\$100 for six years), which allows the holder to possess and carry non-large capacity rifles or shotguns.

## **GAS PERMITS**

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

## **MECHANICAL PERMITS**

The Inspectional Services Department issues permits for the installation of mechanical equipment such as furnaces, boilers, rooftop units, air conditioners, and emergency generators. The fee is based on the type of work required.

## **OCCUPANCY CERTIFICATIONS**

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

## **PLACE OF ASSEMBLY FEES**

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

## **PLAN REVIEW PERMITS**

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

# LICENSES & PERMITS

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## **PLUMBING PERMITS**

The Inspectional Services Department issues plumbing permits to licensed plumbers to install and repair piping for a specific job. The fee is based on the amount and type of work being done. For example, a plumbing permit for new plumbing is \$50 for up to five fixtures, plus \$5 for each additional fixture.

## **SHEET METAL FEES**

The Inspectional Services Department charges an inspection fee for installation of sheet metal/duct work. The fee is \$50 plus \$25 per each 100 linear feet.

## **SPRINKLER PERMITS**

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

## **STREET OBSTRUCTION PERMITS**

The TPT Department issues over 7,000 permits to close streets or to occupy the street for special events, moving vans, tool trucks, dumpsters, and other temporary uses.

## **STREET OPENING & SIDEWALK OBSTRUCTION PERMITS**

The Public Works Department issues permits for the obstruction and excavation of public rights of way and for the obstruction of sidewalks. Permits require companies to be bonded, insured, and to have proper workplace safety licenses and traffic plans as appropriate.

## **SUNDAY PERMITS**

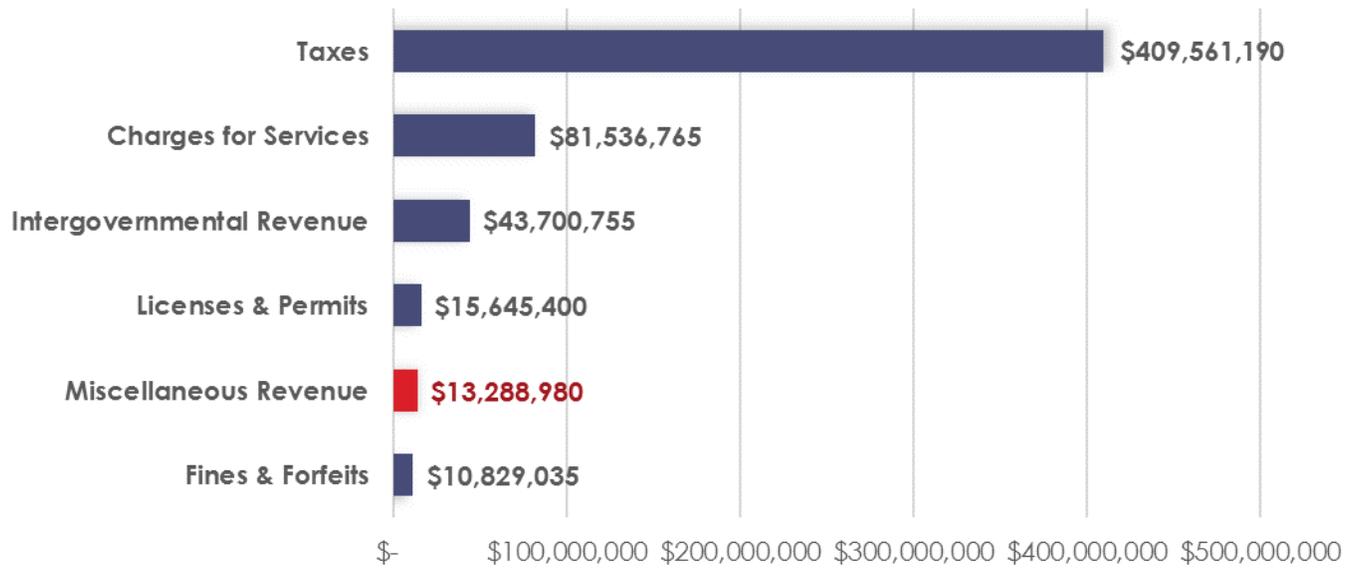
The Police Department issues Sunday permits (\$25 per Sunday) allowing a business to operate on Sunday due to unusual or extenuating circumstances.

## **WIRING PERMITS**

The Inspectional Services Department issues wiring permits to licensed electricians to perform specific electrical wiring work. The cost of the permit is dependent on the number of fixtures and wiring included in the job. The minimum permit fee is \$25.

# MISCELLANEOUS REVENUE

## FY17 OPERATING BUDGET - REVENUES BY CATEGORY: \$574,562,125



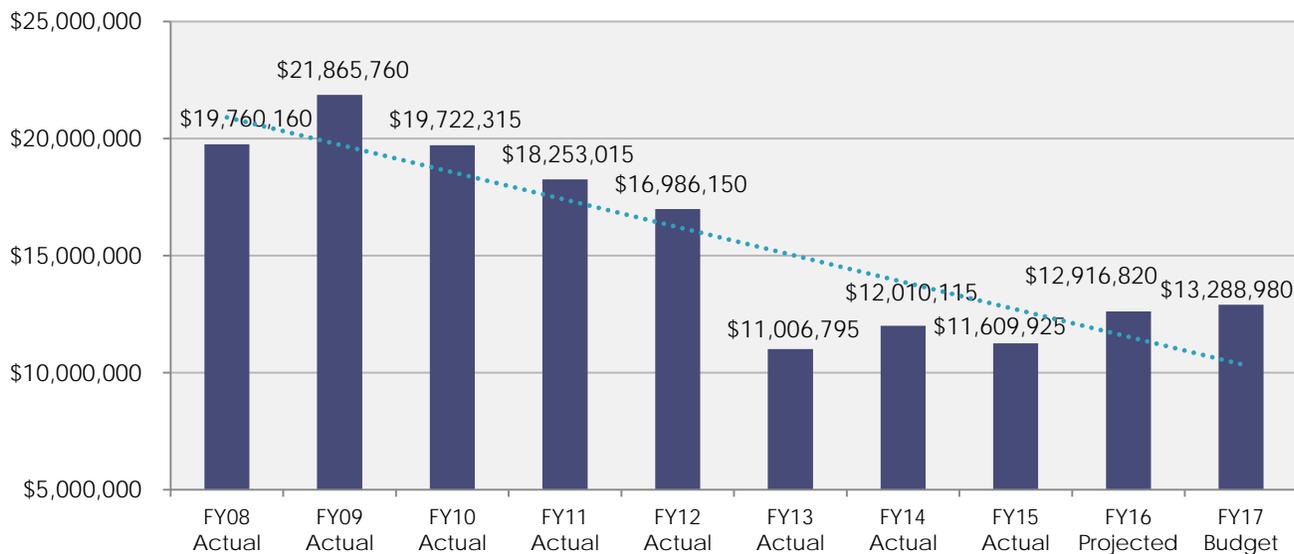
### MISCELLANEOUS REVENUE SUMMARY

MISCELLANEOUS REVENUE	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET	% OF FY17 MISC. REVENUE
INTEREST EARNINGS	\$837,130	\$910,000	\$760,000	5.9%
OTHER MISC. RECEIPTS	\$10,687,195	\$11,911,820	\$12,448,980	93.5%
SALE OF CITY PROPERTY	\$85,600	\$95,000	\$80,000	0.6%
<b>TOTAL</b>	<b>\$11,609,925</b>	<b>\$12,916,820</b>	<b>\$13,288,980</b>	<b>100.0%</b>

# MISCELLANEOUS REVENUE

The General Fund includes a variety of revenues that cannot be categorized in the other five accounting designations. Interest earnings on investments and transfers from non-operating budget funds comprise the bulk of revenues in this category. Miscellaneous Revenues will account for 2.3% of total General Fund revenues.

TEN-YEAR HISTORY OF MISCELLANEOUS REVENUE



## INTEREST EARNINGS

**FY17: \$760,000**

The City regularly invests temporarily idle cash in the Massachusetts Municipal Trust Depository Cash Fund and through our semiannual Certified Deposit (CD) bids. The City email bid request to all local banks semiannually to request CD rates for 6-9 month CDs in denominations as low as \$250,000 and as high as \$10,000,000. Over the years, the City has successfully invested idle cash into many local banks.

General Fund interest earnings of \$650,000 have been included in the Operating Budget, which is the same amount as prior year. In addition to this amount, \$70,000 in interest earnings is included in the Parking Fund and \$40,000 from interest on perpetual care accounts have been budgeted in the Public Works Budget.

Interest income is used to offset expenditures in: Finance (\$650,000); Community Development (\$60,000); Public Works (\$40,000); and Traffic, Parking & Transportation (\$10,000).

# MISCELLANEOUS REVENUE

## OTHER MISCELLANEOUS REVENUE

FY17: \$12,067,805

OTHER MISCELLANEOUS REVENUE	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
Bus Shelter Advertising	\$115,510	\$34,645	\$34,645
Claims Trust Transfer	\$8,700,000	\$8,820,000	\$8,920,000
Debt Stabilization Transfer	\$0	\$1,300,000	\$1,700,000
Miscellaneous Reimbursement	\$159,630	\$160,020	\$156,190
Miscellaneous School Receipts	\$359,575	\$300,000	\$200,000
Other Miscellaneous Revenue	\$0	\$0	\$181,175
Overtime Reimbursement	\$107,475	\$94,790	\$70,000
Recycling	\$18,475	\$7,500	\$7,500
Royalties	\$7,275	\$4,000	\$11,500
School Stabilization Fund	\$563,765	\$540,865	\$517,970
Teacher Retirement Transfer	\$600,000	\$600,000	\$600,000
Traffic Knockdown	\$25,490	\$20,000	\$20,000
Traffic Mitigation Funds	\$30,000	\$30,000	\$30,000
<b>TOTAL</b>	<b>\$10,687,195</b>	<b>\$11,911,820</b>	<b>\$12,448,980</b>

### BUS SHELTER ADVERTISING

This revenue reflects the income received by the City for advertising located in bus shelters. The revenue is collected by the Community Development Department.

### CITY DEBT STABILIZATION TRANSFER

This fund was established as a reserve to offset a portion of the debt service on large tax-supported projects. In FY17, \$1,700,000 will be used to cover debt service costs.

### HEALTH CLAIMS TRUST TRANSFER

In an effort to lessen the impact of Employee Benefit increases on the property tax levy, employee contributions from the Health Claims Trust Fund will be used as revenue to offset health insurance, dental, and life insurance costs. The use of these funds is in accordance with the objective of the fund to be used as a contingency against higher than anticipated health insurance costs. The increase of \$100,000 reflects the increase in employee contributions from non-union and unionized employees.

### MISCELLANEOUS REIMBURSEMENT

The Public Works Department receives reimbursements (\$40,690) for utility costs associated with two community service programs located in City buildings, as well as reimbursement for fuel obtained at DPW headquarters. This revenue is used to fund expenditures for energy included in the DPW Budget. The Fire Department receives reimbursements (\$12,000) for the limited use of a rental facility by a third party. Also, the Inspectional Services Department receives reimbursements for laboratory animal inspections (\$103,500).

# MISCELLANEOUS REVENUE

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## MISCELLANEOUS SCHOOL RECEIPTS

The School Department receives revenues related to vocational education and international tuition.

## OTHER MISCELLANEOUS REVENUE

The Community Development Department receives revenues generated from the Hubway system.

## OVERTIME REIMBURSEMENT

The Police (\$40,000), and Public Works (\$30,000) Departments receive reimbursements from various outside organizations for overtime and services provided by City personnel.

## RECYCLING

The City's Public Works Department receives revenue for the materials collected in the curbside recycling collection and drop-off programs. The amount the City receives is based on the market prices per ton of paper, cardboard, cans, and bottles collected minus a per ton processing fee. When market conditions are poor, the City pays for processing of recycled materials.

## ROYALTIES

The Historical Commission offsets expenditures with income and royalties received from sales of its publications to members of the public and to book stores. Income is also earned from fees for research assistance, consultations on historic paint colors, the sale of photographic prints, and scans from the collections and photocopying.

## SCHOOL STABILIZATION TRANSFER

School Stabilization Funds are used to offset a portion of the debt service costs from the February 2008 bond issue for the War Memorial Recreation Center.

## TEACHER RETIREMENT TRANSFER

This transfer will be used to offset retirement costs in the Employee Benefits Department. An update to the Pension Actuarial Study is done every two years. The FY17 amount is consistent with previous year allocations and available revenues.

## TRAFFIC KNOCKDOWN

The Electrical Department and TPT Department receive reimbursements for the replacement of street lights, fire alarm boxes, and traffic lights from individuals who have knocked them down with their vehicles. This revenue is used to fund the expenditure for replacement light poles, fire alarm boxes, and traffic lights.

## TRAFFIC MITIGATION FUNDS

The owner of the CambridgeSide Galleria contributes \$30,000 to the TPT Department to implement traffic mitigation measures set forth in their development agreement with the City.

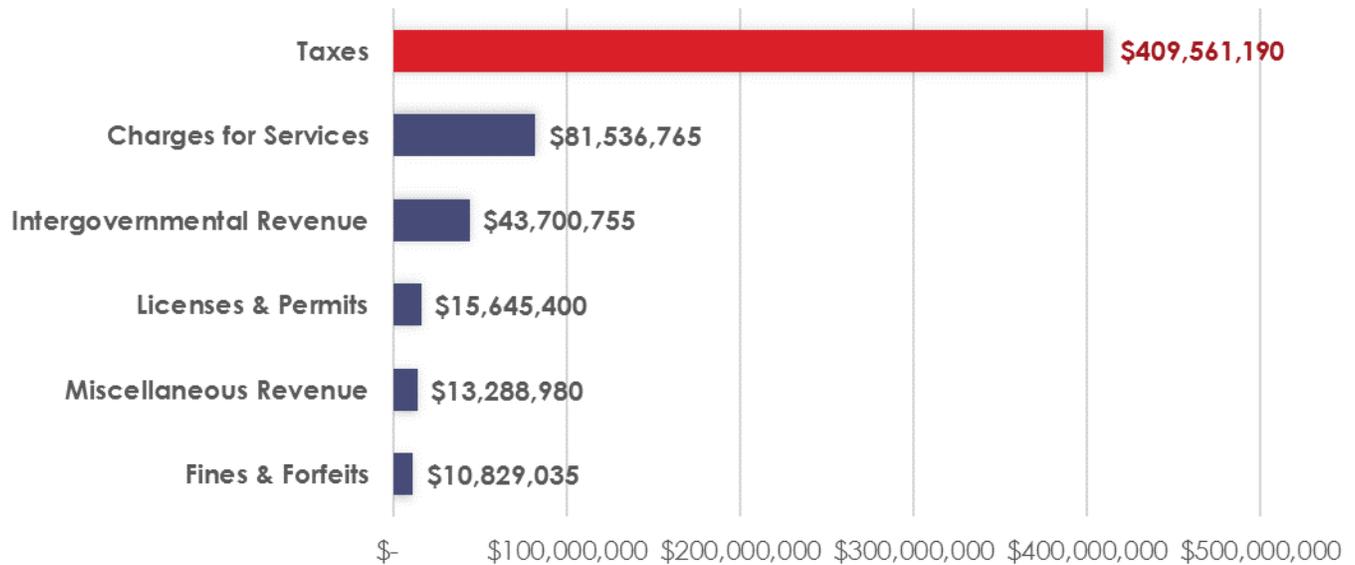
## SALE OF CITY PROPERTY

**FY17: \$80,000**

Revenue is received from the sale of lots and graves at the City cemetery. The price of a single lot is \$1,600. Revenue from this source is \$80,000 per year, which is used to support the operation and maintenance of the cemetery in the Public Works Budget.

# TAXES

## FY17 OPERATING BUDGET - REVENUES BY CATEGORY: \$574,562,125



### TAXES SUMMARY

TAXES	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET	% OF FY17 TAXES
CORPORATION EXCISE TAX	\$1,163,080	\$1,150,000	\$862,500	0.2%
HOTEL/MOTEL EXCISE TAX	\$13,657,415	\$12,965,000	\$13,000,000	3.2%
IN LIEU OF TAX PAYMENTS	\$6,919,135	\$6,000,000	\$6,000,000	1.5%
MEALS EXCISE TAX	\$4,203,780	\$3,900,000	\$3,900,000	1.0%
MOTOR VEHICLE EXCISE TAX	\$6,979,790	\$6,650,000	\$6,650,000	1.6%
PENALTIES & DELINQUENT INTEREST	\$701,300	\$700,000	\$700,000	0.2%
PERSONAL PROPERTY TAX	\$21,472,005	\$22,011,280	\$23,112,620	5.6%
REAL PROPERTY TAX	\$327,221,365	\$338,403,920	\$355,336,070	86.7%
<b>TOTAL</b>	<b>\$382,317,870</b>	<b>\$391,780,200</b>	<b>\$409,561,190</b>	<b>100.0%</b>

# TAXES

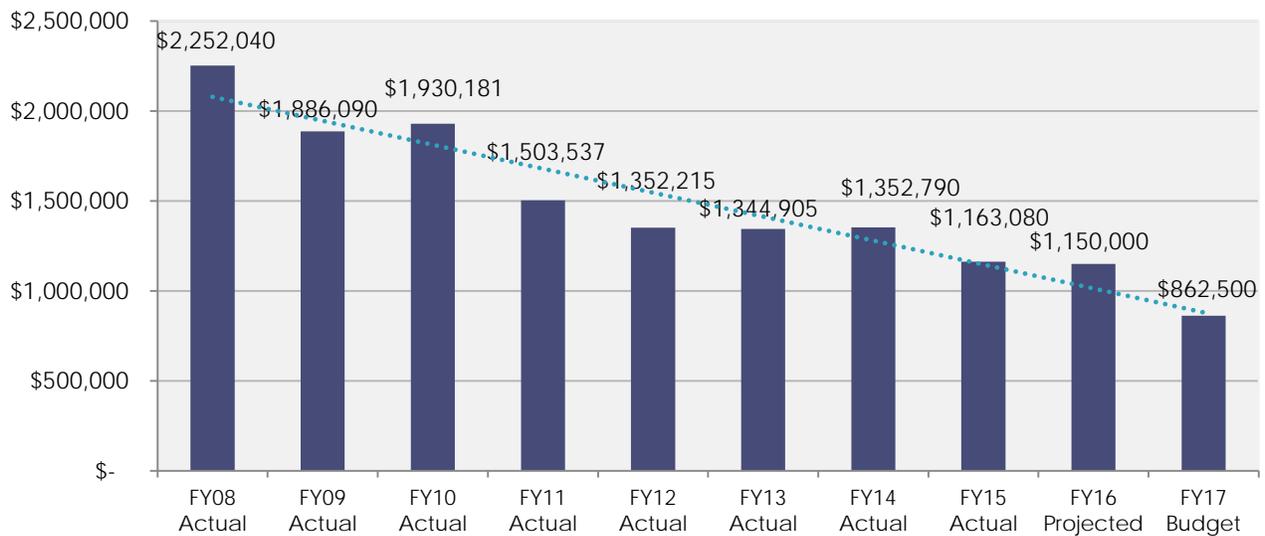
Taxes, primarily property taxes, are assessed and levied by the City to fund a wide range of community services. Taxes will account for 71.3% of total General Fund revenues.

## CORPORATION EXCISE TAX

**FY17: \$862,500**

Chapter 12A, section 10 of the Massachusetts General Laws, states that each city or town is entitled to receive proceeds from the urban development excise tax paid on its local projects. This excise tax is valid for an initial 15-year period and may be extended for an additional period not to exceed, in the aggregate, 40 years of the corporation's existence in the municipality. The excise tax is composed of an amount equal to 5% of the corporation's gross income in the preceding year and an amount equal to \$10 per thousand of agreed valuation.

**TEN-YEAR HISTORY OF CORPORATION EXCISE TAX**



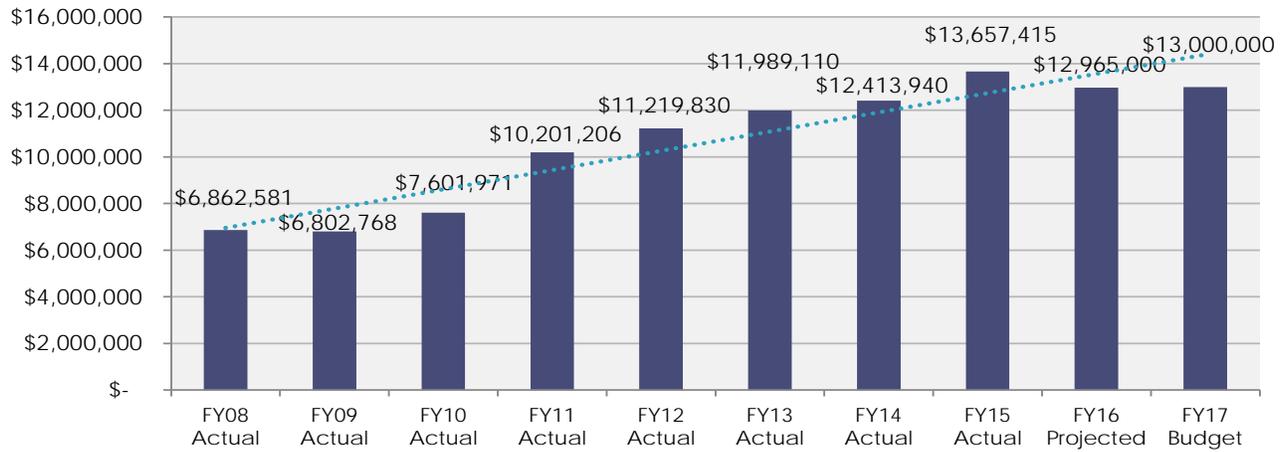
## HOTEL/MOTEL EXCISE TAX

**FY17: \$13,000,000**

Chapter 64G, section 3A of the Massachusetts General Laws, states that any city or town has authorization to impose a local excise tax upon the occupancy fee for any room in a hotel or motel located within its limits. The local fee shall not exceed 6% of the total cost of the room and shall not be imposed if the total cost of the room is less than \$15 per day. The local fee was increased from 4% to 6% in FY10. The total tax is 14.45%, with the State and Convention Center Authority receiving the difference of 8.45%. The hotel operator is responsible for collecting the tax from the customer and the Massachusetts Department of Revenue has the legal responsibility for collecting the tax receipts from the hotel operator. Once collected, the state turns the tax receipts over to the City on a quarterly basis.

# TAXES

TEN-YEAR HISTORY OF HOTEL/MOTEL TAX



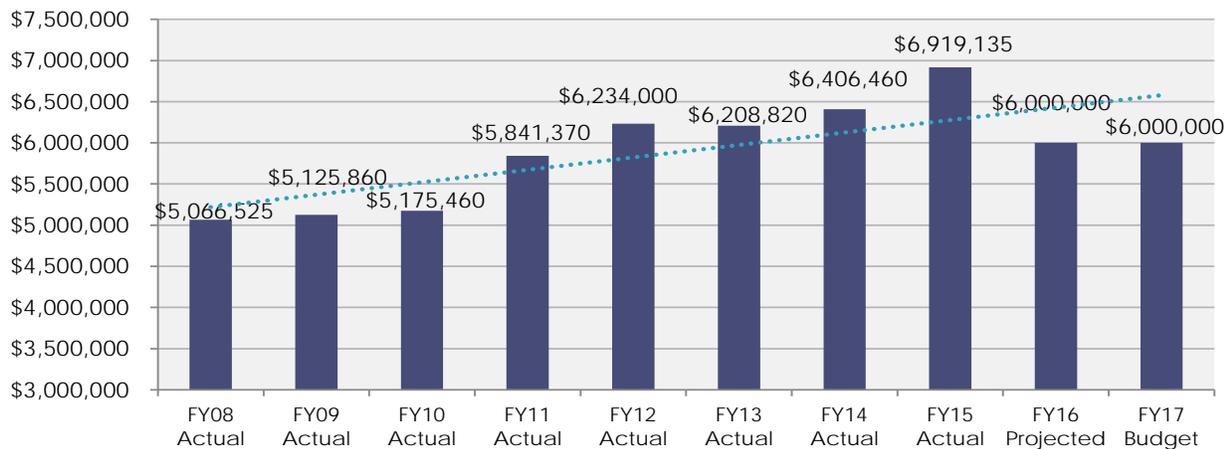
## IN LIEU OF TAX PAYMENTS

FY17: \$6,000,000

The "In Lieu of Tax" payments program was adopted in 1971 to partially offset the loss of tax revenue due to non-taxable property. Harvard University and the Massachusetts Institute of Technology (MIT) are the City's major in lieu of tax payers.

In FY05, the City entered into a 40-year written Payment In Lieu of Taxes (PILOT) agreement with MIT. The agreement contains an annual escalation of the base payment by 2.5% per year during the term. In addition, the City also renewed its PILOT agreement with Harvard University in FY05, which has a 50-year term. The agreement contains an annual escalation of the base payment by 3%. Harvard's base PILOT payment will increase by an additional \$100,000 every 10 years. In addition, other institutions such as the Whitehead Institute and Cambridge Housing Authority, as well as several smaller organizations, make in lieu of tax payments annually.

TEN-YEAR HISTORY OF IN LIEU OF TAX PAYMENTS



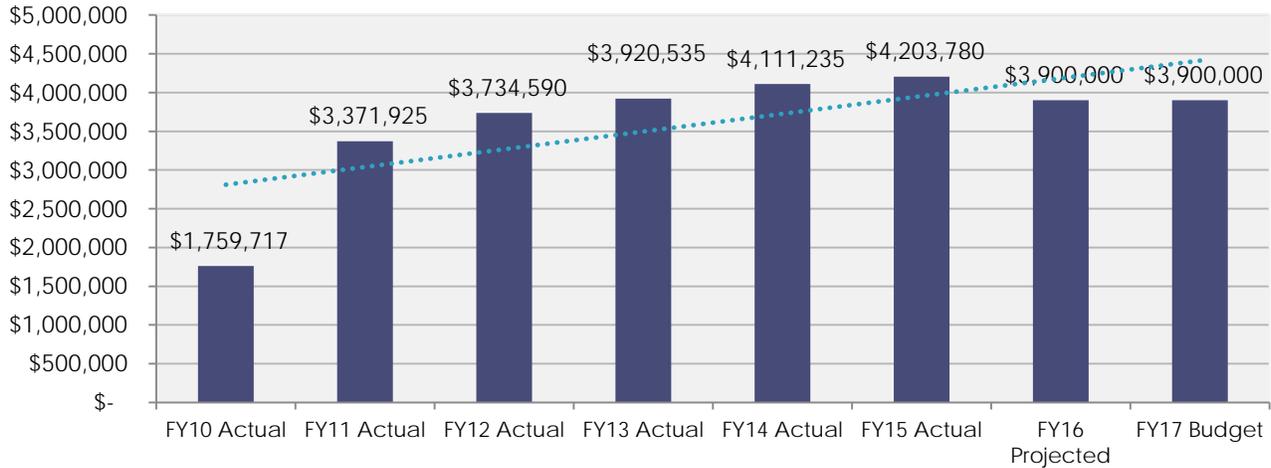
# TAXES

## MEALS EXCISE TAX

FY17: \$3,900,000

The state provides cities and towns the ability to impose a 0.75% meals excise upon local acceptance for local use, which the City adopted in July 2009. The State's portion of the Meals Excise Tax is 6.25%.

EIGHT-YEAR HISTORY OF MEALS EXCISE TAX



## MOTOR VEHICLE EXCISE TAX

FY17: \$6,650,000

### EXCISE TAX RECEIPTS

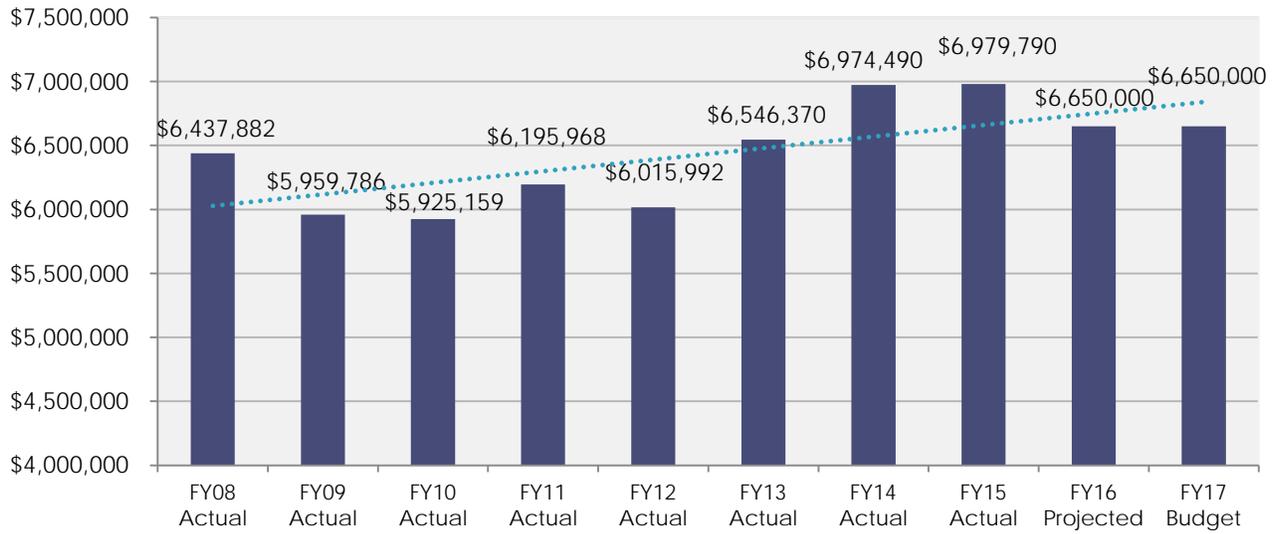
The motor vehicle excise tax is collected by the city or town in which a vehicle is garaged at the time of registration. State law sets the motor vehicle excise rate at \$25 per \$1,000 valuation. These monies are based on data provided by the Massachusetts Registry of Motor Vehicles. Valuations are determined by the Registry using a statutory formula based on a manufacturer's list price and year of manufacture. Accounts are updated nightly, all processes and delinquent notices are automated, and information is provided to the deputy collectors on a quicker and more accurate basis. In FY16, the City sent out approximately 60,000 excise bills. The City has a web-based payment system that allows excise taxpayers to pay their bill online using their Visa or MasterCard credit cards.

### REGISTRY NON-RENEWAL SYSTEM

The Registry of Motor Vehicles implemented a computer tracking system that forces auto owners to pay their excise taxes. Those who do not pay are not allowed to renew registrations and licenses. Cities and towns must notify the Registry of delinquent taxpayers and Cambridge currently prepares an excise collection activity computer tape for the Registry at regular intervals.

# TAXES

TEN-YEAR HISTORY OF MOTOR VEHICLE EXCISE TAX



## PENALTIES & DELINQUENT INTEREST

FY17: \$700,000

### DELINQUENT INTEREST

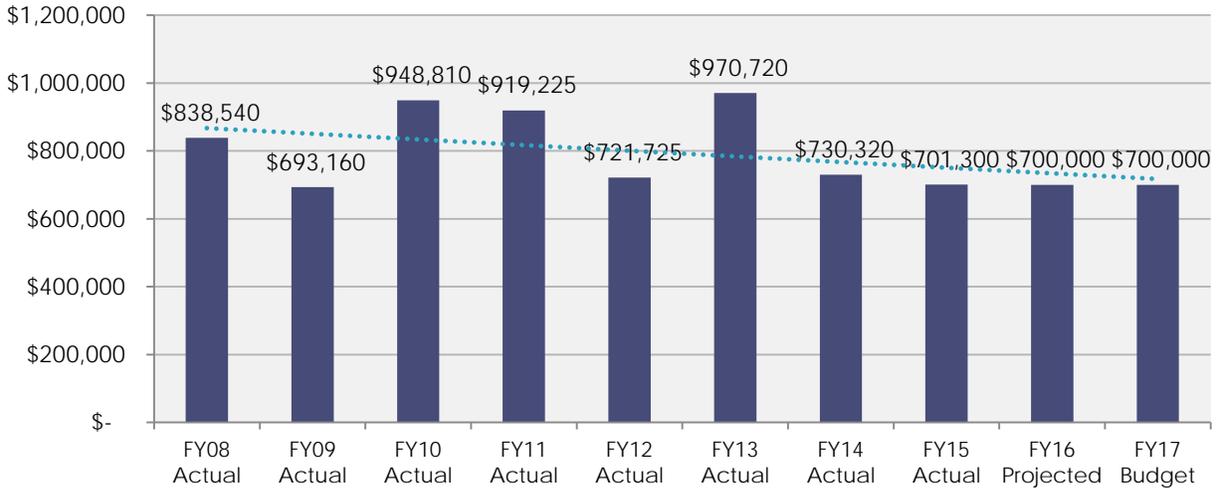
The City receives interest on overdue taxes and water/sewer service rates. State law dictates the interest rate for taxes, whereas City ordinance sets the rate for water/sewer charges. Overdue real and personal property taxes are charged 14% from the original billing date. Tax title accounts are charged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

### PENALTY CHARGES

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

# TAXES

## TEN-YEAR HISTORY OF PENALTIES & DELINQUENT INTEREST



### PERSONAL PROPERTY TAX

**FY17: \$23,112,620**

This tax is imposed on the personal property (stock, inventory, and laboratory or business equipment, furniture, fixtures, and machinery) of business firms located in the city. The Board of Assessors determines the value of all taxable personal property for approximately 2,625 accounts. Traditionally, utility companies are the highest personal property taxpayers but Cambridge has a good biotechnology and high tech base as well. Manufacturing corporations pay personal property tax to the City on poles, wires, and conduit.

The personal property tax is projected to produce roughly 6.2% of the City's total property tax revenue. The delinquency rate has rarely exceeded 1%, mainly because the 10 largest accounts pay a majority of the total personal property tax.

THE HIGHEST PERSONAL PROPERTY TAXPAYERS (FY16)		
1	NSTAR Electric	\$4,135,511
2	Novartis	\$2,563,778
3	Level 3 Communications	\$1,487,764
4	NSTAR Gas	\$1,390,990
5	Kendall Green Energy	\$880,809
6	Millennium Pharmaceutical	\$800,173
7	Cingular Wireless	\$665,516
8	Sanofi Aventis	\$592,189
9	Verizon New England	\$592,054
10	Draper Laboratory	\$535,080

# TAXES

## REAL PROPERTY TAX

FY17: \$355,336,070

The primary source of revenue for municipalities in the Commonwealth is the real property tax. For purposes of taxation, real property includes land and buildings and improvements erected or affixed to the land. The City's Board of Assessors determines the value of all taxable land, which is revalued at fair market each January 1st. The state's Department of Revenue recertifies property values on a triennial basis. In the intervening years, the City is required to perform a statistical validation of values, which is also approved by the state.

### TAX LEVIES & COLLECTIONS

The following table shows the tax levies, amounts added as overlay reserve for abatements, and the amount of taxes actually collected as of the end of each fiscal year. The total tax levy for each year includes personal property taxes.

FISCAL YEAR	TAX LEVY	OVERLAY RESERVE ABATEMENTS	NET TAX LEVY (1)	COLLECTIONS DURING FY PAYABLE (2)	
				AMOUNT	% OF NET LEVY
FY16	\$354,430,753	\$4,377,717	\$350,053,036	-	-
FY15	\$341,445,455	\$4,604,198	\$336,841,257	\$337,734,019	100.3%
FY14	\$328,544,945	\$4,544,945	\$324,000,000	\$324,657,391	100.2%
FY13	\$316,947,769	\$4,447,769	\$312,500,000	\$313,575,383	100.3%
FY12	\$299,090,638	\$4,390,639	\$294,699,999	\$294,569,421	99.9%

Notes:

(1) Tax levy less overlay reserve for abatements.

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

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

FISCAL YEAR	TAX LEVY	OVERLAY RESERVE		ABATEMENTS DURING FY OF EACH TAX LEVY
		AMOUNTS	% OF TOTAL LEVY	
FY16	\$354,430,753	\$4,377,717	1.2%	-
FY15	\$341,445,455	\$4,604,198	1.3%	\$1,005,232
FY14	\$328,544,945	\$4,544,945	1.4%	\$1,419,005
FY13	\$316,947,769	\$4,447,769	1.4%	\$1,177,870
FY12	\$299,090,638	\$4,390,369	1.5%	\$1,362,467

## **SECTION V**

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### **EXPENDITURES/SERVICE PROGRAMS**

# GENERAL GOVERNMENT

## FY17 OPERATING BUDGET - EXPENDITURES BY FUNCTION: \$574,562,125



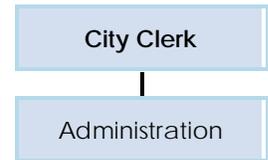
## GENERAL GOVERNMENT

FINANCING PLAN BY SOURCE	FY15 ACTUAL	FY16 PROJECTED	FY17 PROPOSED
CHARGES FOR SERVICES	\$858,975	\$851,700	\$846,700
FINES & FORFEITS	\$316,500	\$316,500	\$316,500
INTERGOVERNMENTAL REVENUE	\$11,151,435	\$13,153,230	\$13,562,570
LICENSES & PERMITS	\$53,770	\$53,300	\$53,300
MISCELLANEOUS REVENUE	\$10,079,320	\$10,220,000	\$10,170,000
TAXES	\$42,548,320	\$38,122,815	\$41,410,445
<b>TOTAL BUDGETED REVENUE</b>	<b>\$65,008,320</b>	<b>\$62,717,545</b>	<b>\$66,359,515</b>
PROGRAM EXPENDITURES			
CITY CLERK	\$1,161,590	\$1,133,150	\$1,217,510
CITY COUNCIL	\$1,724,365	\$1,817,400	\$1,880,205
ELECTION COMMISSION	\$1,078,015	\$1,185,985	\$1,308,220
EMPLOYEE BENEFITS	\$16,118,730	\$23,839,530	\$37,756,330
EXECUTIVE	\$2,434,670	\$2,397,710	\$2,463,020
FINANCE	\$13,866,355	\$15,535,825	\$17,151,925
GENERAL SERVICES	\$570,140	\$577,360	\$710,735
LAW	\$1,947,855	\$2,140,830	\$2,219,965
MAYOR	\$569,995	\$551,255	\$671,920
PUBLIC CELEBRATIONS	\$892,140	\$910,565	\$939,685
RESERVE	\$0	\$0	\$40,000
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$40,363,855</b>	<b>\$50,089,610</b>	<b>\$66,359,515</b>

# CITY CLERK

## DEPARTMENT OVERVIEW

The City Clerk is the official record keeper for the City of Cambridge. Records kept by the Clerk's Office include vital statistics (including births, marriages, domestic partnerships, and deaths) as well as business and professional certificates. The City Clerk is responsible for City Council documents, appeals relating to Board of Zoning Appeal and Planning Board cases, state and child support tax liens, and all notifications of meetings of municipal bodies. The City Clerk is also the official keeper of the City Seal. All documents and notifications are available to the public, with some exceptions pertaining to vital records.



In addition to vital records, the City Clerk's Office has records of Cemetery Deeds for the Cambridge Cemetery and municipal and zoning ordinances of the City. The Clerk's Office maintains a list of rules and regulations for various departments, boards, and commissions in Cambridge.

In July 2015, the Clerk's Office moved toward increased automation and improved customer service through access to online payments for certified copies of vital records. In addition, a cashiering system was installed in the City Clerk's Office for the payment of services by credit cards.

In January 2016, as part of an E-Gov project, the City Clerk's Office implemented an Open Meeting Portal, which is the repository of City Council agendas, minutes, and videos. In FY17, the Portal will be expanded to include records from various boards and commissions.

## DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
CHARGES FOR SERVICES	\$261,995	\$252,000	\$247,000
INTERGOVERNMENTAL REVENUE	\$19,300	\$19,300	\$19,300
LICENSES & PERMITS	\$40,815	\$40,000	\$40,000
TAXES	\$945,905	\$822,635	\$911,210
<b>TOTAL BUDGETED REVENUE</b>	<b>\$1,268,015</b>	<b>\$1,133,935</b>	<b>\$1,217,510</b>
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$1,101,925	\$1,059,110	\$1,111,980
OTHER ORDINARY MAINTENANCE	\$59,255	\$69,620	\$101,110
TRAVEL & TRAINING	\$410	\$4,420	\$4,420
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$1,161,590</b>	<b>\$1,133,150</b>	<b>\$1,217,510</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>11</b>	<b>10</b>	<b>10</b>

# CITY CLERK - ADMINISTRATION

## MISSION & SERVICES

The City Clerk’s Office responds to a wide variety of public inquiries and provides assistance with birth certificates and other vital records in English, French, Haitian Creole, Portuguese, and Spanish. The Clerk's Office strives to preserve original records from Cambridge's municipal beginnings in 1630 while simultaneously using modern technology to make information more accessible to members of the community.

## FY17 OBJECTIVES & PERFORMANCE MEASURES

-  1. **Accurately establish, maintain, correct, index, and certify all vital records, business records, and other important City records in a timely manner and provide access to the public.**
- 2. **Produce City Council agenda for distribution; record all actions taken at meetings; distribute timely notification of Council actions; index all items acted upon; and produce and maintain permanent, bound records of City Council proceedings.**
-  3. **Improve dissemination of public information and customer service.**
- 4. **Continue preservation of vital and historical records.**

OBJ.	PERFORMANCE MEASURES	FY15 ACTUAL	FY16 PROJECTED	FY17 TARGET
1	Attested copies of completed and recorded marriage certificates filed with the Registry of Vital Statistics within 2 months	100%	100%	100%
2	Permanent bound record ready for publication within 18 months after completion of the legislative year	100%	100%	100%
2	Agenda ready for distribution 72 hours prior to regular City Council meetings	100%	100%	100%
2	Notification of Council actions completed 36 hours after meeting	100%	100%	100%
2	Number of updates to the Municipal Code distributed to subscribers	1	1	2
3	City Council agenda published accurately on the City's website 72 hours prior to meeting	100%	100%	100%

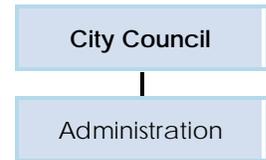
## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$1,101,925	\$1,059,110	\$1,111,980
OTHER ORDINARY MAINTENANCE	\$59,255	\$69,620	\$101,110
TRAVEL & TRAINING	\$410	\$4,420	\$4,420
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$1,161,590</b>	<b>\$1,133,150</b>	<b>\$1,217,510</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>11</b>	<b>10</b>	<b>10</b>

# CITY COUNCIL

## DEPARTMENT OVERVIEW

The City Council, the policy setting arm of the City, derives its powers from the City Charter and the laws and Constitution of the Commonwealth of Massachusetts. The City Council authorizes public improvements and expenditures, adopts regulations and ordinances, establishes financial policies, and performs many related legislative tasks.



**Policy-Making/Legislation (\$1,531,160):** Every two years, nine City Councillors are elected at-large by the proportional representation electoral process. Upon organization of each new Council, the members elect a Mayor and a Vice Mayor, with the Mayor serving as the Council’s Chief Legislative Officer. The Council organizes into active committees, providing much of the research and legislative analysis on major policy issues before the Council. This allotment includes funding for City Councillors and Council Aides.

**Council Services (\$276,345):** The City Council is served by two staff members who perform administrative duties and provide clerical support to the Councillors. The general administration of the Council budget and the purchase of all supplies and services are also included in the duties of the staff.

**Governmental Relations (\$72,700):** This allotment allows members of the City Council to attend conferences and seminars on urban policy and relevant legislative topics, and supports the professional development of the City Council staff. This allotment also supports the Council’s efforts to secure federal, state, and other aid to supplement the City’s funds for special projects. The City Council believes that strong personal lobbying is an effective tool in the City’s campaign to maximize assistance from external sources.

## DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
INTERGOVERNMENTAL REVENUE	\$14,110	\$14,110	\$14,110
TAXES	\$1,697,005	\$1,775,590	\$1,866,095
<b>TOTAL BUDGETED REVENUE</b>	<b>\$1,711,115</b>	<b>\$1,789,700</b>	<b>\$1,880,205</b>
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$1,636,940	\$1,715,500	\$1,765,605
OTHER ORDINARY MAINTENANCE	\$31,620	\$41,900	\$41,900
TRAVEL & TRAINING	\$55,805	\$60,000	\$72,700
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$1,724,365</b>	<b>\$1,817,400</b>	<b>\$1,880,205</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>2</b>	<b>2</b>	<b>2</b>

# CITY COUNCIL - ADMINISTRATION

## MISSION & SERVICES

The City Council actively engages with citizens through the following subcommittees:

- **Civic Unity:** Considers matters relating to civil rights, human rights, race and class relations, and other aspects of civic unity.
- **Economic Development & University Relations:** Considers issues regarding the relationship between the City, educational institutions, and other partners to develop policies and programs that will enhance economic development and expand employment opportunities for residents.
- **Finance:** Considers matters relating to the financial interests of the City, including the City budget, sources of City revenue, appropriations and loans, and City bonding capacity.
- **Government Operations, Rules & Claims:** Considers matters relating to the effective delivery of City services, the functions and operations of City government, and City Council rules; and considers claims that have been filed against the City.
- **Health & Environment:** Considers matters relating to the health of citizens and the physical environment of the city, and works to improve City policies relating to health programs.
- **Housing:** Develops policies for the maintenance and development of housing, with an emphasis on the needs of low-income and working people.
- **Human Services & Veterans:** Develops and supports policies assuring a broad human service delivery system and considers all matters affecting veteran services and benefits.
- **Neighborhood & Long-Term Planning, Public Facilities, Art, and Celebrations:** Enhances quality of life as it relates to neighborhood livability, public art, and public celebrations.
- **Ordinance:** Considers the merit, form, and legality of ordinances presented to the City Council.
- **Public Safety:** Considers matters affecting the public safety of citizens, including the performance and effectiveness of Police, Fire, Inspectional Services, and the Police Review and Advisory Board.
- **Transportation & Public Utilities:** Considers transportation, traffic, and parking matters.



Front Row: Dennis J. Carlone, Jan Devereux, Mayor E. Denise Simmons, Leland Cheung, and Vice Mayor Marc C. McGovern. Back Row: Timothy J. Toomey, Jr., Nadeem A. Mazen, Craig A. Kelley, and David P. Maher

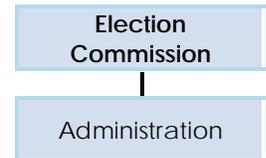
## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$1,636,940	\$1,715,500	\$1,765,605
OTHER ORDINARY MAINTENANCE	\$31,620	\$41,900	\$41,900
TRAVEL & TRAINING	\$55,805	\$60,000	\$72,700
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$1,724,365</b>	<b>\$1,817,400</b>	<b>\$1,880,205</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>2</b>	<b>2</b>	<b>2</b>

# ELECTION COMMISSION

## DEPARTMENT OVERVIEW

The Board of Election Commissioners was established by the Acts of 1921, Chapter 239. The four-member Board is responsible for managing and supervising elections and the annual census in the city; ensuring compliance with federal, state, and local election laws and the policies and guidelines established by the Board; managing staffing and operation of polling locations; and providing access to candidacy for those seeking elected office. The Board is also charged with assisting citizens in exercising their voting rights, teaching citizens the significance of registering to vote, and ensuring that no one who is qualified to vote be denied the right and opportunity to do so. According to the 2010 U.S. Census, there are approximately 78,000 citizens eligible to vote in the City of Cambridge and of those eligible, approximately 64,081 or 82% individuals are registered to vote.



The Board's role was expanded in 1987 to include administration of Chapter 55 of the Massachusetts General Laws, which governs campaign and political finance reporting. In 1991, the Commission was also assigned the responsibility of implementing Chapters 2.117 and 2.118 of the Cambridge Municipal Code, known as the "Ethics Ordinance."

Individuals from both major parties are appointed to the Board by the City Manager for staggered four-year terms. The City Manager appoints an Executive Director, with the advice of the Board, who is responsible for overseeing the Board's functions and supervising operations of the Election Commission and all local, state, and federal elections within Cambridge.

The Election Commission processes and maintains local voter registration records for the statewide Voter Registration Information System; processes nomination papers, petitions, absentee, and provisional ballots; staffs and operates polling locations; tests and prepares voting equipment; conducts the annual City Census and provides census information to federal, state, local agencies, and the public; and administers municipal campaign and political finance reporting for the City.

## DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
CHARGES FOR SERVICES	\$1,305	\$750	\$750
INTERGOVERNMENTAL REVENUE	\$118,365	\$102,335	\$122,425
TAXES	\$962,315	\$1,050,925	\$1,185,045
<b>TOTAL BUDGETED REVENUE</b>	<b>\$1,081,985</b>	<b>\$1,154,010</b>	<b>\$1,308,220</b>
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$897,330	\$964,980	\$1,124,010
OTHER ORDINARY MAINTENANCE	\$180,685	\$218,885	\$181,940
TRAVEL & TRAINING	\$0	\$2,120	\$2,270
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$1,078,015</b>	<b>\$1,185,985</b>	<b>\$1,308,220</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>8</b>	<b>8</b>	<b>9</b>

# ELECTION COMMISSION - ADMINISTRATION

## MISSION & SERVICES

The Election Commission is dedicated to protecting the integrity of the electoral process in accordance with federal, state, and local laws and to providing quality services to the public in an efficient and professional manner.

## FY17 OBJECTIVES & PERFORMANCE MEASURES

1. Conduct annual City Census as required by state law to maintain accurate voter lists; encourage increased rate of return.
2. Encourage increased voter registration through the City's website, media, and the distribution of information to City and community organizations, schools, universities, and other partners.
-  3. Promote increased transparency and citizen satisfaction by supplying online access to the City Census, election and voter registration information, campaign finance reports for School Committee candidates, ward and precinct maps, and electronic filing of Statements of Financial Interests.
4. Develop procedures to pre-register individuals who meet all registration requirements except age, but who are at least 16 years old, in accordance with new state election regulations.
5. Conduct 2016 State Primary Election and 2016 Presidential/General Election in an effective and cost-efficient manner, using a computerized optical scanning system. Recruit, appoint, train, and maintain professional standards for over 200 poll workers for each election.
6. Develop and implement procedures for early voting in accordance with new state election regulations. Conduct in-office early voting and designate and staff additional accessible offsite early voting locations under the authority of the Secretary of the Commonwealth.

OBJ.	PERFORMANCE MEASURES	FY15 ACTUAL	FY16 PROJECTED	FY17 TARGET
1	Individual households contacted	47,900	49,997	51,000
1	Percent of households that responded	75%	72%	70%
1	Online Census response	n/a	2,900	3,100
2	Number of registered voters	65,404	64,081	65,000
2	In-person, mail-in, online, and RMV voter registrations	9,386	10,300	11,300
5	Elections administered	2	2	4
5	Absentee ballots	2,830	1,525	4,200

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$897,330	\$964,980	\$1,124,010
OTHER ORDINARY MAINTENANCE	\$180,685	\$218,885	\$181,940
TRAVEL & TRAINING	\$0	\$2,120	\$2,270
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$1,078,015</b>	<b>\$1,185,985</b>	<b>\$1,308,220</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>8</b>	<b>8</b>	<b>9</b>

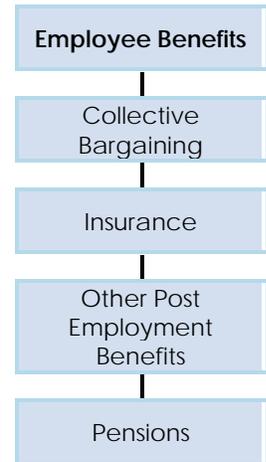
# EMPLOYEE BENEFITS

## DEPARTMENT OVERVIEW

The primary purpose of this allotment is to provide funding for all employee benefit programs that are not included in departmental budgets for costs related to the non-contributory retirement system, health insurance costs for retirees, and other post-employment benefits (OPEB).

In addition, all funds budgeted in the individual departments are transferred to cost centers within this department during the fiscal year to facilitate payments to the Cambridge Retirement System and various health insurance carriers.

The Collective Bargaining unit of this budget includes funds to cover salary increases for all collective bargaining units that have not yet settled and additional costs related to certain salary items that are not included in departmental budgets.



The table below shows total health and pension costs for all City departments.

	CITY	SCHOOLS	WATER	EMPLOYEE	TOTAL
<b>HEALTH INSURANCE</b>					
Blue Cross/Medex	\$21,513,010	\$14,907,400	\$855,010	\$8,947,300	\$46,222,720
Harvard Pilgrim	6,958,490	4,821,875	276,560	2,894,050	14,950,975
Tufts	4,717,735	3,269,150	187,500	1,962,115	10,136,500
<b>TOTAL</b>	<b>\$33,189,235</b>	<b>\$22,998,425</b>	<b>\$1,319,070</b>	<b>\$13,803,465</b>	<b>\$71,310,195</b>
<b>PENSIONS</b>					
Contributory	\$24,228,395	\$4,416,035	\$721,495	\$8,491,860	\$37,857,780
Non-Contributory	-	-	-	900,000	900,000
<b>TOTAL</b>	<b>\$24,228,395</b>	<b>\$4,416,035</b>	<b>\$721,495</b>	<b>\$9,391,860</b>	<b>\$38,757,780</b>

## DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
INTERGOVERNMENTAL REVENUE	\$10,030,750	\$12,046,655	\$12,435,425
MISCELLANEOUS REVENUE	\$9,300,000	\$9,420,000	\$9,520,000
TAXES	\$16,220,925	\$12,899,380	\$15,800,905
<b>TOTAL BUDGETED REVENUE</b>	<b>\$35,551,675</b>	<b>\$34,366,035</b>	<b>\$37,756,330</b>
<b>EXPENDITURES BY STATUTORY CATEGORY</b>			
SALARIES & WAGES	\$15,544,760	\$22,955,950	\$36,850,630
OTHER ORDINARY MAINTENANCE	\$568,765	\$853,580	\$875,700
TRAVEL & TRAINING	\$5,205	\$30,000	\$30,000
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$16,118,730</b>	<b>\$23,839,530</b>	<b>\$37,756,330</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>0</b>	<b>0</b>	<b>0</b>

# EMPLOYEE BENEFITS - COLLECTIVE BARGAINING

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## MISSION & SERVICES

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. This allotment includes funds that are transferred to the departments only if needed.

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	(\$3,065,205)	\$406,685	\$8,892,890
OTHER ORDINARY MAINTENANCE	\$17,800	\$17,880	\$17,880
TRAVEL & TRAINING	\$5,205	\$30,000	\$30,000
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>(\$3,042,200)</b>	<b>\$454,565</b>	<b>\$8,940,770</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>0</b>	<b>0</b>	<b>0</b>

## EMPLOYEE BENEFITS - INSURANCE

### MISSION & SERVICES

The primary purpose of this Division is to provide centralized cost centers for the disbursement of funds to the various health care providers.

**Accident Insurance (\$20,000):** Eligible Police and Fire employees may enroll in a supplemental accident life insurance plan. The plan is 75% paid for by the City.

**Disability Insurance (\$171,000):** This allotment provides funds for disability insurance for non-union employees who suffer long-term, disabling injuries or illnesses as well as certain other contractually required coverage.

**Health Insurance (\$250,000):** The City offers a variety of health maintenance organization (HMO) options, including Blue Cross/Blue Shield's Blue Choice and HMO Blue, Harvard Pilgrim Health Plan, and Tufts Associated Health Plan. Over 2,600 employees are covered by these plans. The City currently funds 75-88% of the costs, with the remaining 12-25% paid by the employees.

**Life Insurance (\$391,820):** Over 3,200 employees, both active and retired, are enrolled in basic term life insurance. The City pays 75% of the premium, with employee deductions covering the remainder. The amount shown above represents the full cost with employee deductions being used as a revenue to cover that portion of the cost.

**Medicare (\$2,662,415):** Medicare, through the Social Security Administration, becomes the primary insurer for our pensioned, eligible employees over age 65. For those employees and their spouses, the City reimburses a significant portion of the premium cost for Part B.

**Medicare Payroll Tax (\$100,000):** 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.

**Unemployment Compensation (\$275,000):** 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 MA Department of Labor and Workforce Development.

### DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$3,686,850	\$2,792,455	\$3,012,415
OTHER ORDINARY MAINTENANCE	\$550,965	\$835,700	\$857,820
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$4,237,815</b>	<b>\$3,628,155</b>	<b>\$3,870,235</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>0</b>	<b>0</b>	<b>0</b>

## EMPLOYEE BENEFITS - OTHER POST EMPLOYMENT BENEFITS

### MISSION & SERVICES

In 2006, the Assistant City Manager for Fiscal Affairs, Assistant Finance Director, Budget Director, Personnel Director, and the City Auditor formed a Working Group on Other Post Employee Benefits (OPEB) to oversee the completion of the City's first OPEB actuarial report as of December 31, 2006. This report established the liabilities of the Post Employment Benefits in accordance with GASB Statements 43 and 45 and is updated every two years.

In December 2009, based on the recommendation of the OPEB Working Group and the City Manager, the City Council established an irrevocable trust fund to accept OPEB funding contributions based on legislation enacted in January 2009. At the same time, the City Council approved the transfer of \$2 million from the City's Health Claims Trust Fund to the OPEB Trust Fund.

In FY13, the City made a contribution of \$1 million and in FY14, FY15, and FY16 the City made contributions of \$2 million to the OPEB Trust Fund. A contribution of \$2 million is included in the FY17 Budget. The OPEB Working Group will continue to provide recommendations for funding strategies for the OPEB liability.

### DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$2,000,000	\$2,000,000	\$2,000,000
OTHER ORDINARY MAINTENANCE	\$0	\$0	\$0
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$2,000,000</b>	<b>\$2,000,000</b>	<b>\$2,000,000</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>0</b>	<b>0</b>	<b>0</b>

# EMPLOYEE BENEFITS - PENSIONS

## MISSION & SERVICES

The Pensions budget is divided into three sections: Retirement Fund (\$8,491,860), Non-Contributory Pensions (\$900,000), and Retirees' Health Insurance (\$13,553,465). 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 financed solely with City funds. The Retirees' Health Insurance cost center contains funds for all health insurance costs related to retirees.

**Retirement Board:** The Cambridge Retirement System administers a retirement system for employees of the City, Cambridge Health Alliance, Cambridge Housing Authority, and Cambridge Redevelopment Authority. The Public Employee Retirement Administration Commission (PERAC) is the regulatory authority that oversees all retirement systems in the Commonwealth. The Cambridge system is administered by five Board members: the City Auditor, who serves as an ex-officio member; two members who are elected by the membership; one member who is appointed by the City Manager; and one member who is appointed by the other four Board members.

The City has a mandatory retirement plan for all public employees who are regularly employed on a permanent, full-time or part-time (20 hours or more) basis. This plan is transferable among all state and local government employment in the Commonwealth. The plan affords a lifetime benefit to employees, once vested, and upon attaining the required age. Options at retirement allow for a continued benefit for certain beneficiaries. Retirement contributions are withheld from all regular compensation. For all those hired after July 1, 1996, the rate is 9% plus an additional 2% on compensation over \$30,000.

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

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

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$12,923,115	\$17,756,810	\$22,945,325
OTHER ORDINARY MAINTENANCE	\$0	\$0	\$0
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	\$12,923,115	\$17,756,810	\$22,945,325
<b>FULL-TIME BUDGETED EMPLOYEES</b>	0	0	0

# EXECUTIVE

## DEPARTMENT OVERVIEW

The City Manager, as Chief Executive Officer of the City, is responsible for providing leadership to and administration of all City departments and services. The Manager and his staff are responsible for the enforcement of all relevant laws and City ordinances, the appointment of department heads and members of the numerous boards and commissions, and for the submission of the Annual Budget to the City Council.

The City Manager works with the Finance Department and other departments to manage expenditures while maintaining a robust array of City services. The Manager’s financial stewardship has led to Cambridge’s strong financial position, as evidenced by the City’s AAA bond ratings from all three rating agencies for over 17 years.

The City Manager also recommends policies and programs to the City Council and implements Council legislation. The City Manager and his staff respond to citizen inquiries and requests and conduct numerous neighborhood meetings regarding community issues.

Included in this department are the Affirmative Action Office, the Public Information Office, the Employees' Committee on Diversity, and the Domestic and Gender-Based Violence Prevention Initiative. The Cambridge Office for Tourism, a nonprofit agency, receives City funds budgeted in this department and the Deputy City Manager serves as a board member.



## DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
CHARGES FOR SERVICES	\$40,000	\$40,000	\$40,000
FINES & FORFEITS	\$215,000	\$215,000	\$215,000
INTERGOVERNMENTAL REVENUE	\$163,865	\$163,865	\$163,865
TAXES	\$1,879,820	\$1,937,285	\$2,044,155
<b>TOTAL BUDGETED REVENUE</b>	<b>\$2,298,685</b>	<b>\$2,356,150</b>	<b>\$2,463,020</b>
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$1,793,825	\$1,834,485	\$1,799,670
OTHER ORDINARY MAINTENANCE	\$601,140	\$521,500	\$620,250
TRAVEL & TRAINING	\$39,705	\$41,725	\$43,100
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$2,434,670</b>	<b>\$2,397,710</b>	<b>\$2,463,020</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>11</b>	<b>11</b>	<b>11</b>

# EXECUTIVE - LEADERSHIP

## MISSION & SERVICES

As the Chief Executives of the City, the City Manager and Deputy City Manager strive to maintain the City's strong fiscal position and provide high quality services to community members, while minimizing the impact on taxpayers. The City Manager's Office provides support and leadership to all City departments, implements City Council legislation, and responds to inquiries and requests regarding City services and policies. The City Manager oversees the Annual Budget and Capital Budget processes, ensuring that departmental budgets and benchmarks align with City Council goals. The City Manager chairs the Affordable Housing Trust Fund, which has leveraged millions of dollars in private and public funding to create or preserve thousands of affordable housing units in Cambridge. The Deputy City Manager directs the Community Preservation Act (CPA) process, which has allocated millions of dollars in state matching funds for affordable housing, historical preservation, and open space projects.

In FY17, the City Manager's Office will continue to emphasize and facilitate professional growth and enrichment for employees. In addition to continued leadership training, the City plans to offer competency training on sexual orientation and gender identity (SOGI) issues to the entire workforce. Other FY17 areas of focus include creating an outreach strategy for the City's new parental leave policy, working with the E-Gov Executive Committee on IT strategic planning to enhance City service delivery, and collaborating with the Cambridge Redevelopment Authority to oversee redevelopment of the Foundry building.

## FY17 OBJECTIVES & PERFORMANCE MEASURES

-  1. **Support the Cambridge Public Schools and collaborate on the Early Education Task Force to address the educational needs and equity of services for children birth to age eight.**
-  2. **Partner with nonprofits through a Community Benefits Taskforce to oversee the use of mitigation funds to best serve the community's needs.**
-  3. **Support efforts of the GLBT Commission, Citizens Committee on Civic Unity, the Domestic and Gender-Based Violence Prevention Initiative, and all other boards and commissions in the city.**
-  4. **Continue to implement the Cambridge Leadership Initiative to further build cultural competency and enhance leadership capabilities throughout the workforce.**
-  5. **Provide oversight for all capital construction and renovation projects, including elementary school design and renovations, roadway improvements, and municipal facility projects.**

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$1,314,865	\$1,329,655	\$1,284,625
OTHER ORDINARY MAINTENANCE	\$123,685	\$36,000	\$46,000
TRAVEL & TRAINING	\$36,935	\$37,250	\$37,250
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$1,475,485</b>	<b>\$1,402,905</b>	<b>\$1,367,875</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>8</b>	<b>7</b>	<b>7</b>

# EXECUTIVE - AFFIRMATIVE ACTION

## MISSION & SERVICES

The Office of Affirmative Action upholds and reaffirms the City’s position and commitment to equal employment opportunity, affirmative action, and assists in creating and maintaining an inclusive workforce that is free from discrimination, harassment, and retaliation. It provides leadership and assistance in order to meet the City’s goal to diversify the workforce through proactive outreach efforts.

The major responsibilities of the Affirmative Action Office are:

- Ensure the City is in compliance with federal, state, and local laws and regulations in regards to equal employment opportunity.
- Update and implement the City’s affirmative action plan consistent with compliance regulations, including the establishment of goals and internal systems to measure performance.
- Collaborate with officials and administrators to ensure nondiscriminatory practices during recruitment, hiring, training, promotions, employment decisions, and related personnel actions.
- Provide prompt, fair, and impartial processing of discrimination complaints, providing counseling as needed in an effort to mediate interpersonal disputes or conflicts with Equal Employment Opportunity implications.
- Work with members of the Affirmative Action Advisory Committee to provide assistance to the City on Affirmative Action/Equal Employment Opportunity matters.
- Monitor City-funded construction projects for contractor compliance with all federal, state, and local regulations as part of the Cambridge Responsible Employer Program.

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$129,205	\$135,740	\$138,175
OTHER ORDINARY MAINTENANCE	\$0	\$0	\$1,450
TRAVEL & TRAINING	\$0	\$625	\$2,000
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$129,205</b>	<b>\$136,365</b>	<b>\$141,625</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>1</b>	<b>1</b>	<b>1</b>

# EXECUTIVE - DOMESTIC AND GENDER-BASED VIOLENCE PREVENTION INITIATIVE

## MISSION & SERVICES

In 2014, the City hired a Coordinator for the Domestic and Gender-Based Violence Prevention Initiative (DGBVPI) to engage and mobilize Cambridge’s communities, agencies, and City departments to change attitudes, behaviors, policies, and practices to prevent and bring attention to domestic and gender-based violence.

In collaboration with community leaders, local agencies, and interested citizens, the Coordinator will develop and provide accessible, safe, and relevant strategies and resources to prevent and respond to domestic violence in Cambridge. Services include training, consultation, building collaborations across various sectors in Cambridge, and coordination of systems of change in order to ensure compassionate and supportive environments for survivors of domestic and gender-based violence across the city.

## FY17 OBJECTIVES & PERFORMANCE MEASURES

-  1. **Continue outreach to the Cambridge community with particular emphasis on various ethnic and linguistic communities to understand how they talk about domestic violence and provide opportunities for information sharing.**
-  2. **Directly provide training and coordinate expert speakers to provide specialized training for community members, City departments, and local service providers.**
-  3. **Partner with various City departments, local service providers, residents, and others in order to enhance the impact of the DGBVPI.**
-  4. **Collaborate with the Cambridge Public Health Department to raise awareness on how men and boys can be part of the solution to end domestic and gender-based violence.**

OBJ.	PERFORMANCE MEASURES	FY15 ACTUAL	FY16 PROJECTED	FY17 TARGET
1	Number of interviews, focus groups, and forums with members of various and diverse ethnic and linguistic communities	18	20	20
2	Number of participants in trainings and awareness raising activities	395	375	375
2	Percentage of attendees of all trainings who said they strongly agree or agree that the information presented in the training increased their knowledge about the topic	92%	90%	90%
3	Number of partners or collaborators in trainings and outreach efforts	18	20	25
4	Meetings, forums, presentations, and outreach activities by the men's group in coordination with the DGBVPI	7	10	15

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$92,425	\$102,955	\$104,400
OTHER ORDINARY MAINTENANCE	\$4,310	\$4,000	\$51,500
TRAVEL & TRAINING	\$0	\$1,000	\$1,000
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$96,735</b>	<b>\$107,955</b>	<b>\$156,900</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>0</b>	<b>1</b>	<b>1</b>

# EXECUTIVE - EMPLOYEES' COMMITTEE ON DIVERSITY

## MISSION & SERVICES

Comprised of volunteer City employees, the Diversity Committee's goal is to enhance the value of individual and group differences and to recognize and celebrate the diversity of the City's workforce through a variety of educational activities and social events.

During FY17, the committee will work toward building its capacity to cultivate the City's values around cultural competency through professional development opportunities, creation of resources, and various programming efforts to promote and support meaningful dialogue within the workplace.



Black History Month's evening theater and dialogue program featured the play "The Convert" at the Central Square Theater

The Committee will continue to host lectures and guest speakers on issues of local and global concern, as well as to organize community-building activities such as the annual Women's History Month trivia game and Black History Month art exhibits at City Hall. The Committee also holds book club meetings and serves as the main vehicle for various ethno-cultural celebrations.

## FY17 OBJECTIVES & PERFORMANCE MEASURES



1. Promote awareness and acceptance by recognizing differences and celebrating the cultural and ethnic diversity of City employees through a platform of educational events.
2. Provide outreach to employees through social media and the Committee's internal website.



3. Increase employee participation by diversifying programs to appeal to a wide range of City employees.

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$0	\$0	\$0
OTHER ORDINARY MAINTENANCE	\$4,735	\$12,000	\$14,000
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$4,735</b>	<b>\$12,000</b>	<b>\$14,000</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>0</b>	<b>0</b>	<b>0</b>

# EXECUTIVE - PUBLIC INFORMATION OFFICE

## MISSION & SERVICES

The Public Information Office (PIO) serves as the City’s liaison to the media, helps promote City programs and services, leads coordination of the City’s web and social media strategy, and works to improve community engagement. The PIO strives to identify new methods and avenues for conveying information to the public and for improving the public’s experience when interacting with City government. The PIO fosters cross-departmental collaboration and promotes the importance of constantly evaluating the effectiveness of the City’s public outreach efforts.



The Broadband Task Force engages the public during an interactive workshop

In addition to producing various citywide and internal publications aimed at educating target audiences about Cambridge’s government and community, the PIO works collaboratively with City departments to increase the types of information that are provided to the public. The PIO helps build internal staff capacity for creating high quality print and digital projects and ensures that public information, regardless of medium, is accessible to persons with disabilities. The PIO is also involved in various citywide initiatives ranging from participation in the E-Gov process to overseeing the City’s *What Works Cities* engagement with Bloomberg Philanthropies.

## FY17 OBJECTIVES & PERFORMANCE MEASURES

1.  Continue to support the redesign of the City’s websites to improve user experience.
2.  Pilot the use of new technology to communicate and engage with the community. Support new and ongoing external communication efforts and outreach, particularly for the Envision Cambridge process and Commonwealth Connect.
3.  Work with departments to ensure that public information is accessible to persons with disabilities.
4.  Promote civic engagement by supporting the City’s open data and open government initiatives.
5. Formalize a citywide internal communications strategy to promote more effective communications between departments and the entire workforce.

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$257,330	\$266,135	\$272,470
OTHER ORDINARY MAINTENANCE	\$51,410	\$52,500	\$90,300
TRAVEL & TRAINING	\$2,770	\$2,850	\$2,850
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$311,510</b>	<b>\$321,485</b>	<b>\$365,620</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>2</b>	<b>2</b>	<b>2</b>

# EXECUTIVE - TOURISM

## MISSION & SERVICES

The Cambridge Office for Tourism (COT) is a non-profit agency that receives City funding through the hotel/motel excise tax, meals tax, state grants, advertising revenues, and publication sales. It serves as the central clearinghouse for all tourism marketing and visitor information for the City.

COT is managed by a 15-member Board of Directors that includes the Deputy City Manager and representatives from the Cambridge Chamber of Commerce, Harvard University, MIT, Greater Boston Convention and Visitors Bureau, at least one hotel general manager and one restaurant owner, and three Cambridge residents. The office is currently staffed by two full-time employees and two part-time employees. Please visit [www.cambridgeusa.org](http://www.cambridgeusa.org) for more information.



Cambridge Office for Tourism website

## FY17 OBJECTIVES & PERFORMANCE MEASURES

-  1. **Assist Cambridge hotels in marketing and sales efforts to attract convention and conference business by promoting partnerships with Boston meeting facilities; expanding Cambridge's presence in the international meetings market; and maintaining marketing efforts in the medical/pharmaceutical, group tours, and special events market segments.**
-  2. **Increase awareness of Cambridge attractions by hosting familiarization tours for domestic and international journalists, travel agents, and tour operators.**
-  3. **Expand internet presence via website enhancements, social media marketing, and advertising campaigns.**

OBJ.	PERFORMANCE MEASURES	FY15 ACTUAL	FY16 PROJECTED	FY17 TARGET
1	Average hotel occupancy percentage	81%	82%	84%
1	Average hotel room rate/revenue per available room	\$241/\$196	\$239/\$214	\$240/\$215
2	Number of familiarization tours hosted	125	165	140
3	Engagement rate on TripAdvisor	13%	10%	12%
3	Increase in Twitter/Instagram followers	55%/170%	44%/85%	45%/90%
3	Increase in mobile users / desktop users	n/a	68%/18%	50%/20%

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$0	\$0	\$0
OTHER ORDINARY MAINTENANCE	\$417,000	\$417,000	\$417,000
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$417,000</b>	<b>\$417,000</b>	<b>\$417,000</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>0</b>	<b>0</b>	<b>0</b>

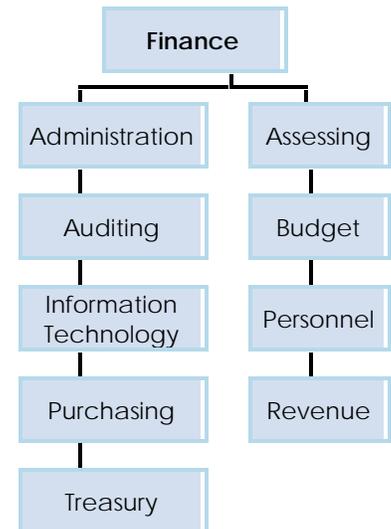
# FINANCE

## DEPARTMENT OVERVIEW

The Finance Department, under the direction of the Assistant City Manager for Fiscal Affairs, is responsible for planning, implementation, oversight, integrity, and reporting of the City's operating and capital finances. The Finance Department maintains and advances the overall financial health of the City. It uses prudent financial planning and management to strike a balance between controlling spending and minimizing tax implications for residents with providing financial resources for a robust level of services and an ambitious capital plan for the Cambridge community.

The Finance Department's success is reflected by the City's longstanding AAA bond rating and FY15 certified Free Cash balance of \$192.7 million, the largest Free Cash balance in the City's history. In addition, in FY16, 87% of residential taxpayers received a property tax bill that was lower, the same as, or only slightly higher (less than \$100) than the previous year. Cambridge continues to have one of the lowest residential and commercial property tax rates in the greater Boston area. At the same time, the City's excess tax levy capacity increased by approximately \$21 million (16%) to \$155 million in FY16. In FY17, the Department will continue to implement strategies to enhance the financial position and management of the City while continuing to support growth of City programming.

The Finance Department is comprised of eight divisions: Administration, Assessing, Budget, Information Technology, Personnel, Purchasing, Revenue, and Treasury. The Auditing Division also appears under the Finance umbrella, although the Auditor is appointed by the City Council. The mission, services, and major goals of each division are listed on the following pages.



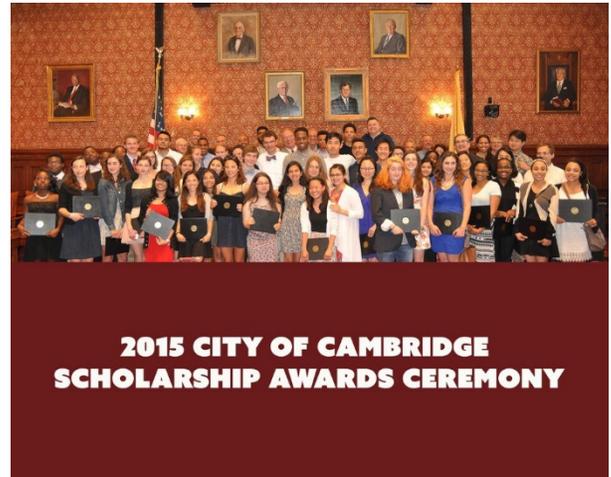
## DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
CHARGES FOR SERVICES	\$555,675	\$558,950	\$558,950
INTERGOVERNMENTAL REVENUE	\$599,320	\$599,320	\$599,320
MISCELLANEOUS REVENUE	\$779,320	\$800,000	\$650,000
TAXES	\$16,773,060	\$15,563,635	\$15,343,655
<b>TOTAL BUDGETED REVENUE</b>	<b>\$18,707,375</b>	<b>\$17,521,905</b>	<b>\$17,151,925</b>
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$10,269,645	\$11,022,490	\$11,997,540
OTHER ORDINARY MAINTENANCE	\$3,278,285	\$4,169,840	\$4,792,860
TRAVEL & TRAINING	\$258,985	\$280,695	\$298,725
EXTRAORDINARY EXPENDITURES	\$59,440	\$62,800	\$62,800
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$13,866,355</b>	<b>\$15,535,825</b>	<b>\$17,151,925</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>85</b>	<b>87</b>	<b>91</b>

# FINANCE - ADMINISTRATION

## MISSION & SERVICES

The Administration Division provides leadership to the Finance Department's operating divisions and financial policy direction to the City Manager, Deputy City Manager, and other City departments. It also coordinates the development and review of the City's investment, debt service, and reserve policies. The Division strives to ensure that the City continues to earn an AAA bond rating – the highest possible rating and one that Cambridge has maintained for over 17 years from all three rating agencies.



The Administration Division works on the City's Five-Year Capital Plan, including the bond schedule, to meet the needs of the City while maintaining the smallest impact on property tax bills. The Division oversees the production of financial documents, including the annual budget, Comprehensive Annual Financial Report, rating agency presentation, tax rate letter, water/sewer rate letter, CPA recommendations, and tax newsletters. The Administration Division also manages the City's Scholarship Program, which provides financial assistance to Cambridge residents who wish to pursue post-secondary education. In addition, the independent audit of the City's financial records is budgeted within the Administration Division. This audit is performed in accordance with GAAP and GASB requirements, and assures potential purchasers of City notes and bonds of the City's fiscal soundness.

## FY17 OBJECTIVES & PERFORMANCE MEASURES

-  1. **Manage the City's initiative around electronic financial transactions between departments and allow more departments to accept debit and credit cards.**
-  2. **Continue to play a leading role on the E-Gov Executive Committee tasked with implementing the City's long-term strategic plan around technology and innovation.**
-  3. **Manage the City Scholarship Program and ensure timely payments of scholarship awards. Host awards ceremony and reception to recognize each scholarship recipient.**
-  4. **Manage the Debt Stabilization Fund to minimize the impact on property tax bills as it relates to debt service while maintaining a balance that supports the City's long-term capital plan.**

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$347,330	\$335,200	\$329,810
OTHER ORDINARY MAINTENANCE	\$320,140	\$350,300	\$350,500
TRAVEL & TRAINING	\$3,795	\$4,500	\$4,500
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$671,265</b>	<b>\$690,000</b>	<b>\$684,810</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>2</b>	<b>2</b>	<b>2</b>

# FINANCE - ASSESSING

## MISSION & SERVICES

The Board of Assessors determines the value of all taxable property, both personal and real, in the city; it does not impose property taxes. The methodology for determining assessed value is outlined in the Uniform Standards of Professional Appraisal Practice. The State requires that assessors review and update the Computer Assisted Mass Appraisal System on an annual basis for the appraisal of real estate and personal property meeting statistical standards. This means that assessed values may go up or down in any given year based upon market activity.

Once the annual budget is established by vote of the City Council, the Board of Assessors establishes the tax rate after conducting a public tax classification hearing. The Board of Assessors submits the necessary documentation along with the tax recapitulation summary for MA Department of Revenue approval to issue tax bills. The assessment books maintained by the Board of Assessors are available for public inspection at City Hall or online at [www.cambridgema.gov/assess](http://www.cambridgema.gov/assess).

## FY17 OBJECTIVES & PERFORMANCE MEASURES

1. **Ensure the accuracy of real property valuation through routine re-inspection of all houses on a six-year cycle and annual inspection of sale properties, all properties for which building permits have been taken out for renovations and property upgrades, and all abatement application properties for which there has not been a routine inspection in the past year.**
2. **Collect market data for annual revaluation of property. The FY17 residential property values are based on 2015 calendar year sales activity. A sales analysis is conducted each year for houses and condos. The income approach, including income and expense data requests along with sales analysis, is conducted each year for apartment buildings. For commercial properties, income and expense data will be obtained from commercial property owners and analyzed to develop income approach to value.**

OBJ.	PERFORMANCE MEASURES	FY15 ACTUAL	FY16 PROJECTED	FY17 TARGET
1	Commercial buildings inspected	226	235	250
1	Tax exempt properties inspected	126	136	150
1	1, 2 & 3 family house inspections	1,542	1,535	1,700
2	Deeds processed	2,019	2,008	2,100

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$1,661,805	\$1,591,520	\$1,769,020
OTHER ORDINARY MAINTENANCE	\$504,685	\$419,685	\$534,265
TRAVEL & TRAINING	\$11,985	\$14,070	\$14,400
EXTRAORDINARY EXPENDITURES	\$0	\$2,800	\$2,800
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$2,178,475</b>	<b>\$2,028,075</b>	<b>\$2,320,485</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>14</b>	<b>13</b>	<b>13</b>

# FINANCE - AUDITING

## MISSION & SERVICES

The City's Auditing Division promotes honest, effective, and fully accountable City government. It strives to provide independent, timely oversight of the City's finances and operations and ensures that City programs are executed legally, efficiently, and effectively. The Division functions as a safeguard against potential fraud or misuse of City resources. It provides financial and other information to the City Council, City Manager, City departments, the investment community, federal and state levels of government, and to the citizens of Cambridge. In FY17, the Auditing Division will continue to promote and expand the use of electronic processing of accounts payable payments. By utilizing electronic files that are directly loaded into the payable system, the Division is reducing its paper usage and creating a quick and efficient method for electronically tracking information.

## FY17 OBJECTIVES & PERFORMANCE MEASURES

-  1. Provide independent financial oversight for the City's accounting system so that financial transactions are timely and accurately recorded.
-  2. Prevent loss of funds by reviewing contracts for goods and services, purchase orders, and bills for payment.
-  3. Prepare year-end financial reports in accordance with GAAP within six months (180 days) after the end of the fiscal year.
-  4. Expand electronic submission of accounts payable payments to additional departments.
-  5. Continue to scan documents into a shared drive for financial system users in order to streamline payments to routine vendors.
-  6. Pre-test a paperless voucher system in PeopleSoft with ITD through the E-Gov process.
-  7. Implement the requirements of GASB 67 and 68 for the CAFR.

OBJ.	PERFORMANCE MEASURES	FY15 ACTUAL	FY16 PROJECTED	FY17 TARGET
1	Number of accounting adjustments	1,251	1,250	1,250
1	Percent of accounting adjustments posted within one day	85%	90%	90%
1	City and School purchase orders processed	15,300	18,500	16,500
2	Number of invoices processed	42,305	43,000	43,000
2	Percent of invoices posted within one day	80%	90%	90%
4	Percent of accounts payable payments submitted electronically	40%	65%	70%

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$968,920	\$985,005	\$975,580
OTHER ORDINARY MAINTENANCE	\$4,670	\$5,900	\$5,900
TRAVEL & TRAINING	\$1,515	\$2,125	\$2,125
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$975,105</b>	<b>\$993,030</b>	<b>\$983,605</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>8</b>	<b>8</b>	<b>8</b>

# FINANCE - BUDGET

## MISSION & SERVICES

The primary function of the Budget Office is to prepare and monitor the annual Operating and Capital Budgets to ensure they address the City Council's goals, reflect citizens' priorities, and comply with all federal, state, local, and GFOA requirements. The Budget Office assists departments, the City Council, residents, and other stakeholders with research, analysis, and support around budget procedures and other fiscal matters.



Residents who vote in PB processes receive these "I voted" stickers

In FY16, the Budget Office organized the City's second Participatory Budgeting (PB) process in which residents directly decided how to spend \$600,000 of the FY17 Capital Budget. Seven projects won FY17 funding: a freezer van that will expand prepared food rescue deliveries in Cambridge, three bike safety-related projects, five water bottle fill stations, transit signal priority for the MBTA #1 bus route, and new chairs for four Cambridge Public Schools. Please visit [pb.cambridgema.gov](http://pb.cambridgema.gov) or turn to the Public Investment section for more details.

In FY17, the Budget Office will monitor implementation of winning PB projects and launch a third PB campaign that features an extended idea collection phase to better engage the community. In addition, Budget staff will continue to incorporate new budget information and PB data into the City's online Open Data Portal to increase transparency and accessibility.

## FY17 OBJECTIVES & PERFORMANCE MEASURES

-  1. **Develop a performance-based budget with quantifiable performance measures and concise statements of services.**
-  2. **Monitor revenue and expenditures and maintain the City's long-term financial viability by forecasting the City's funding sources and uses.**
-  3. **Expand outreach efforts to increase the number and diversity of Cambridge residents who vote in the City's Participatory Budgeting processes.**

OBJ.	PERFORMANCE MEASURES	FY15 ACTUAL	FY16 PROJECTED	FY17 TARGET
3	Number of Cambridge residents age 12 and older who voted in PB	2,727	4,184	6,000

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$521,340	\$486,185	\$651,020
OTHER ORDINARY MAINTENANCE	\$85,275	\$85,500	\$64,000
TRAVEL & TRAINING	\$4,565	\$4,500	\$5,100
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$611,180</b>	<b>\$576,185</b>	<b>\$720,120</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>4</b>	<b>4</b>	<b>5</b>

# FINANCE - INFORMATION TECHNOLOGY DIVISION

## MISSION & SERVICES

The Information Technology Division (ITD) provides centralized technology services to approximately 1,000 users working in 42 departments in 40 municipal buildings across the city. ITD is responsible for managing, developing, implementing, and maintaining all technology for the City.

ITD also manages over \$10 million in FY15-FY17 capital funds through the E-Gov process, which will be used to enhance the City website and social media to improve communication with the public, expand online permitting for the Fire and License Departments, upgrade technology in all City Youth Centers, create 3D GIS maps for City planning efforts, upgrade the voting tabulation system, implement new budget software, and undertake major City and public safety infrastructure projects.

In FY17, ITD will complete the implementation of its realignment strategy launched in June 2014. The governance process continues to evolve and ITD is collaborating on major projects in all City departments. Moving forward, ITD will focus on strategic planning in areas related to wifi access, customer relationship management, and department productivity. ITD remains committed to providing excellent customer service to City departments and the general public.

## FY17 OBJECTIVES & PERFORMANCE MEASURES



1. **Improve citizen experience and interaction with the City.**



2. **Increase transparency and access to information.**



3. **Improve technology-enabled City services.**

4. **Increase efficiency of City operations.**

5. **Enhance cross-departmental collaboration and innovation.**

OBJ.	PERFORMANCE MEASURES	FY15 ACTUAL	FY16 PROJECTED	FY17 TARGET
1	Number of E-Gov projects in given fiscal year	57	54	57
1	Percent of E-Gov projects completed within fiscal year	70%	65%	65%
2	Rows of open data consumed annually by users (millions)	47 M	76 M	85 M
2	Public-facing GIS story maps	7	11	15
4	Percent of new help desk system tickets closed within 3 days	n/a	66%	70%

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$3,251,770	\$3,878,450	\$4,239,930
OTHER ORDINARY MAINTENANCE	\$1,460,605	\$2,344,405	\$2,855,840
TRAVEL & TRAINING	\$62,075	\$78,000	\$83,000
EXTRAORDINARY EXPENDITURES	\$59,440	\$60,000	\$60,000
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$4,833,890</b>	<b>\$6,360,855</b>	<b>\$7,238,770</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>24</b>	<b>27</b>	<b>29</b>

# FINANCE - PERSONNEL

## MISSION & SERVICES

The Personnel Division helps ensure that the City has a competent and diverse workforce that can perform well to meet the City's business goals. Personnel staff serve the public and City employees by performing outreach and recruitment, providing information about City employment opportunities, ensuring that fair labor practices are followed, and fostering good relations among employees to create an environment where employees can work productively, grow professionally, and feel satisfied with their work. The Division will support and offer programs that complement and further the Cambridge Leadership Initiative. The Division will also expand its cultural competency offerings, with specific plans to offer workshops that focus awareness on sexual orientation/gender identity.

## FY17 OBJECTIVES & PERFORMANCE MEASURES

1. **Maintain consistent employment processes to ensure open, accessible, and responsive applicant intake systems, using a variety of outreach methods.**
-  2. **Assist the City Manager, Affirmative Action Director, and departments in meeting the goal of building a City workforce that is representative of Cambridge's diversity.**
3. **Provide learning and professional development opportunities to all employees through internal and external training activities and through the tuition reimbursement program.**
4. **Successfully manage employee relations in a manner that facilitates employee productivity and satisfaction within City wage guidelines and promotes labor stability.**
-  5. **Provide high quality comprehensive health insurance plans and other appropriate benefit programs for employees and retirees; monitor and analyze OPEB liabilities by reviewing actuarial assumptions and making changes as necessary.**

OBJ.	PERFORMANCE MEASURES	FY15 ACTUAL	FY16 PROJECTED	FY17 TARGET
1	Total job postings	131	120	125
3	Number of courses, consultations, facilitations, training sessions, and workshops offered	251	255	275
4	City collective bargaining agreements settled for the fiscal year	8	11	11
5	Provide or participate in providing wellness training events and activities (number of events/activities)	12	12	12

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$1,227,860	\$1,360,075	\$1,499,745
OTHER ORDINARY MAINTENANCE	\$608,815	\$605,945	\$623,250
TRAVEL & TRAINING	\$171,485	\$169,500	\$181,500
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$2,008,160</b>	<b>\$2,135,520</b>	<b>\$2,304,495</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>13</b>	<b>13</b>	<b>13</b>

# FINANCE - PURCHASING

## MISSION & SERVICES

The Purchasing Department implements and administers the purchasing policies and practices of the City. It ensures that all purchases of goods and services, including public construction, are made in accordance with state laws and City ordinances and are open, fair, competitive, and obtained at the lowest possible cost without sacrificing best quality. Purchasing encourages all City departments to purchase locally and to purchase environmentally preferable products. The Purchasing Department assists in the acquisition and disposition of City-owned real property and in the disposition of surplus property. Several employees within the Department are certified by the Massachusetts Inspector General's Office as Massachusetts Certified Public Procurement Officials.

In FY17, the Purchasing Department will continue to implement online requisitions and will work with other City departments to procure renewable energy. The Purchasing Department will also continue to be actively involved in the procurement processes relating to the demolition and construction of the King Open and Cambridge Street Upper Schools & Community Complex.

## FY17 OBJECTIVES & PERFORMANCE MEASURES

-  1. Procure materials, supplies, equipment, services, and labor in accordance with state laws and City ordinances at the lowest possible cost without sacrificing quality.
-  2. Continue to implement online requisitions to streamline citywide purchasing and to reduce the need for and use of paper.
-  3. Encourage local businesses as well as minority, women, and veteran-owned businesses to do business with the City.
-  4. Collaborate with City departments to procure renewable energy.

OBJ.	PERFORMANCE MEASURES	FY15 ACTUAL	FY16 PROJECTED	FY17 TARGET
1	Invitations for bids	90	90	90
1	Construction bids	50	60	60
1	Requests for proposals	8	8	7
1	Purchase orders issued	10,804	11,200	10,700
1	Designer selection requests for qualifications	8	7	5
1	Number of contracts executed	557	500	500
2	Percent of City departments using online requisitions	n/a	25%	100%

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$765,960	\$815,080	\$816,750
OTHER ORDINARY MAINTENANCE	\$21,290	\$22,305	\$22,305
TRAVEL & TRAINING	\$755	\$3,600	\$3,600
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$788,005</b>	<b>\$840,985</b>	<b>\$842,655</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>7</b>	<b>7</b>	<b>7</b>

# FINANCE - REVENUE

## MISSION & SERVICES

The Revenue Division's mission is to collect and report daily receipts in an efficient and timely manner while providing a high level of customer service to internal and external customers. The Division accurately records the daily receipts from several revenue sources, including electronic funds transfers, lock box receipt transmissions, credit card processor uploads, and the cashier's window.

The Revenue Division is also responsible for annually issuing approximately 190,000 bills and notices. The Division strives to streamline the revenue reporting process to eliminate duplicate efforts and paper transactions.

In addition, the Revenue Division plays an integral role in the implementation of online and point-of-sale payment options, ensuring that all City departments accepting credit and debit cards have safeguards, revenue reconciliation, and reporting protocols in place.

## FY17 OBJECTIVES & PERFORMANCE MEASURES

-  1. **Maintain a high collection rate for all tax and water/sewer bills.**
-  2. **Continue to offer customers multiple options for paying property taxes, motor vehicle excise taxes, and utility bills, including lockbox, cashier, and online payments.**
-  3. **Continue to work with City departments in the development of online payment options for services that are financially feasible using the City's convenience fee model.**
-  4. **Collaborate with ITD on the implementation of Tyler Cashiering software, which will automatically interface with MUNIS. The software includes a cashiering station that allows payment tender of cash, check, and credit/debit cards.**

OBJ.	PERFORMANCE MEASURES	FY15 ACTUAL	FY16 PROJECTED	FY17 TARGET
1	Percent of current year real estate levy collected	99%	99%	99%
1	Percent of current year personal property levy collected	99%	99%	99%
1	Percent of current year motor vehicle excise tax collected	96%	97%	97%
1	Percent of current year water/sewer bills collected	99%	99%	99%

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$977,675	\$1,009,060	\$1,019,215
OTHER ORDINARY MAINTENANCE	\$145,810	\$170,300	\$170,800
TRAVEL & TRAINING	\$1,645	\$2,900	\$3,000
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$1,125,130</b>	<b>\$1,182,260</b>	<b>\$1,193,015</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>8</b>	<b>8</b>	<b>8</b>

# FINANCE - TREASURY

## MISSION & SERVICES

The Treasury Division manages the City's largest asset – cash and investments – in the most efficient and economic manner. The Treasury analyzes the City's cash flow needs regularly to maintain a reasonably safe level of short-term investments in a number of local banks while still providing liquidity to ensure timely distribution of all debt service, vendor, and payroll obligations. All investments are reviewed quarterly by the Investment Committee.

The Treasury Division is comprised of two cost centers: Cash Management (\$490,500) and Payroll (\$373,470). Cash Management is responsible for all City banking, including the City’s banking services contract, identification of all wire transfers into City bank accounts, investment of City cash, management of City trust funds, reconciliation of all cash, timely payment of debt service obligations, and prompt payment of vendors and contractors.

Payroll is responsible for processing the payroll for approximately 5,000 employees as well as for paying federal, state, and Medicare withholdings; health and life insurance; and deferred compensation and retirement. Both Cash Management and Payroll have made strides to promote the timeliness and efficiency of electronic funds payments (EFT) in their operations.

## FY17 OBJECTIVES & PERFORMANCE MEASURES

- \$** 1. Continue to implement PeopleSoft enhancements that allow for additional automation to ensure efficiency in daily transaction processing. In FY17, implement both the E-Procurement and Contract Management modules for the Financials sector.
- \$** 2. Streamline cash receipts processing by implementing remote electronic deposit of checks and increasing credit card payments.

OBJ.	PERFORMANCE MEASURES	FY15 ACTUAL	FY16 PROJECTED	FY17 TARGET
1	Percent of paper checks issued	75%	74%	73%
1	Percent of EFT payments issued	25%	26%	27%
2	Number of locations processing remote electronic deposits	14	16	17
2	Number of locations accepting credit card payments	7	8	10
2	Number of locations accepting online credit card payments	6	7	10

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$546,985	\$561,915	\$696,470
OTHER ORDINARY MAINTENANCE	\$126,995	\$165,500	\$166,000
TRAVEL & TRAINING	\$1,165	\$1,500	\$1,500
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$675,145</b>	<b>\$728,915</b>	<b>\$863,970</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>5</b>	<b>5</b>	<b>6</b>

# GENERAL SERVICES

## DEPARTMENT 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, while the printing and mailing budgets are managed by the Purchasing Department.

The **Mailing Division (\$289,285)** is responsible for preparation and processing of outgoing mail and incoming mail to City Hall and ensuring that items are processed in accordance with postal regulations.

The **Printing Division (\$216,450)** provides basic graphic design services, letterhead, business cards, binding, creation of covers, collating, copying, printing, punching, folding, cutting, and other services.

The **Telephone Budget (\$205,000)** includes funds for telephone operating costs for all City departments. Six City departments reimburse this budget for actual telephone usage. The City continues to implement the Voice over Internet Protocol (VoIP) system throughout its departments.

## DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
FINES & FORFEITS	\$4,000	\$4,000	\$4,000
INTERGOVERNMENTAL REVENUE	\$94,825	\$94,825	\$94,825
TAXES	\$605,900	\$584,215	\$611,910
<b>TOTAL BUDGETED REVENUE</b>	<b>\$704,725</b>	<b>\$683,040</b>	<b>\$710,735</b>
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$249,900	\$237,425	\$261,300
OTHER ORDINARY MAINTENANCE	\$320,240	\$339,935	\$449,435
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$570,140</b>	<b>\$577,360</b>	<b>\$710,735</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>2</b>	<b>2</b>	<b>2</b>

# LAW

## DEPARTMENT OVERVIEW

The Law Department is charged with the prosecution and defense of all lawsuits in which the City is a party in state and federal courts and in administrative agencies. The Department functions as a full-time law office, handling nearly all of the City's litigation in-house. The Department employs eight attorneys, an office manager, and two administrative assistants.



In addition to handling litigation, the Department's attorneys furnish legal advice and opinions on matters referred to them by the City Manager, Mayor, City Council, School Committee, and department heads. Attorneys provide daily advice to City staff relating to planning, zoning, construction, development, environmental, employment, civil rights, contracts, tax, real estate law, torts involving personal injury and property damage, ethics, conflicts of interest, public records and open meeting laws, compliance with financial disclosure laws, and a wide range of other issues. Attorneys frequently attend meetings of the City Council and its subcommittees and other boards and commissions of the City.

## DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
FINES & FORFEITS	\$97,500	\$97,500	\$97,500
INTERGOVERNMENTAL REVENUE	\$50,000	\$50,000	\$50,000
LICENSES & PERMITS	\$2,500	\$2,500	\$2,500
TAXES	\$2,026,975	\$2,024,415	\$2,069,965
<b>TOTAL BUDGETED REVENUE</b>	<b>\$2,176,975</b>	<b>\$2,174,415</b>	<b>\$2,219,965</b>
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$1,486,835	\$1,536,585	\$1,562,420
OTHER ORDINARY MAINTENANCE	\$328,475	\$390,000	\$443,300
TRAVEL & TRAINING	\$132,545	\$214,245	\$214,245
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$1,947,855</b>	<b>\$2,140,830</b>	<b>\$2,219,965</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>11</b>	<b>11</b>	<b>11</b>

# LAW - ADMINISTRATION

## MISSION & SERVICES

In addition to handling almost all of the City's litigation, the Law Department's attorneys draft, review, and approve a wide range of legal instruments required for the orderly accomplishment of the City's business.

The Department's attorneys are responsible for providing legal representation and advice to the City and its officials in numerous areas of law, including issues relating to planning, zoning, construction, development, environmental, employment, civil rights, contracts, tax, real estate law, torts involving personal injury and property damage, ethics, conflicts of interest, public records and open meeting laws, compliance with financial disclosure laws, and a wide range of other issues. The attorneys in the Law Department have developed broad expertise in response to the increasingly complex legal considerations associated with municipal legal issues.

## FY17 OBJECTIVES & PERFORMANCE MEASURES

- \$** 1. Manage litigation and other legal functions in-house to the maximum extent possible.
- 2. Serve as a resource for other departments by providing training on issues relating to civil rights, ethics, conflicts of interest, public records, the open meeting law, compliance with financial disclosure laws, and zoning laws.

OBJ.	PERFORMANCE MEASURES	FY15 ACTUAL	FY16 PROJECTED	FY17 TARGET
1	Number of claims filed against City	287	120*	n/a
1	Number of written opinions and City Council Order responses issued	31	40*	n/a
1	Number of lawsuits filed against City	36	31*	n/a
2	Training sessions conducted	4	5	4
2	Employees and members of boards and commissions in attendance	52	39	40

\*FY16 projected figures are FY16 actuals as of March 29, 2016.

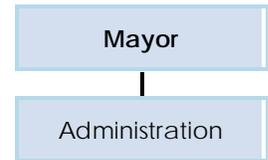
## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$1,486,835	\$1,536,585	\$1,562,420
OTHER ORDINARY MAINTENANCE	\$328,475	\$390,000	\$443,300
TRAVEL & TRAINING	\$132,545	\$214,245	\$214,245
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$1,947,855</b>	<b>\$2,140,830</b>	<b>\$2,219,965</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>11</b>	<b>11</b>	<b>11</b>

# MAYOR

## DEPARTMENT OVERVIEW

The Mayor fulfills political, ceremonial, and community leadership functions on behalf of the City while serving as the Chairperson for both the City Council and the School Committee. Focused primarily on assisting residents, the Mayor's Office responds directly to members of the public seeking information or seeking to address concerns regarding municipal government and services. The Mayor's Office implements a variety of citywide events and celebrations, conducts public policy research, drafts policy priorities, and serves as the City liaison between federal and state agencies, as well as community groups and citizens. The Mayor also serves as the City's official receiver for visiting dignitaries.



**Administration (\$541,360):** The Mayor works in coordination with the Vice Mayor, City Council, and School Committee for training, professional development, and special events. The Mayor's Office strives to be responsive to the diverse range of requests it receives from the citizens of Cambridge, and to provide the highest caliber of constituent service.

**Ceremonial Functions (\$95,500):** The Mayor represents the City at ceremonial functions and hosts a variety of ceremonial and public events celebrating the diversity and rich heritage of Cambridge. The two largest events are for Cambridge seniors – one in conjunction with Harvard University in the summer and the other in conjunction with MIT in the spring.

**Community Leadership (\$5,560):** The Mayor promotes unity and forges new partnerships throughout the city. The Mayor may occasionally appoint special commissions or task forces to examine issues of concern to the citizenry. Community Leadership funds are used for printing, mailing, and other organizational or public information expenses.

**Governmental Relations (\$29,500):** The Mayor hosts numerous visiting dignitaries and officials interested in forging or growing partnerships with the City. The Mayor participates in various conferences, municipal policy boards, and educational boards to ensure active engagement in and awareness of current issues and trends facing municipalities.

## DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
INTERGOVERNMENTAL REVENUE	\$32,000	\$32,000	\$32,000
TAXES	\$557,680	\$554,635	\$639,920
<b>TOTAL BUDGETED REVENUE</b>	<b>\$589,680</b>	<b>\$586,635</b>	<b>\$671,920</b>
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$444,820	\$389,970	\$506,290
OTHER ORDINARY MAINTENANCE	\$104,335	\$136,130	\$136,130
TRAVEL & TRAINING	\$20,840	\$25,155	\$29,500
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$569,995</b>	<b>\$551,255</b>	<b>\$671,920</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>5</b>	<b>5</b>	<b>6</b>

# MAYOR - ADMINISTRATION

## MISSION & SERVICES

The Mayor's FY17 goals are as follows:

- Diversity, Inclusion, and Fairness:** The Mayor's Office will focus on making local government more diverse, more inclusive, and more responsive to all. The Mayor's Office will also hold periodic town hall style meetings to highlight areas of specific concern within the community.
- Community Engagement:** The Mayor's Office will work to facilitate long-term, sustainable relationships between City agencies and community-based organizations to improve the quality of life and the level of positive interaction between the community and City government.
- Enhance Cooperation with Schools, Businesses, and Universities:** The Mayor's Office will work to increase the collaborative relationship between the City, Cambridge Public Schools, businesses, and the nonprofit community as well as Harvard, MIT, and Lesley Universities.
- Raising Academic Achievement:** In collaboration with the Superintendent's Office, the Mayor's Office will support efforts to close the achievement gap, increase parental involvement and community engagement, improve early childhood education, promote the social and emotional wellbeing of students, and ensure that special education needs are being met.
- Enhance Collaboration among Nonprofit Organizations:** The Mayor's Office will continue to bring together nonprofit organizations throughout the city, along with other providers of social service programming, to coordinate the variety of interests represented by each unique group and foster partnerships that are mutually beneficial to their missions.
- Affordable Housing:** The Mayor's Office will continue working with the Community Development Department, City Council, City Administration, and housing providers to preserve and increase the stock of affordable housing in the city, and to increase Cambridge residents' access to this housing as much as possible.
- GLBT Commission Support:** The Mayor's Office will support the GLBT Commission's work to promote a safer and more inclusive community. The Mayor will seek to establish the City's first ever GLBT-friendly housing and will continue to hold the Annual PRIDE Brunch at City Hall. The Mayor will also continue Cambridge's deep tradition of advocating for equal rights.



Mayor E. Denise Simmons

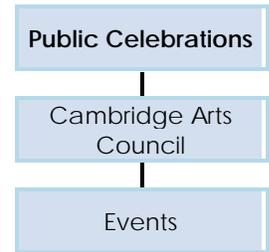
## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$444,820	\$389,970	\$506,290
OTHER ORDINARY MAINTENANCE	\$104,335	\$136,130	\$136,130
TRAVEL & TRAINING	\$20,840	\$25,155	\$29,500
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$569,995</b>	<b>\$551,255</b>	<b>\$671,920</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>5</b>	<b>5</b>	<b>6</b>

# PUBLIC CELEBRATIONS

## DEPARTMENT OVERVIEW

The Public Celebrations budget includes allocations for the Cambridge Arts Council, the Multicultural Arts Center, community events, holiday celebrations, and the biennial City Council Inaugural.



The Cambridge Arts Council (CAC) is a City agency that funds, promotes, and presents high-quality, community-based arts programming for the benefit of artists, residents, and visitors. Established in 1974, CAC is one of the oldest and most dynamic arts agencies in the country. The Arts Council operates with funding from local and state government, private foundations, corporate sponsors, and individual donors and delivers on its mission by fulfilling three primary roles:

1. *Connector*: Linking people and resources from across the artistic spectrum to spark innovative collaboration;
2. *Presenter*: Hosting exhibitions and educational programming in Gallery 344 and producing high-profile events such as the Cambridge River Festival, which attracts more than 250,000 audience members and visitors each year; and
3. *Funder*: Awarding dozens of financial grants annually through the Cambridge Arts Grant Program in support of high-quality, community-based art projects. In FY17, CAC will double the amount of funding awarded through this grant program from \$35,000 to \$70,000.

## DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
INTERGOVERNMENTAL REVENUE	\$28,900	\$30,820	\$31,300
LICENSES & PERMITS	\$10,455	\$10,800	\$10,800
TAXES	\$841,235	\$872,600	\$897,585
<b>TOTAL BUDGETED REVENUE</b>	<b>\$880,590</b>	<b>\$914,220</b>	<b>\$939,685</b>
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$506,505	\$509,470	\$515,710
OTHER ORDINARY MAINTENANCE	\$385,135	\$399,770	\$422,650
TRAVEL & TRAINING	\$500	\$1,325	\$1,325
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$892,140</b>	<b>\$910,565</b>	<b>\$939,685</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>4</b>	<b>4</b>	<b>4</b>

# PUBLIC CELEBRATIONS - CAMBRIDGE ARTS COUNCIL

## MISSION & SERVICES

Building on the pilot Cambridge Arts Challenge that took place in spring 2015, the Arts Council received a multi-year grant to formally develop that work further as a vehicle to engage a citywide cultural economic development initiative called Cambridge Arts: Creative Marketplace. The Creative Marketplace is comprised of a suite of programs that boost the visibility of the arts and drive local cultural economic activity. Programmatic areas include: *Community Supported Art*, a proven initiative modeled on the community supported agriculture delivery system that provides professional development, economic support, and audience development for local artists; a *Corporate Art Program* that builds partnership and provides exhibition opportunities between local artists and Cambridge-based business environments; and the *Cambridge Arts Challenge*, an audience development initiative that connects the local corporate community and employees in the city with the vibrant arts and culture sector, resulting in increased knowledge of and patronage for the arts.

## FY17 OBJECTIVES & PERFORMANCE MEASURES

1. **Promote arts in city neighborhoods by supporting artists, art events, and arts organizations through a Grant Program funded by the City and the Massachusetts Cultural Council.**
2. **Build community through art reflective of the city's diverse population while fostering participation of local artists, arts organizations, neighborhood groups, and businesses.**
3. **Commission and conserve public art that enhances the city's built environment and residents' quality of life, and makes the city an interesting and attractive destination for visitors.**
4. **Expand public involvement in and understanding of public art through a creative arts education and outreach program.**
5. **Continue to promote the arts in Cambridge through accessible exhibits in Gallery 344.**

OBJ.	PERFORMANCE MEASURES	FY15 ACTUAL	FY16 PROJECTED	FY17 TARGET
1	Number of grant awards	36	34	50
2	Estimated audience at events	185,450	188,225	200,000
2	Number of artists presented	425	475	475
2	Number of artists participating Cambridge Open Studios	142	150	160
3	Artworks in the City collection	206	211	215
3	Number of artworks receiving consistent maintenance	155	165	170
5	Number of participants attending gallery-related exhibitions and events	5,525	6,000	6,250

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$506,505	\$509,470	\$515,710
OTHER ORDINARY MAINTENANCE	\$83,325	\$71,650	\$106,900
TRAVEL & TRAINING	\$500	\$1,325	\$1,325
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$590,330</b>	<b>\$582,445</b>	<b>\$623,935</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>4</b>	<b>4</b>	<b>4</b>

# PUBLIC CELEBRATIONS - EVENTS

## MISSION & SERVICES

In addition to funding for the CAC, the Public Celebrations budget includes allocations for the Multicultural Arts Center (\$200,000), Community Events (\$60,000), and Holiday Celebrations (\$55,750).

Founded in 1978, the Multicultural Arts Center's mission is to present multicultural visual and performing arts programs to educate the community about diversity, and to make the Center's facility available to artists or groups that might not otherwise have access to a professionally equipped facility or the cultural mainstream.



Children enjoying Danehy Park Family Day festivities

The Community Events allocation in the Public Celebrations budget supports cultural, art, literary, and educational events in Cambridge, such as the annual Cambridge Science Festival.

The Holiday Celebrations allocation supports Halloween activities in public schools, the City's Independence Day celebration, Danehy Park Family Day, and the annual Dance Party.

The Public Celebrations budget also includes a biennial allocation for the City Council Inaugural. The next City Council inaugural celebration will take place in FY18.

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$0	\$0	\$0
OTHER ORDINARY MAINTENANCE	\$301,810	\$328,120	\$315,750
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$301,810</b>	<b>\$328,120</b>	<b>\$315,750</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>0</b>	<b>0</b>	<b>0</b>

# RESERVE

## DEPARTMENT OVERVIEW

State law allows each city to establish a fund "to provide for extraordinary or unforeseen expenditures." For FY17, the City has allocated \$40,000 for this purpose. Funds are transferred from the Reserve account to department cost centers.

### Reserve Transfers:

- FY2016: Glocal Challenge trip for one winning CRLS team to attend the Education First Global Student Leaders Summit in Iceland: \$25,000; Additional legal advertising costs in the Clerk's Office: \$12,500
- FY2015: World Cup gatherings at University Park on July 12 and 13, 2014: \$10,000; Net Zero Taskforce contract: \$22,000
- FY2014: BIO International Life Sciences Conference: \$13,000
- FY2013: *21 Days of Questions, 365 Days of Action* Domestic Violence Campaign: \$14,400
- FY2012: Veterans' Benefits: \$25,000

## DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
TAXES	\$37,500	\$37,500	\$40,000
<b>TOTAL BUDGETED REVENUE</b>	\$37,500	\$37,500	\$40,000
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$0	\$0	\$0
OTHER ORDINARY MAINTENANCE	\$0	\$0	\$40,000
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	\$0	\$0	\$40,000
<b>FULL-TIME BUDGETED EMPLOYEES</b>	0	0	0

# PUBLIC SAFETY

## FY17 OPERATING BUDGET - EXPENDITURES BY FUNCTION: \$574,562,125



### PUBLIC SAFETY

FINANCING PLAN BY SOURCE	FY15 ACTUAL	FY16 PROJECTED	FY17 PROPOSED
CHARGES FOR SERVICES	\$9,782,065	\$9,613,515	\$8,991,365
FINES & FORFEITS	\$8,853,855	\$9,166,480	\$9,129,340
INTERGOVERNMENTAL REVENUE	\$1,136,395	\$1,136,395	\$1,136,395
LICENSES & PERMITS	\$27,804,295	\$25,602,370	\$14,883,100
MISCELLANEOUS REVENUE	\$237,155	\$225,290	\$215,500
TAXES	\$87,967,060	\$88,977,095	\$88,773,170
<b>TOTAL BUDGETED REVENUE</b>	<b>\$135,780,825</b>	<b>\$134,721,145</b>	<b>\$123,128,870</b>
PROGRAM EXPENDITURES			
ANIMAL COMMISSION	\$321,800	\$333,160	\$338,775
ELECTRICAL	\$2,626,140	\$2,620,445	\$2,809,845
EMERGENCY COMMUNICATIONS	\$4,705,145	\$5,025,625	\$5,342,040
FIRE	\$44,878,820	\$46,045,580	\$46,094,005
INSPECTIONAL SERVICES	\$3,291,465	\$3,267,435	\$3,706,080
LICENSE COMMISSION	\$1,079,080	\$1,070,735	\$1,240,340
POLICE	\$49,498,830	\$50,411,235	\$51,145,765
POLICE REVIEW AND ADVISORY BOARD	\$75,250	\$20,645	\$3,700
TRAFFIC, PARKING & TRANSPORTATION	\$10,922,620	\$11,289,295	\$12,299,375
WEIGHTS & MEASURES	\$154,585	\$146,750	\$148,945
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$117,553,735</b>	<b>\$120,230,905</b>	<b>\$123,128,870</b>

# ANIMAL COMMISSION

## DEPARTMENT OVERVIEW

The Cambridge Animal Commission consists of three full-time Animal Control Officers. The Commission's mission is to provide responsive and efficient animal control services; protect the health, safety, and welfare of animals and people in Cambridge; and to promote responsible pet ownership through education and enforcement.



The Animal Commission coordinates closely with the Animal Control Officers Association of Massachusetts, the Massachusetts Society for the Prevention of Cruelty to Animals (MSPCA), and the Animal Rescue League in order to help advocate for better protection of animals in Cambridge and across the Commonwealth.

In October 2015, the City Council passed Ordinance 1373, which updated the City's Animal Control Regulations. Dog license fees increased from \$8 to \$10 for a spayed/neutered dog and from \$25 to \$30 for a dog that is not spayed/neutered. Other animal-related fines, including fines for unlicensed dogs and for not picking up dog waste, now range from \$25-\$100 per violation.

In FY16, the Animal Commission began accepting online credit and debit card payments for dog license applications, making it easier for residents to renew dog licenses each spring. In addition, three new shared use off-leash hours were established in Cambridge at Joan Lorentz Park (8:00-10:00am), Greene-Rose Heritage Park (6:00-9:00am), and Hoyt Field (6:00-9:00am). Shared use hours are times when dogs, with their owners, may be off-leash and are not necessarily separated from other uses and activities in the park. The Commission will continue to work with other City departments to address off-leash issues across Cambridge.

## DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
CHARGES FOR SERVICES	\$10,825	\$10,500	<b>\$10,500</b>
FINES & FORFEITS	\$1,890	\$1,800	<b>\$1,800</b>
LICENSES & PERMITS	\$26,470	\$25,000	<b>\$25,000</b>
TAXES	\$288,435	\$296,265	<b>\$301,475</b>
<b>TOTAL BUDGETED REVENUE</b>	<b>\$327,620</b>	<b>\$333,565</b>	<b>\$338,775</b>
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$307,575	\$314,705	<b>\$320,320</b>
OTHER ORDINARY MAINTENANCE	\$14,075	\$18,305	<b>\$18,305</b>
TRAVEL & TRAINING	\$150	\$150	<b>\$150</b>
EXTRAORDINARY EXPENDITURES	\$0	\$0	<b>\$0</b>
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$321,800</b>	<b>\$333,160</b>	<b>\$338,775</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>3</b>	<b>3</b>	<b>3</b>

# ANIMAL COMMISSION - ADMINISTRATION

## MISSION & SERVICES

The Animal Commission fulfills its mission by enforcing City and state animal control regulations, disseminating information about low or no-cost spay/neuter programs, rescuing injured or sick domestic pets and wildlife, and responding to animal-related nuisance calls. The Commission licenses all dogs in Cambridge, manages the City's pet adoption program, runs low-cost rabies vaccination clinics for dogs, and monitors dog parks and off-leash areas to ensure that dog owners act responsibly. Staff answer over 2,400 calls per year regarding animal-related information and services.

The Commission also manages the Helen K. Holland Trust Fund, which has provided emergency medical treatment to many stray animals in Cambridge, including Louie (pictured right) who was rescued on Inman Street.



Louie benefitted from the Holland Trust Fund and the City's adoption program

## FY17 OBJECTIVES & PERFORMANCE MEASURES

-  1. **Enforce the provisions of the Animal Control Ordinance.**
-  2. **Administer rabies vaccinations for Cambridge cats and dogs.**
-  3. **Continue to transport sick, injured, or surrendered animals to the MSPCA for rescue or humane euthanasia.**

OBJ.	PERFORMANCE MEASURES	FY15 ACTUAL	FY16 PROJECTED	FY17 TARGET
1	Number of dog licenses issued	3,245	3,300	3,500
1	Number of dogs picked up as strays or impounded	68	50	45
1	Number of dogs returned to owner	60	47	44
1	Number of dogs and cats adopted	25	20	20
2	Number of animals vaccinated	104	125	125
3	Number of animals (dogs, cats, raccoons, skunks, bats, squirrels, coyotes, turkeys, and exotic pets) transported	120	140	140

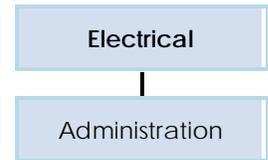
## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$307,575	\$314,705	\$320,320
OTHER ORDINARY MAINTENANCE	\$14,075	\$18,305	\$18,305
TRAVEL & TRAINING	\$150	\$150	\$150
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$321,800</b>	<b>\$333,160</b>	<b>\$338,775</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>3</b>	<b>3</b>	<b>3</b>

# ELECTRICAL

## DEPARTMENT OVERVIEW

The Electrical Department oversees street lighting and the City fire alarm system, which allows fire reporting directly from the public and from buildings where automated fire alarm systems signal directly to the Fire Department.



The Electrical Department also provides electrical maintenance and construction services to all municipal buildings and provides lighting in all parks and outdoor recreation areas.

In addition, the Department is charged with the installation and repair of communication systems such as departmental telephones, public emergency call boxes, pagers, fiber optic cable networks for data transmission between buildings, and cabling for local area networks within City buildings. The Department also oversees the installation of cables, conduits, and equipment by utilities and other contractors over and within public ways.

## DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
CHARGES FOR SERVICES	\$900,805	\$923,000	\$660,000
INTERGOVERNMENTAL REVENUE	\$207,865	\$207,865	\$207,865
LICENSES & PERMITS	\$22,935	\$22,935	\$22,935
MISCELLANEOUS REVENUE	\$25,490	\$20,000	\$20,000
TAXES	\$2,037,080	\$1,864,085	\$1,899,045
<b>TOTAL BUDGETED REVENUE</b>	<b>\$3,194,175</b>	<b>\$3,037,885</b>	<b>\$2,809,845</b>
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$1,442,735	\$1,582,815	\$1,748,215
OTHER ORDINARY MAINTENANCE	\$1,099,970	\$936,460	\$1,006,460
TRAVEL & TRAINING	\$58,515	\$31,170	\$5,170
EXTRAORDINARY EXPENDITURES	\$24,920	\$70,000	\$50,000
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$2,626,140</b>	<b>\$2,620,445</b>	<b>\$2,809,845</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>12</b>	<b>12</b>	<b>14</b>

# ELECTRICAL - ADMINISTRATION

## MISSION & SERVICES

The Electrical Department employs a dedicated group of licensed professionals that perform a wide variety of functions on a daily basis. The Department responds 24/7 to calls for service to maintain and repair the municipal fire alarm system, fiber optic network, and street lighting, as well as for municipal building emergencies and other related requests.

The Department continues to build and expand the municipal fiber optic network to keep up with the growing demand for a fast and reliable data network to service all City facilities.



Electrical staff install LED lights

## FY17 OBJECTIVES & PERFORMANCE MEASURES



1. Maintain the municipal fire alarm system.



2. Maintain street lighting and provide optimum lighting in neighborhoods and parks.

OBJ.	PERFORMANCE MEASURES	FY15 ACTUAL	FY16 PROJECTED	FY17 TARGET
1	Number of fire alarm street boxes	618	636	640
1	Number of fire alarm systems in municipal buildings	37	39	40
1	Percent of fire alarm system tests performed in City buildings	80%	50%	100%
1	Number of service calls for disconnection/reconnection of private buildings	12,362	13,900	14,000
1	Cost per test - street boxes	\$30.58	\$31.82	\$32.46
1	Cost per disconnect/reconnect - street boxes	\$30.58	\$31.82	\$32.46
2	Percent of defective street lights repaired within 72 hours	80%	80%	90%
2	Number of lights repaired	827	500	300
2	Number of decorative street lights and park lights converted to LED	0	561	931

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$1,442,735	\$1,582,815	\$1,748,215
OTHER ORDINARY MAINTENANCE	\$1,099,970	\$936,460	\$1,006,460
TRAVEL & TRAINING	\$58,515	\$31,170	\$5,170
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<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>12</b>	<b>12</b>	<b>14</b>

# EMERGENCY COMMUNICATIONS

## DEPARTMENT OVERVIEW

The mission of the Emergency Communications Department (ECD) is to serve and protect residents, visitors, and City workers while working collaboratively with our public safety partners. ECD strives to provide efficient and courteous service to all callers and radio users. ECD also provides high quality, responsive technical support to the many radio, computer, and special electronic systems used by the Police Department, Fire Department, and other City agencies.



ECD fulfills its mission by operating a state-of-the-art, combined Police, Fire, and EMS Emergency Communications Center (ECC), which receives 911 calls, City fire box activations, emergency calls, and alarms from a variety of other sources, and dispatches the appropriate responses to provide assistance.

In addition, the Center receives many non-emergency calls related to City services and manages a large volume of business calls directed to the Police and Fire Departments.

## DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
TAXES	\$4,631,960	\$5,077,255	\$5,342,040
<b>TOTAL BUDGETED REVENUE</b>	\$4,631,960	\$5,077,255	\$5,342,040
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$4,540,130	\$4,856,915	\$5,172,480
OTHER ORDINARY MAINTENANCE	\$147,630	\$149,710	\$149,710
TRAVEL & TRAINING	\$14,030	\$15,000	\$15,850
EXTRAORDINARY EXPENDITURES	\$3,355	\$4,000	\$4,000
<b>TOTAL BUDGETED EXPENDITURES</b>	\$4,705,145	\$5,025,625	\$5,342,040
<b>FULL-TIME BUDGETED EMPLOYEES</b>	38	41	42

# EMERGENCY COMMUNICATIONS - ADMINISTRATION

## MISSION & SERVICES

The ECC handles several categories of incidents, including: Crime and Directed Patrol calls (crime reports, minor criminal infractions, City violations, directed patrol assignments); Traffic/Motor Vehicle Related calls (motor vehicle stops by police, speeding, accidents, and traffic control matters); Assist Public calls (unwanted persons, noise, disturbance, 911 hang-ups, checks of persons and property, and requests for routine Police and Fire assistance); Administrative calls (summonses, notifications, station assignments, and service of court documents); Fire Operations calls (fires, hazmat incidents, private alarm and City firebox activations, and miscellaneous fire apparatus assignments); and Medical calls.

## FY17 OBJECTIVES & PERFORMANCE MEASURES

-  1. Efficiently process emergency calls and manage dispatch of emergency units.
-  2. Improve the skills of ECC dispatchers.
-  3. Improve handling of non-911 and non-emergency calls for assistance, including taking certain routine reports over the telephone (Teleserve).
-  4. Improve the use of ECC technology.
-  5. Improve handling of high priority EMS and In-Progress emergency calls.

OBJ.	PERFORMANCE MEASURES	FY15 ACTUAL	FY16 PROJECTED	FY17 TARGET
1	911 call pickups (land lines)	18,076	17,000	20,000
1	911 call pickups (cell phones)	17,145	20,000	30,000
1	Percent of 911 calls answered within 20 seconds	98%	99%	100%
2	Percent of dispatchers and supervisors fully cross-certified	30%	36%	40%
3	Non-emergency calls processed	160,000	162,000	170,000
3	Teleserve reports processed by ECC staff	42	20	40
4	Emergency notifications to citizens through CodeRed system	200,000	92,000	150,000
4	Computer Aided Dispatch Tweets to citizens about public safety incidents	993	1,900	2,000
5	Percent of EMS and Police In-Progress calls handled by protocol	90%	95%	98%

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$4,540,130	\$4,856,915	\$5,172,480
OTHER ORDINARY MAINTENANCE	\$147,630	\$149,710	\$149,710
TRAVEL & TRAINING	\$14,030	\$15,000	\$15,850
EXTRAORDINARY EXPENDITURES	\$3,355	\$4,000	\$4,000
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$4,705,145</b>	<b>\$5,025,625</b>	<b>\$5,342,040</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>38</b>	<b>41</b>	<b>42</b>

# FIRE

## DEPARTMENT OVERVIEW

The mission of the Cambridge Fire Department (CFD) is to protect the lives and property of Cambridge residents from fires, natural and man-made disasters, and hazardous materials (hazmat) incidents; to save lives by providing emergency medical services; to prevent fires through prevention and education programs; and to provide homeland defense against terrorist attacks. To fulfill all of these responsibilities safely and efficiently, CFD staff continually train, develop skills, and prepare for aggressive action when needed to protect the city.

The Department is a member of Metrofire, the Boston area fire mutual aid network that consists of Massport and 36 cities and towns. The Department is also a member of the Metro Boston Homeland Security Region, also known as the Boston Urban Area Security Initiative (UASI) region. This homeland security program focuses on enhancing regional preparedness to build and sustain region-wide enhanced capabilities.

The CFD is nationally rated as a Class 1 Fire Department, a distinction offered to only 62 of the 37,000 fire departments across the country. CFD is staffed by 276 sworn members and 9 civilian members under command of the Chief Engineer. Operating with a total teamwork concept and within the National Incident Management System, the Department consists of two Line Divisions and four Staff Divisions. Line Companies – including Engines, Ladders, Squads, Rescue, and Division Chiefs – operate from eight fire houses strategically located throughout the city. Several Staff Divisions, including Emergency Preparedness and Coordination, Fire Prevention, Fire Suppression, Technical Services, and Training, support the men and women working on the street.



## DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
CHARGES FOR SERVICES	\$995,110	\$959,900	\$925,750
FINES & FORFEITS	\$18,425	\$5,500	\$4,000
LICENSES & PERMITS	\$153,100	\$140,000	\$105,000
MISCELLANEOUS REVENUE	\$33,140	\$21,790	\$12,000
TAXES	\$43,649,785	\$43,979,145	\$45,047,255
<b>TOTAL BUDGETED REVENUE</b>	<b>\$44,849,560</b>	<b>\$45,106,335</b>	<b>\$46,094,005</b>
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$42,646,160	\$43,133,805	\$44,008,905
OTHER ORDINARY MAINTENANCE	\$1,309,715	\$2,212,275	\$1,385,600
TRAVEL & TRAINING	\$813,065	\$589,500	\$589,500
EXTRAORDINARY EXPENDITURES	\$109,880	\$110,000	\$110,000
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$44,878,820</b>	<b>\$46,045,580</b>	<b>\$46,094,005</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>285</b>	<b>285</b>	<b>285</b>

# FIRE - HEADQUARTERS & FIRE STATIONS

## MISSION & SERVICES

The CFD is charged with protecting one of the most densely-populated cities in the country. Cambridge has eight fire stations strategically located throughout the city, housing eight engines, four ladder trucks, two squads, and one rescue unit as well as numerous specialty vehicles, apparatus, and equipment. The Fire budget is divided among the eight stations as follows:

- Headquarters (491 Broadway): \$18,433,100
- East Cambridge: \$4,661,435
- Inman Square: \$2,936,590
- Lafayette Square: \$6,365,700
- Lexington Avenue: \$2,252,745
- Porter Square: \$4,118,875
- River Street: \$2,415,405
- Taylor Square/Sherman: \$4,910,155



Cambridge firefighters take a break after responding to a four-alarm fire

The Fire Department is functionally organized by five divisions detailed on the following pages.

## FY17 OBJECTIVES & PERFORMANCE MEASURES



1. **Improve services provided by the Fire Department while enhancing firefighter safety and improving employee wellness.**



2. **Enhance coordination among the Cambridge Fire Department and surrounding organizations to improve public service delivery.**



3. **Reduce the number of human fatalities and injuries and the amount of property damage through proactive services.**

OBJ.	PERFORMANCE MEASURES	FY15 ACTUAL	FY16 PROJECTED	FY17 TARGET
1	Fire personnel injuries with time lost per 1,000 incidents	2	2	2
3	Total arson incidents per 10,000 population	4	3	3

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$42,646,160	\$43,133,805	\$44,008,905
OTHER ORDINARY MAINTENANCE	\$1,309,715	\$2,212,275	\$1,385,600
TRAVEL & TRAINING	\$813,065	\$589,500	\$589,500
EXTRAORDINARY EXPENDITURES	\$109,880	\$110,000	\$110,000
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$44,878,820</b>	<b>\$46,045,580</b>	<b>\$46,094,005</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>285</b>	<b>285</b>	<b>285</b>

# FIRE - EMERGENCY PREPAREDNESS AND COORDINATION (EPAC)

## MISSION & SERVICES

The EPAC Office works closely with the Police and Public Health Departments and performs many functions integral to the successful emergency planning and response objectives of the City. The ongoing training and preparation exercises that occur across various disciplines within the City enhance overall capacity to plan for, respond to, and effectively manage emergency incidents.

The EPAC Office oversees the Cambridge Local Emergency Planning Committee; coordinates the interagency planning and response to hazmat incidents, terrorism attacks, and pre-planned special events; conducts compliance inspections of laboratory/research facilities in the city; and investigates all hazmat releases in Cambridge. EPAC staff also oversee the Student Awareness of Fire Education program and serve as safety officers during Public Works' Household Hazardous Waste Collection Days.



Community outreach coordinated by EPAC includes community events where CFD firefighters educate the public about fire prevention and safety

## FY17 OBJECTIVES & PERFORMANCE MEASURES

-  1. Conduct hazmat 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.
-  2. Conduct fire safety programs for schools, industry, the elderly, and as requested.
-  3. Continue planning for the disaster-related needs of special needs facilities by arranging a site visit by Emergency Management staff to each special needs facility in Cambridge, including schools, daycare centers, and health care facilities.

OBJ.	PERFORMANCE MEASURES	FY15 ACTUAL	FY16 PROJECTED	FY17 TARGET
1	Number of personnel trained	248	260	245
1	Number of hazmat exercises held	11	11	10
3	Number of site visits	8	10	10

# FIRE - FIRE PREVENTION

## MISSION & SERVICES

The primary objective of the Fire Prevention Division is to reduce the risk of fires and safeguard the lives, welfare, and economy of the community. The Fire Prevention Division enforces fire laws, regulations, and building codes; provides fire safety education to the public; and investigates fires. Two major functions of the Division include the review of engineered building plans for all life safety systems and the inspection and testing of fire alarms, sprinklers, and suppression systems.

The Prevention Division administers the inspection program for public and private schools, hospitals, hotels, clinics, daycare centers, theaters, and nursing homes. It also administers the smoke detector/carbon monoxide inspection program, performs state-mandated inspections of fuel storage tanks, and inspects restaurants and nightclubs as part of the City Manager’s License Task Force.



The Fire Department strongly urges residents to clear snow from hydrants after each snowfall

## FY17 OBJECTIVES & PERFORMANCE MEASURES

-  1. **Perform fire prevention inspections in all neighborhoods of the city.**
-  2. **Issue assorted permits. Convert Fire permits to the online EnerGov system.**
-  3. **Conduct Fire Protection Plan reviews and assessments.**

OBJ.	PERFORMANCE MEASURES	FY15 ACTUAL	FY16 PROJECTED	FY17 TARGET
1	Number of state-mandated inspections of facilities including hospitals, schools, nursing homes, and theaters	1,088	1,088	1,088
1	License Commission compliance inspections	310	310	310
1	License Commission Task Force inspections	98	100	100
1	Complaint investigations	123	120	120
1	Residential smoke detector compliance inspections	1,057	1,100	1,100
2	Percent of CFD permits converted to the EnerGov system	n/a	20%	100%
3	Major projects and developments	27	25	27
3	Renovations and improvements	321	315	315

# FIRE - FIRE SUPPRESSION

## MISSION & SERVICES

The Fire Suppression Division provides first-line defense against hostile fires, including the protection of life, property, and the environment. Modern fire suppression duties include prevention of fires, provision of pre-hospital emergency medical care at the advanced life support level, and mitigation of incidents involving hazmat releases. The Division also rescues people trapped in or by collapsed buildings, elevators, machinery, motor vehicles, or ice and water accidents. The Division regularly provides resources when requests for mutual aid are received from other municipalities.



Firefighters in action

Throughout the year, firefighters continually participate in an aggressive regimen of training in all facets of their job. Suppression Division members perform fire prevention and safety field inspections and smoke and carbon monoxide detector installation compliance inspections. They take part in neighborhood walks, give fire station tours to school and community groups, participate in community events, and provide for maintenance and care of fire houses. Regularly scheduled programs of hydrant inspection and testing, water flow testing, hose testing, and equipment testing and maintenance are performed by Suppression units. During winter months, local fire companies clear snow and ice from hydrants in their respective neighborhoods.

## FY17 OBJECTIVES & PERFORMANCE MEASURES

-  1. Deploy fire suppression resources to contain and extinguish fires in order to minimize injuries and property loss consistent with ISO standards. Continue to achieve a 4-minute response time for the first arriving Fire Department unit 95% of the time, and an 8-minute response for the entire first alarm assignment 90% of the time. The objective is to contain and extinguish fires, keeping injuries and property loss to a minimum.
-  2. Deliver emergency medical services in a professional and timely manner.
-  3. Maintain equipment in a state of readiness to handle emergency operations.

OBJ.	PERFORMANCE MEASURES	FY15 ACTUAL	FY16 PROJECTED	FY17 TARGET
1	First response to fire emergency within 4-8 minutes	95%	95%	95%
2	Respond to EMS requests within 4-6 minutes	95%	95%	95%
3	Number of active hydrants tested	1,725	1,725	1,725
3	Percent of active hydrants tested annually	100%	100%	100%
3	Feet of fire hose tested (31,000 = 100%)	31,000	31,000	31,000
3	Number of annual service tests on pumping engines	10	10	10

# FIRE - TECHNICAL SERVICES

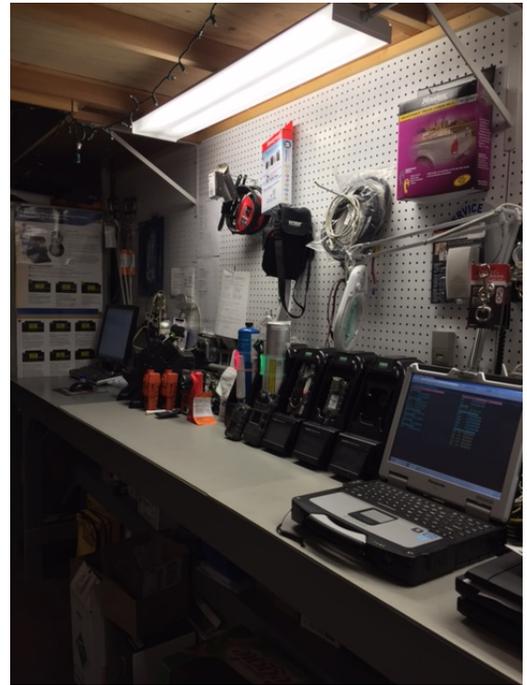
## MISSION & SERVICES

The Technical Services Division (TSD) is responsible for the purchase and maintenance of all equipment required to provide Fire Department services to the City and citizens of Cambridge. TSD supplies eight firehouses and is responsible for the upkeep of these buildings. TSD also maintains and calibrates the sophisticated sampling devices and meters used to detect substances from carbon monoxide and natural gas to liquid, gaseous, and particulate weapons of mass destruction.

TSD provides IT support to the Fire Department's members and is part of a Public Safety IT Team, which manages all of the computers, servers, and other IT equipment for Cambridge Public Safety. Project management and maintenance of the City 800 MHz radio system is also assigned to the Technical Services Division.

In addition, a two-person Motor Squad falls under the command of the Technical Services Division. This squad performs high quality repair of fire apparatus and other specialty apparatus in a timely fashion.

The Administrative Services Division manages payroll, billing, workers compensation, various administrative, and personnel support functions. It also plays a key supporting role in the administration of the CFD's annual budget.



This photo shows the TSD bench and calibration station where CFD's combustible gas meters are maintained and repaired

## FY17 OBJECTIVES & PERFORMANCE MEASURES



1. **Maintain equipment and vehicles to be safe and dependable.**



2. **Implement cost effective and energy efficient repairs to all firehouses.**

# FIRE - TRAINING DIVISION

## MISSION & SERVICES

Developing and implementing a relevant training program for a 285-member urban firefighting department in a vibrant and constantly evolving city can be challenging, but the CFD Training Division strives to reach the highest standards possible. This year, the Training Division will deliver training related to emergency medical services at the basic and paramedic levels, hybrid car and alternative fuel emergencies, solar panel safety response, and electrical hazards. The CFD Training Division will also conduct specialized response training for hazmat incidents; chemical, biological, radiological, and explosive threat responses; high angle situations; construction-related issues; and confined space rescue incidents.



High angle rescue training

The Training Division also delivers classes based on the typical hazards encountered by firefighters in our city. Reviewing the nature, severity, and frequency of past calls received by the Department provides insight into which training/classes would benefit our members. Collaboration with other City departments, educational institutions, and private sector businesses has led to excellent training opportunities.

Furthermore, the CFD Training Division requires all Company Officers to conduct a training session every 12-hour shift. These sessions often focus on hazards associated with certain response districts and involve extensive drills with fire apparatus and fire equipment. The CFD is also incorporating online training.

Training must emphasize coordinated teamwork to allow our Department to achieve proficiency beyond our individual capabilities. The Training Division, with assistance from Fire Administration and input from line members, strives to deliver a robust and pertinent curriculum.

## FY17 OBJECTIVES & PERFORMANCE MEASURES



1. Promote firefighter safety by conducting training courses and issuing periodic training bulletins.

OBJ.	PERFORMANCE MEASURES	FY15 ACTUAL	FY16 PROJECTED	FY17 TARGET
1	Cumulative number of training hours	56,380	60,000	66,000
1	Number of training hours per uniformed personnel	216	230	253
1	Number of training bulletins issued	15	25	25

# INSPECTIONAL SERVICES

## DEPARTMENT OVERVIEW

The Inspectional Services Department (ISD) is responsible for the enforcement of all laws and related City Ordinances that pertain to the International Building Code and International Residential Code.

ISD's responsibilities also encompass the State Plumbing, Gas, Electrical, and Mechanical Codes; the Massachusetts Access Board Regulations (521 CMR); and the provisions of the State Sanitary Code that address the inspection of food handling establishments, housing, lead paint and asbestos testing and removal, daycares, and swimming pools.

ISD administrative staff support the Board of Zoning Appeal and oversee the emergency demolition and boarding up of dangerous buildings.



## DEPARTMENT FINANCIAL OVERVIEW

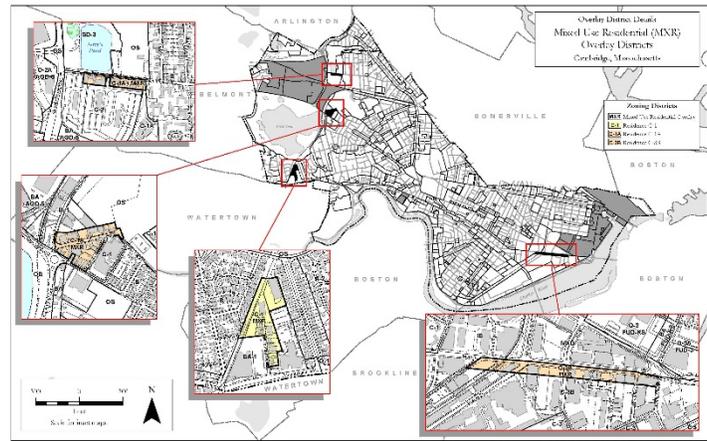
FINANCING PLAN BY SOURCE	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
CHARGES FOR SERVICES	\$189,525	\$103,500	<b>\$123,500</b>
LICENSES & PERMITS	\$24,537,745	\$22,429,700	<b>\$11,776,700</b>
MISCELLANEOUS REVENUE	\$103,600	\$103,500	<b>\$103,500</b>
TAXES	(\$5,153,165)	(\$6,218,250)	<b>(\$8,297,620)</b>
<b>TOTAL BUDGETED REVENUE</b>	<b>\$19,677,705</b>	<b>\$16,418,450</b>	<b>\$3,706,080</b>
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$3,187,610	\$3,165,385	<b>\$3,544,975</b>
OTHER ORDINARY MAINTENANCE	\$98,420	\$96,150	<b>\$140,680</b>
TRAVEL & TRAINING	\$5,435	\$5,900	<b>\$10,425</b>
EXTRAORDINARY EXPENDITURES	\$0	\$0	<b>\$10,000</b>
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$3,291,465</b>	<b>\$3,267,435</b>	<b>\$3,706,080</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>27</b>	<b>27</b>	<b>28</b>

# INSPECTIONAL SERVICES - BOARD OF ZONING APPEAL

## MISSION & SERVICES

ISD's Zoning Division supports the Board of Zoning Appeal (BZA) and provides services to the public. The Division also oversees the emergency demolition and boarding up of dangerous buildings.

The Cambridge Zoning Ordinance regulates the development and use of real property in the city and is controlled by MGL 40A. Building permit applications are reviewed for compliance with the Ordinance prior to the issuance of a building permit. Some uses and/or developments of real property may require relief from the BZA.



This map shows Cambridge's Mixed-Use Residential Overlay Districts, which allow limited non-residential use in otherwise residentially zoned districts

The BZA hears requests for Variances, Special Permits, Comprehensive Permits, and Appeals. A Variance is required if the proposed use or development is prohibited by the Ordinance. A Special Permit is required where the proposed use or development is identified by the Ordinance as requiring one. A Comprehensive Permit is required for certain subsidized housing projects. The BZA also hears appeals of Zoning Determinations made by ISD.

## FY17 OBJECTIVES & PERFORMANCE MEASURES



1. Conduct zoning meetings and process all applications for zoning relief in an efficient manner in accordance with applicable state laws.

OBJ.	PERFORMANCE MEASURES	FY15 ACTUAL	FY16 PROJECTED	FY17 TARGET
1	Number of BZA applications	160	140	140

## DIVISION FINANCIAL OVERVIEW

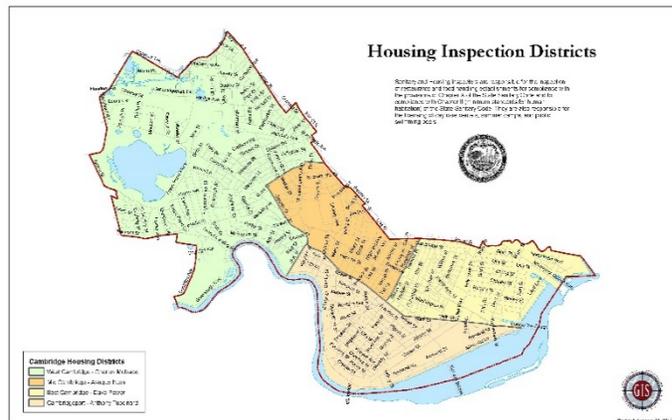
EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$197,305	\$208,705	\$215,700
OTHER ORDINARY MAINTENANCE	\$52,000	\$48,000	\$56,500
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$249,305</b>	<b>\$256,705</b>	<b>\$272,200</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>2</b>	<b>2</b>	<b>2</b>

# INSPECTIONAL SERVICES - INSPECTION & ENFORCEMENT

## MISSION & SERVICES

The Inspection & Enforcement Division performs inspections related to building, electrical, plumbing, gas, sheet metal, mechanical, and other permits.

The Division's sanitary and housing inspectors enforce the State Sanitary Code. Sanitary inspectors are responsible for inspection of restaurants, food trucks, and retail establishments that have food handler permits. Housing inspectors inspect residential rental properties.



ISD's Housing Division consists of four housing inspectors who are each assigned to a specific area in the city as shown above

## FY17 OBJECTIVES & PERFORMANCE MEASURES

-  1. **Process building permit applications, improve community access to permit information online, and conduct required inspections in a timely and efficient manner.**
-  2. **Enhance and protect public health and safety by conducting inspections of food handling establishments in accordance with the state's minimum requirement of two compliance inspections per year and by improving community access to inspection reports.**
-  3. **Process and respond to citizen housing conditions and related complaints in a timely and professional manner.**

OBJ.	PERFORMANCE MEASURES	FY15 ACTUAL	FY16 PROJECTED	FY17 TARGET
1	Number of compliance inspections (buildings)	6,382	5,000	5,000
2	Number of compliance inspections and re-inspections	1,999	2,400	2,400
3	Number of inspections (housing complaints)	4,087	4,000	4,000
3	Number of licensed dumpster inspections completed	633	800	800

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$2,990,305	\$2,956,680	\$3,329,275
OTHER ORDINARY MAINTENANCE	\$46,420	\$48,150	\$84,180
TRAVEL & TRAINING	\$5,435	\$5,900	\$10,425
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$10,000
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$3,042,160</b>	<b>\$3,010,730</b>	<b>\$3,433,880</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>25</b>	<b>25</b>	<b>26</b>

# LICENSE COMMISSION

## DEPARTMENT OVERVIEW

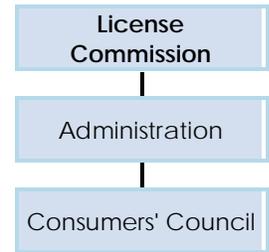
The License Commission is responsible for licensing and regulating alcohol sales, restaurants, entertainment, taxicabs, livery services, lodging houses, dormitories, hotels, food trucks, garages, open air parking lots, flammable storage facilities, and other businesses to ensure public safety.

Office staff handle the processing of license applications, annual renewals, hundreds of one-day special licenses, and policy and disciplinary matters for the three-person License Board.

Alcohol investigations, site visits of special events, noise investigations, roof top mechanicals, and Alcohol Task Force Inspections are primary duties of the Civil Investigation staff. The Hackney Division works with the taxi industry and the general public to ensure fair market practices and safety for those who travel in Cambridge-licensed taxicabs.

Office staff also provide administrative support for the City's Pole and Conduit Commission, which regulates the installation and maintenance of electrical poles and underground conduits in Cambridge. During FY17, the License Commission will continue to update and streamline departmental processes, procedures, and forms.

In addition, the Consumers' Council provides assistance to Cambridge consumers as well as those in surrounding areas who are in dispute with local businesses, frequently providing a resolution without the need to go to small claims court.



## DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
CHARGES FOR SERVICES	\$24,360	\$15,500	\$24,500
FINES & FORFEITS	\$3,235	\$6,000	\$6,000
INTERGOVERNMENTAL REVENUE	\$54,000	\$54,000	\$54,000
LICENSES & PERMITS	\$2,334,585	\$2,206,370	\$2,225,200
TAXES	(\$1,179,955)	(\$1,101,555)	(\$1,069,360)
<b>TOTAL BUDGETED REVENUE</b>	<b>\$1,236,225</b>	<b>\$1,180,315</b>	<b>\$1,240,340</b>
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$1,013,120	\$1,010,080	\$1,154,030
OTHER ORDINARY MAINTENANCE	\$63,610	\$58,055	\$78,955
TRAVEL & TRAINING	\$2,350	\$2,600	\$7,355
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$1,079,080</b>	<b>\$1,070,735</b>	<b>\$1,240,340</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>9</b>	<b>10</b>	<b>10</b>

# LICENSE COMMISSION - ADMINISTRATION

## MISSION & SERVICES

The License Commission’s mission is to regulate businesses whose operations could adversely impact the safety of the Cambridge community. The three-person License Board was created under the Special Acts of 1922 and has been actively protecting the residents and visitors of Cambridge for over 90 years. Its unique structure includes the head of both the Police and Fire Departments as voting members, which provides the Board with swift access to reports of unsafe conditions in licensed establishments by hundreds of CPD and CFD first responders. The Board meets at least twice monthly to review applications, policy, rules and regulations, disciplinary matters, and requests related to licensed premises.

Office staff responsibilities include processing applications and renewals for annual licenses, special one-day licenses, and hackney licenses. Staff also answer questions and provide assistance to the many applicants who seek guidance prior to submitting license applications for consideration by the Board. Civil investigators spend much of their time in the field performing site visits at alcohol establishments and performing noise readings in response to complaints of Noise Ordinance violations. The Hackney Division is charged with oversight of the 257 licensed Cambridge taxicabs, as well as the licensed livery vehicles in Cambridge and out-of-town taxicabs illegally picking up customers in the city.

## FY17 OBJECTIVES & PERFORMANCE MEASURES

-  1. **Inspect all alcohol licenses in a proactive effort to reduce underage drinking in Cambridge and diminish any violation of local rules and regulations.**
2. **Investigate all violations of out-of-town taxicab pickups.**
-  3. **Continue to work with Inspectional Services and the Fire Department to streamline the renewal process for liquor licenses to provide a faster and more efficient method of renewal.**
-  4. **Continue to work with the Cambridge Licensee Advisory Board and partner with CPD and the Cambridge Prevention Coalition to educate alcohol licensees on safe alcohol operations and underage drinking.**
-  5. **Issue one-day licenses for special events throughout the city.**

OBJ.	PERFORMANCE MEASURES	FY15 ACTUAL	FY16 PROJECTED	FY17 TARGET
2	Number of illegal out-of-town taxicabs found in violation within the city	43	50	50
5	Number of one-day licenses issued for special events	671	700	700

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$834,125	\$838,730	\$965,595
OTHER ORDINARY MAINTENANCE	\$63,565	\$57,955	\$77,955
TRAVEL & TRAINING	\$850	\$1,100	\$5,855
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$898,540</b>	<b>\$897,785</b>	<b>\$1,049,405</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>7</b>	<b>8</b>	<b>8</b>

# LICENSE COMMISSION - CONSUMERS' COUNCIL

## MISSION & SERVICES

The Consumers' Council works in cooperation with the state Attorney General's Office to mediate individual consumer/business disputes for Cambridge, Somerville, and other local municipalities, thereby eliminating the need for either party to go to court to resolve the conflict.

By analyzing the hundreds of individual complaints filed each year, the Council remains an informed voice offering suggestions for new or amended legislation that would provide better consumer protection for local residents.



Department staff review a complaint

## FY17 OBJECTIVES & PERFORMANCE MEASURES

1. Sponsor consumer education events and activities to empower Cambridge consumers to be smart consumers and problem solvers through learned self-help strategies and information about their consumer rights. Where possible, structure educational activities for the elderly.
2. Partner with other City departments, state agencies, or consumer organizations to either provide individual consumer assistance or take action on behalf of groups of consumers or all consumers in general.

OBJ.	PERFORMANCE MEASURES	FY15 ACTUAL	FY16 PROJECTED	FY17 TARGET
1	Educational workshops or public forums held in Cambridge	10	10	10
1	Articles, brochures/newsletter publications, distribution efforts, and significant website additions	4	7	7
2	State-level activities on behalf of consumers	8	8	8
2	National consumer partnership efforts	9	10	10

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$178,995	\$171,350	\$188,435
OTHER ORDINARY MAINTENANCE	\$45	\$100	\$1,000
TRAVEL & TRAINING	\$1,500	\$1,500	\$1,500
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$180,540</b>	<b>\$172,950</b>	<b>\$190,935</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>2</b>	<b>2</b>	<b>2</b>

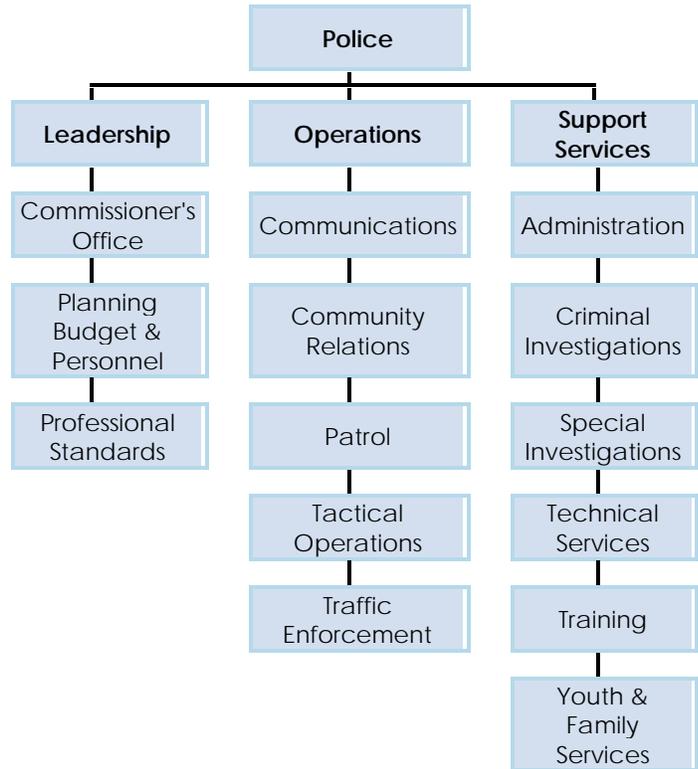
# POLICE

## DEPARTMENT OVERVIEW

The Cambridge Police Department (CPD) is committed to providing Cambridge residents and visitors with the highest level of professional law enforcement services while respecting the constitutional rights of all. The strength of the organization lies in its philosophy and method of operation, which combines the effectiveness of community policing and problem-oriented policing.

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

Developing partnerships with the community and with City agencies further enhances public safety and builds a stronger, safer community. The Department's core values are: integrity, professionalism, fairness and impartiality, teamwork, efficiency, advocacy, and empathy. For a detailed explanation of these core values, please visit the CPD's website at [www.cambridgema.gov/cpd](http://www.cambridgema.gov/cpd).



## DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
CHARGES FOR SERVICES	\$1,577,085	\$1,551,355	\$1,546,355
FINES & FORFEITS	\$3,084,375	\$3,119,425	\$3,122,425
INTERGOVERNMENTAL REVENUE	\$856,605	\$856,605	\$856,605
LICENSES & PERMITS	\$126,015	\$125,865	\$125,765
MISCELLANEOUS REVENUE	\$44,925	\$40,000	\$40,000
TAXES	\$43,531,175	\$44,913,765	\$45,454,615
<b>TOTAL BUDGETED REVENUE</b>	<b>\$49,220,180</b>	<b>\$50,607,015</b>	<b>\$51,145,765</b>
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$46,551,545	\$47,455,980	\$48,039,315
OTHER ORDINARY MAINTENANCE	\$2,175,860	\$2,130,850	\$2,202,150
TRAVEL & TRAINING	\$352,985	\$271,700	\$337,200
EXTRAORDINARY EXPENDITURES	\$418,440	\$552,705	\$567,100
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$49,498,830</b>	<b>\$50,411,235</b>	<b>\$51,145,765</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>317</b>	<b>318</b>	<b>319</b>

# POLICE - COMMISSIONER'S OFFICE

## MISSION & SERVICES

The Office of the Commissioner is responsible for the effective operation of the Police Department and planning for the future. The Office of the Commissioner oversees the Professional Standards Unit; the Office of Planning, Budget & Personnel; the CPD Public Information Office; and the Auxiliary Police, which consists of nearly 40 volunteers who assist CPD with crowd control at parades, festivals, road races, and other city events.



Commissioner Robert C. Haas

Under the leadership of the Commissioner, CPD aims to be as transparent as possible with the community and has greatly improved its ability to do so through the Public Information Office and the use of social media. With the introduction of technology tools such as Citizen Observer, the City's Open Data Portal, BridgeStat, Nextdoor, the MyPD smartphone app, and online access to the daily public log, community leaders, residents, and law enforcement agencies can exchange information regarding problems, often in real time, to ensure neighborhood integrity.

## FY17 OBJECTIVES & PERFORMANCE MEASURES

- 

 1. **Enhance access to information for residents on neighborhood crime prevention methods. Improve communication between the community and the Police Department to exchange information more effectively.**
- 

 2. **Identify deficiencies in policies and procedures, as well as training needs. Continuously work to improve the trust and confidence between the Police and the community to foster a strong relationship.**
- 
 3. **Continue to improve relationships with Cambridge residents, businesses, and universities through outreach and collaborations.**

OBJ.	PERFORMANCE MEASURES	FY15 ACTUAL	FY16 PROJECTED	FY17 TARGET
2	Percent of respondents who positively rated the professionalism of officers' conduct	100%	98%	100%
2	Percent of respondents who positively rated the overall CPD response	93%	81%	100%
2	Percent of incidents where a person was taken into custody and force was used	3%	6%	3%

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$509,550	\$562,395	\$535,480
OTHER ORDINARY MAINTENANCE	\$92,905	\$72,000	\$72,500
TRAVEL & TRAINING	\$307,925	\$231,700	\$271,200
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$910,380</b>	<b>\$866,095</b>	<b>\$879,180</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>3</b>	<b>3</b>	<b>3</b>

# POLICE - PLANNING, BUDGET & PERSONNEL

## MISSION & SERVICES

The primary functions of the Office of Planning, Budget & Personnel are to support the Commissioner through maintaining sound hiring practices, preparing the budget, providing strategies for project management of Department initiatives, and reinforcing the Department's system of accountability.

The Office continues to recruit police officer candidates through community engagement, internships, high school work-study programs, and other agencies supporting employment.

In addition, the Office works with the Professional Standards Unit on coordination of the background process for hiring new police officers. A major goal for the next few years is completion of a refocused strategic plan, which will ultimately improve the quality of service to citizens, position the Department to achieve long-term goals, and improve quality of life for the residents of Cambridge.



Mayor Simmons, City Manager Rossi, family, friends, guests, and colleagues were present for Officer Joseph G. Murphy's swearing in as Sergeant

## FY17 OBJECTIVES & PERFORMANCE MEASURES



1. Work over the next few years on completing a refocused strategic plan that will improve the quality of service to citizens, enhance relationships with the community, position the Department to achieve long-term goals, enhance collaboration efforts, improve the quality of life for residents, and create a productive and supportive working environment.

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$638,555	\$674,710	\$725,020
OTHER ORDINARY MAINTENANCE	\$77,505	\$80,700	\$81,550
TRAVEL & TRAINING	\$44,810	\$40,000	\$45,000
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$760,870</b>	<b>\$795,410</b>	<b>\$851,570</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>6</b>	<b>6</b>	<b>6</b>

# POLICE - PROFESSIONAL STANDARDS

## MISSION & SERVICES

As the Police Department strives to improve transparency, the Professional Standards Unit conducts audits and inspections of its procedures, monitors compliance with Department policies and requirements, and assesses the quality of services provided by CPD. The Unit also receives, processes, and investigates citizen complaints about police officer conduct and staff investigations. To ensure the public’s trust and to maintain the Department’s integrity, the Unit conducts immediate and objective investigations of all complaints.



CPD officers

Another key function of the Professional Standards Unit involves facilitating proactive communication regarding police officer performance through mediation. An “Early Intervention System” is utilized to identify officers who have had a certain number of complaints lodged over a particular timeframe, to help those officers by providing retraining and/or counseling, and to identify any departmental policies in need of review. The Professional Standards Unit is also responsible for conducting all public safety background investigations for the City.

The City also has an independent Police Review and Advisory Board that investigates complaints, reviews policies, and makes recommendations to the Police Commissioner.

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$637,720	\$746,530	\$786,830
OTHER ORDINARY MAINTENANCE	\$505	\$23,000	\$5,000
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$638,225</b>	<b>\$769,530</b>	<b>\$791,830</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>4</b>	<b>3</b>	<b>4</b>

# POLICE - COMMUNICATIONS

## MISSION & SERVICES

The Police Department relies on Communications to support its daily operations. Sworn personnel utilize radio systems to communicate with our public safety partner, the Emergency Communications Department, for all Police responses as well as with other agencies to coordinate services.

The Emergency Communications Center utilizes radio systems to dispatch all priority and non-priority calls to officers in the field as well as to support officers in need of services. In addition, Police Department personnel rely on mobile communication devices for operating mobile data terminals, tablets, and other technology to support employees in the performance of their duties.



The 2015 class from the Cambridge Police Department

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$0	\$0	\$0
OTHER ORDINARY MAINTENANCE	\$165,060	\$172,100	\$173,500
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$15,700	\$21,600	\$21,600
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$180,760</b>	<b>\$193,700</b>	<b>\$195,100</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>0</b>	<b>0</b>	<b>0</b>

# POLICE - COMMUNITY RELATIONS

## MISSION & SERVICES

The Community Relations Unit engages the community in identifying problems and works collaboratively on resolutions, with the goal of strengthening neighborhood relations. The Unit focuses on quality of life issues and conducts outreach and crime prevention programs to address concerns regarding homelessness, mental health, senior citizens, youth, businesses, and community groups. CPD has established partnerships through liaisons with formal community organizations and business groups.

The Department also has designated Outreach Officers: two for homeless outreach and three for mental health/senior outreach. These officers aim to improve individuals' quality of life by determining areas of risk and need and connecting them to community-based service providers. CPD collaborates with DHSP's Door-to-Door campaigns to raise community awareness of the resources available to youth and families, such as prevention programs, bicycle safety classes, and self-defense training.



Commissioner Haas, Officer Ortiz, and Jacquelyn Rose, Director of Outreach and Community Programs, engage with local citizens during Slush Day at Newtowne Court

## FY17 OBJECTIVES & PERFORMANCE MEASURES

- 

**1. Develop partnerships with community members and organizations to combat the elements and perception of crime and increase the sense of safety and security in Cambridge. Facilitate programs and outreach efforts, such as the Neighborhood Sergeants program, to allow community members and the Police to work together to identify and address problems.**
- 

**2. Work with populations facing unique challenges and barriers, including seniors, people with mental health issues, and the homeless. Utilize case management techniques to identify areas of risk and need, connect individuals to community-based services and resources, and conduct follow-up to monitor service utilization.**

OBJ.	PERFORMANCE MEASURES	FY15 ACTUAL	FY16 PROJECTED	FY17 TARGET
1	Number of residents reached during Door-to-Door campaigns	1,800	2,500	2,600
1	Number of community-based meetings attended	189	200	250
2	New partnerships with service providers	260	100	150

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$1,804,535	\$1,874,160	\$1,895,620
OTHER ORDINARY MAINTENANCE	\$32,750	\$27,250	\$27,900
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$1,837,285</b>	<b>\$1,901,410</b>	<b>\$1,923,520</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>12</b>	<b>12</b>	<b>12</b>

# POLICE - PATROL

## MISSION & SERVICES

As CPD's primary and most visible staff resource, the Operations Division is responsible for suppression and prevention of crime, apprehension of offenders, recovery of stolen property, regulation of non-criminal activity, and maintenance of peace in the community. Police officers are assigned throughout the city to increase visibility, enforce the laws of the Commonwealth, and foster positive relationships with community members.



Members of the community got to meet police officers and explore cruisers at Danehy Park Day

Patrol Officers in the Operations Division respond to emergency and non-emergency calls for service as well as perform proactive assignments addressing quality of life issues, including enforcing traffic laws and patrolling city parks and playgrounds. Through analysis of crime trends and partnerships with the community, Patrol Officers are deployed to specific locations to maximize their effectiveness. Day Patrol and Night Patrol Sections work 7 days a week, 365 days a year, to keep the community safe.

## FY17 OBJECTIVES & PERFORMANCE MEASURES

- 

**1. Provide professional law enforcement services to citizens of Cambridge through suppression and prevention of crime and apprehension of offenders. Foster trust and build relationships between officers and the community.**
- 

**2. Increase presence in locations where quality of life issues are most prevalent through a combination of Park and Walk assignments (police visibility at a particular location) and Directed Patrols (police presence at a location to address specific community issues).**
- 
**3. Educate citizens and businesses about crime prevention techniques and safety tips.**

OBJ.	PERFORMANCE MEASURES	FY15 ACTUAL	FY16 PROJECTED	FY17 TARGET
1	Number of Part 1 crimes reported (Note: Part 1 crimes are those considered by the FBI to be the most serious. They include violent crimes and property crimes.)	2,895	2,950	3,200
1	Average number of days between identified Part 1 crime patterns and the elimination of the pattern by an arrest or increased police presence	14	26	17

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$26,250,415	\$26,390,260	\$26,895,250
OTHER ORDINARY MAINTENANCE	\$17,835	\$20,000	\$20,000
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$26,268,250</b>	<b>\$26,410,260</b>	<b>\$26,915,250</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>179</b>	<b>178</b>	<b>177</b>

# POLICE - TACTICAL OPERATIONS

## MISSION & SERVICES

The Tactical Operations Division consists of four units that provide a ready response to situations beyond the capabilities of normally equipped and trained CPD personnel. The four units include the Explosive Ordnance Unit (Bomb Squad), Special Response Team (SRT), Tactical Patrol Force (TPF), and Crisis Negotiations Team.



Tango, one of the finest members of Cambridge's Bomb Squad

The primary mission of the Explosive Ordnance Unit is to ensure the safety of residents in the event of an explosive-related incident. They are responsible for handling, transporting, and rendering safe all explosive items within Cambridge. The Unit is on-call 24 hours a day and includes several bomb dogs.

The SRT is a highly trained and highly disciplined tactical team that is able to respond to any major crisis within the city. Its primary mission is to resolve high-risk incidents – such as hostage situations, high-risk search and arrest warrants, and barricaded suspects – with minimal loss of human life.

The TPF consists of approximately 80 officers who respond safely to incidents of civil disobedience, including protests, riots, and any other situation that may result in citizen unrest. TPF officers are trained in special tactics to calm and control large crowds.

Finally, the Crisis Negotiations Team consists of specially trained officers who are prepared to deal with negotiations during crisis situations.

## FY17 OBJECTIVES & PERFORMANCE MEASURES

-  1. **Maintain a presence in the community to support awareness, education, increased visibility, and safety.**

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$1,021,600	\$926,240	\$845,120
OTHER ORDINARY MAINTENANCE	\$145,300	\$154,800	\$104,000
TRAVEL & TRAINING	\$0	\$0	\$21,000
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$50,000
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$1,166,900</b>	<b>\$1,081,040</b>	<b>\$1,020,120</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>7</b>	<b>5</b>	<b>5</b>

# POLICE - TRAFFIC ENFORCEMENT

## MISSION & SERVICES

The Traffic Enforcement Unit (TEU) performs specific assignments relating to truck restrictions, traffic issues, pedestrian and bicyclist safety, and parking enforcement. In addition, the TEU conducts mobilizations to improve driver awareness and safety and provides dignitary protection to officials visiting the city.

The TEU also includes Traffic Supervisors, whose main responsibility is the safety of schoolchildren at various intersections and crossings.



The TEU provides assistance for various special events and community activities

## FY17 OBJECTIVES & PERFORMANCE MEASURES



1. Provide the highest level of law enforcement and public safety services to motorists, pedestrians, and bicyclists who reside in, work in, or visit Cambridge.

OBJ.	PERFORMANCE MEASURES	FY15 ACTUAL	FY16 PROJECTED	FY17 TARGET
1	Number of assignments for accidents citywide	4,435	5,125	5,400
1	Number of accidents at identified high accident locations	111	100	90
1	Number of accidents citywide	1,353	1,298	1,200
1	Number of assignments for bicycle violations citywide	1,345	1,500	1,500
1	Number of bicycle citations issued	1,270	1,200	1,200
1	Number of bicycle accidents citywide	129	132	130
1	Number of assignments for the enforcement of red light violations citywide	3,786	3,900	4,100
1	Number of written citations for red light violations	6,302	5,105	4,900
1	Number of crosswalk violations citywide	990	1,187	1,200

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$3,301,850	\$3,401,185	\$3,452,985
OTHER ORDINARY MAINTENANCE	\$7,015	\$8,300	\$8,500
TRAVEL & TRAINING	\$250	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$3,309,115</b>	<b>\$3,409,485</b>	<b>\$3,461,485</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>17</b>	<b>19</b>	<b>19</b>

# POLICE - ADMINISTRATION

## MISSION & SERVICES

The Administration Section processes and coordinates all CPD support services. Various units within this section oversee services such as records, details (off-duty employment), fleet maintenance, identification, and property and evidence.

The Records Unit is a controlled public service area. It stores all police records and reports and also issues and archives Firearms Identification Cards and Licenses to Carry Firearms.

The Detail Office is responsible for assigning off-duty officers to construction sites throughout the city to ensure motor vehicle and pedestrian safety. The Detail Office also assigns officers to provide security details to private companies. All work performed by off-duty officers comes at no cost to the City.

The Fleet Maintenance Unit is responsible for maintenance of the entire CPD fleet.

The Identification Unit works closely with other units in processing crime scenes, evidence, and fingerprint classifications.

Finally, the Property and Evidence Unit is responsible for securing all properties that come into CPD control, such as evidence from a crime, prisoners' personal belongings, and lost items.



Part of the CPD fleet managed by the Fleet Maintenance Unit

## FY17 OBJECTIVES & PERFORMANCE MEASURES



1. **Support overall CPD operations in managing records and increasing efficiency in the business process. Continue to improve the customer experience through technology, enhanced customer service, and management of vendor accounts.**

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$2,933,320	\$2,948,060	<b>\$2,940,395</b>
OTHER ORDINARY MAINTENANCE	\$1,274,930	\$1,256,925	<b>\$1,344,270</b>
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$402,740	\$531,105	<b>\$495,500</b>
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$4,610,990</b>	<b>\$4,736,090</b>	<b>\$4,780,165</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>25</b>	<b>26</b>	<b>26</b>

# POLICE - CRIMINAL INVESTIGATIONS

## MISSION & SERVICES

The Criminal Investigations Section performs the investigative functions of the Department. Detectives investigate all serious crimes committed in the city, including murder, rape, robbery, aggravated assault, burglary, and felony larceny. The Criminal Investigations Section uses a report review system to support survivors of crime with follow-up phone calls to offer resources or provide status updates. Attention is focused on the survivors and victims, and all efforts are made to ensure that resolution is communicated and resources are provided to improve overall survivor services and support.



Kennedy-Longfellow School students visited CPD and dropped off cards, a poster, and cookies as a thank you for our officers

## FY17 OBJECTIVES & PERFORMANCE MEASURES



1. **Enhance the integrated response system to domestic violence (DV), with internal Department-wide training and training for community partners. Continue reviewing high-risk DV cases with the High-Risk Assessment Team, which consists of other law enforcement agencies and non-profit service providers who work with DV survivors in surrounding areas. Provide quality services with the help of our partners for high-risk survivors to attain a sense of safety and wellbeing.**

OBJ.	PERFORMANCE MEASURES	FY15 ACTUAL	FY16 PROJECTED	FY17 TARGET
1	Percent of DV survivors that felt the Department's intervention provided them with a satisfying level of support	83%	95%	100%
1	Percent of high risk survivors reporting favorable sense of safety and wellbeing before police involvement	33%	33%	33%
1	Percent of high risk survivors reporting favorable sense of safety and wellbeing after police involvement	92%	95%	100%
1	Percent of high risk survivors reporting favorable quality of police services	91%	95%	100%
1	Number of domestic violence outreach efforts in collaboration with the Cambridge Domestic and Gender-Based Violence Prevention Initiative Coordinator.	n/a	10	15

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$4,976,800	\$5,558,990	\$5,454,210
OTHER ORDINARY MAINTENANCE	\$7,175	\$5,800	\$8,000
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$4,983,975</b>	<b>\$5,564,790</b>	<b>\$5,462,210</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>33</b>	<b>36</b>	<b>36</b>

# POLICE - SPECIAL INVESTIGATIONS

## MISSION & SERVICES

The Special Investigations Unit (SIU) investigates illegal drug activity and vice crimes such as prostitution and gambling. The Unit has adopted strategic planning methods to help alleviate the pressures imposed upon society by the culture of drug abuse and addiction. The goal of the Unit is to target street-level drug dealers to reach their suppliers in order to fight the problem at its root level: in the streets, where the public is most exposed and affected.

The SIU works with other local, state, and federal law enforcement agencies in combating illegal narcotic distribution networks and also works to divert substance abusers into appropriate treatment options. Through a partnership with the Middlesex County District Attorney's Office, the Cambridge Public Health Department, and the Cambridge Prevention Coalition, CPD is also an approved controlled substance collection site for residents of the City of Cambridge. The anonymous drop box for controlled substances is located on the first floor of the Robert W. Healy Public Safety Facility.



CPD officers joined Cambridge community members at a local home for a breakfast gathering focused on the opioid epidemic and local strategies to combat it

## FY17 OBJECTIVES & PERFORMANCE MEASURES



1. Continue to address drug and vice activity through special investigations. Continue to adopt strategic planning methods to help alleviate the pressures and societal issues of drug abuse and addiction. Target street-level drug dealers to fight the problem at its root level.

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$1,616,085	\$1,630,830	\$1,599,830
OTHER ORDINARY MAINTENANCE	\$0	\$0	\$0
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$1,616,085</b>	<b>\$1,630,830</b>	<b>\$1,599,830</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>10</b>	<b>10</b>	<b>10</b>

# POLICE - TECHNICAL SERVICES

## MISSION & SERVICES

Technical Services includes IT and the Crime Analysis Unit. IT is responsible for maintaining the Department’s computer systems infrastructure, radio systems, and other systems that support investigative functions and operational mobilization.

The Crime Analysis Unit carefully reviews all information including crime reports, calls for service, arrest reports, and notices from other agencies received by CPD to identify crime patterns such as series, sprees, hot spots, and trends. Patrol and Investigative Commanding Officers use information identified by the Crime Analysis Unit to develop strategies to address emerging and ongoing crime problems.



Commissioner Haas participating in a panel on new technology at the Police Innovation Conference

## FY17 OBJECTIVES & PERFORMANCE MEASURES



1. Continue to produce monthly reports on crime trends, neighborhood problems, and tips and distribute to staff through BridgeStat and the Annual Crime Report. Continue to collaborate with the Patrol and Criminal Investigations Sections to identify patterns through predictive policing, develop deployment plans to combat trends, and provide awareness to officers regarding these efforts.

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$953,315	\$897,855	\$1,062,390
OTHER ORDINARY MAINTENANCE	\$210,525	\$194,400	\$194,400
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$1,163,840</b>	<b>\$1,092,255</b>	<b>\$1,256,790</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>8</b>	<b>8</b>	<b>9</b>

# POLICE - TRAINING

## MISSION & SERVICES

The Training Unit coordinates all training for sworn and non-sworn CPD personnel throughout the year to ensure all certifications and mandates are met. The Cambridge Police Academy continues to enhance and improve the type and quality of in-service training conducted annually for all sworn CPD personnel. By statute, police officers must attend 40 hours of in-service training annually.

The Department has continued to enhance the training program by offering a curriculum that challenges policing practice and introduces progressive concepts such as procedural justice and legitimacy training, fair and impartial policing, and alternative resolutions for settling citizen complaints. The Department continues to train and certify all officers and non-sworn employees in Mental Health First Aid, which allows officers to work more effectively with individuals exhibiting symptoms of psychological crisis when responding to calls for service.



Five recent graduates of the Crisis Intervention Training, an extensive 40-hour certification program that equips officers with the skills necessary to effectively and appropriately assist individuals with mental health needs

## FY17 OBJECTIVES & PERFORMANCE MEASURES



1. Enhance the Department's training program by identifying progressive topics in policing, providing more specialized training opportunities, and presenting on various policy or legal changes at roll call.

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$291,300	\$298,665	\$298,780
OTHER ORDINARY MAINTENANCE	\$139,885	\$111,200	\$158,030
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$431,185</b>	<b>\$409,865</b>	<b>\$456,810</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>2</b>	<b>2</b>	<b>2</b>

# POLICE - YOUTH & FAMILY SERVICES

## MISSION & SERVICES

The Youth & Family Services Unit (YFSU) is comprised of Youth Resource Officers (YROs), Juvenile Detectives, and Youth Outreach Officers assigned to each public school to provide daily contact for students, staff, and parents. YROs also provide crime prevention programs to students and act as liaisons with the Department on safety issues. This Unit works closely with other law enforcement agencies and community partners to identify youth in need of services, and may make referrals to the Safety Net Collaborative (juvenile diversion program).

Since its implementation in 2007, the Safety Net Collaborative has transformed the way in which Cambridge youth come into contact with the police and juvenile justice system. There has been a vast reduction in arrests among Cambridge juveniles for criminal and status offenses over the past five years. This decrease is a result of proactive policing that incorporates prevention, intervention, and diversion. The YFSU has initiated new procedures, service plans, and case requirements, which have standardized the way YROs address and track progress. Service plans provide unique and specific recommendations to youth and families requiring services. The formalized plans contain clear follow-up dates and future action items that assist officers and Safety Net Collaborative partners to remain focused and ensure the success of the youth involved.



YFSU members engage local youth and pass on their athletic skills

## FY17 OBJECTIVES & PERFORMANCE MEASURES



1. Continue to divert delinquent behavior in Cambridge youth by providing individualized programs. Strive for success through the Safety Net Collaborative by tracking the number of youth who discontinue their behavior after completing the program and by soliciting feedback from diversion participants and their families to improve the program.

OBJ.	PERFORMANCE MEASURES	FY15 ACTUAL	FY16 PROJECTED	FY17 TARGET
1	Percent of youth who successfully complete a formal CPD diversion program	100%	100%	100%
1	Percent of youth who offend or reoffend within a year of a completed YFSU diversion	0%	0%	0%
1	Percent of families satisfied with the diversion	95%	100%	100%

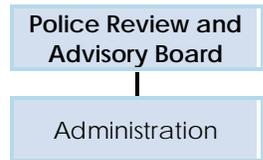
## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$1,616,500	\$1,546,100	\$1,547,405
OTHER ORDINARY MAINTENANCE	\$4,470	\$4,375	\$4,500
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$1,620,970</b>	<b>\$1,550,475</b>	<b>\$1,551,905</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>11</b>	<b>10</b>	<b>10</b>

# POLICE REVIEW AND ADVISORY BOARD

## DEPARTMENT OVERVIEW

The Police Review and Advisory Board (PRAB) is an independent agency responsible for civilian oversight of the Cambridge Police Department (CPD). The Board is composed of five civilian members who are representative of the city's racial, social, and economic diversity. PRAB was established by Cambridge City Ordinance in 1984 to:



- Provide for citizen participation in reviewing CPD policies, practices, and procedures;
- Provide prompt, impartial, and fair investigation of complaints brought by individuals against members of the CPD; and
- Develop programs and strategies to promote positive police/community relations and to provide opportunities for expanded discussions, improved understanding, and innovative ways of resolving differences.

In FY16, the administrative functions for the Board were transferred to the Peace and Human Rights Commissions.

## DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
TAXES	\$75,235	\$77,435	\$3,700
<b>TOTAL BUDGETED REVENUE</b>	\$75,235	\$77,435	\$3,700
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$73,915	\$16,945	\$0
OTHER ORDINARY MAINTENANCE	\$425	\$700	\$700
TRAVEL & TRAINING	\$910	\$3,000	\$3,000
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	\$75,250	\$20,645	\$3,700
<b>FULL-TIME BUDGETED EMPLOYEES</b>	1	1	0

# POLICE REVIEW AND ADVISORY BOARD - ADMINISTRATION

## MISSION & SERVICES

PRAB works with CPD's Professional Standards Unit to investigate all complaints. An investigation includes interviews with the complainant, involved police officer(s), and other relevant individuals, as well as reviews of police reports, witness statements, and other information. The Board reviews the investigative report and may accept the report or order additional investigation into the complaint. Once the investigation process is complete, the Board will make a determination as to whether or not a violation of policy or procedures occurred. If the Board finds no violation of policy or procedures, it may still make a recommendation to the City Manager and Police Commissioner about changes that should be made. The table below shows the number of formal complaints received by PRAB and CPD during the last five calendar years.

CALENDAR YEAR	2011		2012		2013		2014		2015	
CASE ACTIVITY	OPENED	CLOSED	OPENED	CLOSED	OPENED	CLOSED	OPENED	CLOSED	OPENED	CLOSED
PRAB Complaints	4	3	7	7	8	7	8	5	2	4
CPD Complaints	7	5	16	8	14	25	7	6	3	3
<b>TOTAL</b>	<b>11</b>	<b>8</b>	<b>23</b>	<b>15</b>	<b>22</b>	<b>32</b>	<b>15</b>	<b>11</b>	<b>5</b>	<b>7</b>

## FY17 OBJECTIVES & PERFORMANCE MEASURES

-  1. **Conduct education and outreach efforts to increase public awareness of the Board's mission, work, and services, and to foster better understanding of police procedures, civil rights laws, and what to do when stopped by police officers.**
-  2. **Provide effective case intake, interviews, and investigations. Issue investigative findings in conjunction with the Professional Standards Unit of the Police Department.**
-  3. **Work with the Police Department and other City departments to train Board members to enhance the Board's effectiveness.**
-  4. **Review Police Department policies, practices, and procedures and make recommendations that promote positive police/community relations and reduce the number and frequency of incidents that lead to complaints.**

OBJ.	PERFORMANCE MEASURES	FY15 ACTUAL	FY16 PROJECTED	FY17 TARGET
1	Public outreach and information sessions held	12	10	12
3	Training sessions for Board members	5	5	5
3	Police training sessions attended by PRAB	4	6	4

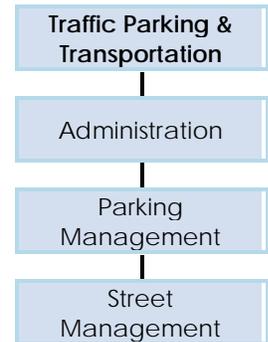
## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$73,915	\$16,945	\$0
OTHER ORDINARY MAINTENANCE	\$425	\$700	\$700
TRAVEL & TRAINING	\$910	\$3,000	\$3,000
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$75,250</b>	<b>\$20,645</b>	<b>\$3,700</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>1</b>	<b>1</b>	<b>0</b>

# TRAFFIC, PARKING & TRANSPORTATION

## DEPARTMENT OVERVIEW

The Traffic, Parking & Transportation Department (TPT) oversees the operation of Cambridge’s streets, manages public parking, and actively works to promote walking, bicycling, and transit. The Department is organized in three divisions: Administration, Parking Management, and Street Management.



Administration is responsible for the oversight and operation of the entire Department. In FY16, the Administration Division undertook a reorganization of the Department's structure to better align with current operations and prepare to address future opportunities and challenges.

Parking Management enforces parking regulations, oversees operation of the two City parking garages, collects and adjudicates parking tickets, and operates the resident permit parking program. This Division is currently working on the implementation of a pay-by-phone system and is exploring the installation of smart parking meters.

Street Management maintains pavement markings, including crosswalks and bicycle lanes; installs and maintains signs and parking meters; manages the operation of traffic signals; reviews traffic impact studies for development projects; and administers the street occupancy permit program. It also works closely with other City departments in planning, reviewing, and developing proposals to improve the City's infrastructure and encourage walking, bicycling, and transit use.

## DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
CHARGES FOR SERVICES	\$6,048,850	\$6,011,760	\$5,662,760
FINES & FORFEITS	\$5,744,030	\$6,031,880	\$5,994,115
LICENSES & PERMITS	\$603,445	\$652,500	\$602,500
MISCELLANEOUS REVENUE	\$30,000	\$40,000	\$40,000
<b>TOTAL BUDGETED REVENUE</b>	<b>\$12,426,325</b>	<b>\$12,736,140</b>	<b>\$12,299,375</b>
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$7,618,285	\$7,861,640	\$8,392,335
OTHER ORDINARY MAINTENANCE	\$3,201,370	\$3,294,655	\$3,797,040
TRAVEL & TRAINING	\$46,905	\$64,000	\$41,000
EXTRAORDINARY EXPENDITURES	\$56,060	\$69,000	\$69,000
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$10,922,620</b>	<b>\$11,289,295</b>	<b>\$12,299,375</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>81</b>	<b>82</b>	<b>82</b>

# TRAFFIC, PARKING & TRANSPORTATION - ADMINISTRATION

## MISSION & SERVICES

The Administration Division is responsible for the oversight and operation of the entire Department, including coordinating between the Street Management and Parking Management Divisions as well as with other City, state, and federal agencies; managing the Department's budget and personnel functions; providing ongoing customer service; publishing public information materials; and maintaining and improving the Department's website. The Division also keeps up to date with cutting edge equipment and services to meet constituent needs and to support employees in more efficiently performing their jobs.

During FY16, the Administration Division undertook a reorganization of the Department's structure to better align with current operations and prepare to address future opportunities and challenges.

## FY17 OBJECTIVES & PERFORMANCE MEASURES

1. Seek to continuously improve the efficiency and professionalism of Department staff, procedures, and programs. Improve communication and coordination within the Department. Encourage and support proactive and innovative solutions to the City's mobility needs.



2. Maintain TPT website with up-to-date, useful information. Provide online services that are user friendly and accommodate all resident and visitor needs.

OBJ.	PERFORMANCE MEASURES	FY15 ACTUAL	FY16 PROJECTED	FY17 TARGET
2	Number of web forms submitted for signal inquiries	245	200	225
2	Number of web forms submitted for sign inquiries	205	225	250
2	Number of web forms submitted for parking consideration	3,617	3,800	3,800
2	Number of web forms submitted for parking ticket disputes	9,546	8,450	8,500

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$847,355	\$825,800	\$918,425
OTHER ORDINARY MAINTENANCE	\$162,225	\$170,045	\$173,600
TRAVEL & TRAINING	\$46,905	\$64,000	\$41,000
EXTRAORDINARY EXPENDITURES	\$56,060	\$69,000	\$69,000
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$1,112,545</b>	<b>\$1,128,845</b>	<b>\$1,202,025</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>7</b>	<b>7</b>	<b>7</b>

# TRAFFIC, PARKING & TRANSPORTATION - PARKING MANAGEMENT

## MISSION & SERVICES

The Parking Management Division is responsible for the City's two parking garages, the Green Street Garage and East Cambridge (First Street) Garage, including the management contract for these facilities and the preventive maintenance program for the garages.

The Parking Enforcement unit in this Division enforces the City's parking regulations daily, Monday through Saturday, except on Commonwealth of Massachusetts holidays.

The Parking Services unit is responsible for issuance of resident and visitor parking permits, and collection and adjudication of parking tickets. The Department continuously improves customer service and works to provide as many services as possible online.

## FY17 OBJECTIVES & PERFORMANCE MEASURES

-  1. Provide on-street parking for residents, their visitors, and providers of services to residents, and issue residential parking permits in a timely and cost effective manner. Reduce parking permit abuse and maintain public safety.
-  2. Provide short-term, on-street and off-street parking in business districts by enforcing parking meter violations and by maintaining all parking meters and pay stations.
-  3. Maintain effective collection of parking ticket fees with good customer service and a variety of payment options.

OBJ.	PERFORMANCE MEASURES	FY15 ACTUAL	FY16 PROJECTED	FY17 TARGET
2	Short-term on-street spaces managed by parking meters and pay stations	3,166	3,200	3,225
3	Percent of tickets paid within 21 days from issuance without a notice	62%	62%	62%
3	Percent of tickets issued this fiscal year that have been paid this year	85.6%	85%	85%
3	Percent of tickets issued this fiscal year that have been adjusted/dismissed	3.7%	4.2%	4.2%

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$5,632,470	\$5,931,105	\$6,307,340
OTHER ORDINARY MAINTENANCE	\$2,292,390	\$2,425,650	\$2,902,440
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$7,924,860</b>	<b>\$8,356,755</b>	<b>\$9,209,780</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>64</b>	<b>65</b>	<b>65</b>

# TRAFFIC, PARKING & TRANSPORTATION - STREET MANAGEMENT

## MISSION & SERVICES

The Street Management 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 and pavement markings, including bicycle lanes and crosswalks; issuing street occupancy permits for temporary use of street space; and reviewing major construction projects and new developments. The Division manages 134 signalized intersections, 22 warning flashers, and 34 school zone flashers. It also operates and maintains the City's nine metered parking lots.

## FY17 OBJECTIVES & PERFORMANCE MEASURES

-  1. **Implement programs that improve pedestrian safety and ease of mobility.**
- 2. **Process and post street occupancy permits in a timely and customer-oriented manner.**
-  3. **Maintain strong customer services and respond to the community in a timely manner on transportation issues, including site investigations and minor traffic studies. Continue to replace faded, defaced, or damaged traffic regulatory signs and street name signs.**
- 4. **Provide timely and professional review of traffic studies of large projects. Work closely with CDD and the Planning Board in reviewing and identifying mitigation measures.**

OBJ.	PERFORMANCE MEASURES	FY15 ACTUAL	FY16 PROJECTED	FY17 TARGET
1	Number of signalized intersections that are proactively studied for possible traffic signal timing changes	6	3	3
1	Number of intersections (signalized and non-signalized) at which a full safety evaluation study has been conducted	6	5	5
2	Number of street occupancy permits issued	8,171	7,600	7,600
2	Number of moving van and moving container permits issued	6,460	6,300	6,300
2	Percent of moving van permits submitted through pay online	93%	93.5%	93.5%
3	Number of completed site investigations conducted	79	100	100
3	Number of completed traffic studies	19	4	10
3	Number of traffic regulatory signs replaced or installed	1,220	1,640	1,800
3	Number of street name signs replaced	101	80	100
4	Number of large project traffic studies reviewed for projects seeking Planning Board permits	4	6	6

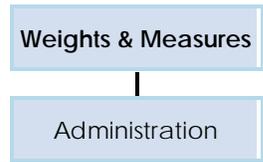
## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$1,138,460	\$1,104,735	\$1,166,570
OTHER ORDINARY MAINTENANCE	\$746,755	\$698,960	\$721,000
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$1,885,215</b>	<b>\$1,803,695</b>	<b>\$1,887,570</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>10</b>	<b>10</b>	<b>10</b>

# WEIGHTS & MEASURES

## DEPARTMENT OVERVIEW

The Department of Weights and Measures is charged with ensuring that equity and fairness prevails in the marketplace between the buyer and seller. The Department enforces all laws, ordinances, and regulations relating to the accuracy of weighing and measuring devices used by local business establishments. These include taxi meters, retail motor fuel dispensers, vehicle tank meters for home heating oil, as well as hospital, health clinic, truck, factory, pharmacy, and retail store scales.



The Department also inspects prepackaged food and merchandise for compliance with weight, measures, and labeling requirements, and investigates complaints of short weight, measure, or count. The Department uses the National Institute of Standards and Technology's (NIST) Handbook 44 in its testing of weighing and measuring devices.

## DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
CHARGES FOR SERVICES	\$35,505	\$38,000	\$38,000
FINES & FORFEITS	\$1,900	\$1,875	\$1,000
INTERGOVERNMENTAL REVENUE	\$17,925	\$17,925	\$17,925
TAXES	\$86,510	\$88,950	\$92,020
<b>TOTAL BUDGETED REVENUE</b>	<b>\$141,840</b>	<b>\$146,750</b>	<b>\$148,945</b>
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$134,250	\$136,725	\$138,920
OTHER ORDINARY MAINTENANCE	\$6,595	\$6,780	\$6,780
TRAVEL & TRAINING	\$2,740	\$3,245	\$3,245
EXTRAORDINARY EXPENDITURES	\$11,000	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$154,585</b>	<b>\$146,750</b>	<b>\$148,945</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>1</b>	<b>1</b>	<b>1</b>

# WEIGHTS & MEASURES - ADMINISTRATION

## MISSION & SERVICES

The Weights and Measures Department helps ensure that consumers and businesses in Cambridge act responsibly and are treated fairly by conducting inspections and educating the public on weights and measures rules and regulations.

The City Sealer provides advice to merchants on the packaging and labeling of goods, investigates complaints about measuring devices, inspects weighing and measuring devices used by transient vendors, and performs biannual inspections of all stores with three or more scanners. The Department is responsible for checking price accuracy on hundreds of scanner systems in the city and for ensuring that taxi meters in Cambridge conform to legal regulations.



The Department is educating business owners and consumers about skimmers - small devices that are covertly placed inside gas station pumps to steal credit/debit card information

## FY17 OBJECTIVES & PERFORMANCE MEASURES

-  1. **Ensure accuracy of weighing and measuring devices through inspection of 100% of devices in the city, including retesting of devices when necessary.**
-  2. **Maintain inspection of prepackaged food items and inspection of food and retail store scanner systems.**
-  3. **Continue inspection of taxi meters; one inspection per meter per year is required.**

OBJ.	PERFORMANCE MEASURES	FY15 ACTUAL	FY16 PROJECTED	FY17 TARGET
1	Number of scales, avoirdupois weights, metric weights, and apothecary and Troy weights tested	1,255	1,270	1,270
1	Gasoline pump meters and vehicle oil tanks tested	370	370	370
1	Reverse vending machines inspected	12	12	12
2	Prepackaged food inspections	1,255	1,200	1,200
2	Scanner system inspections - spot inspections	125	125	125
3	Required taxi meter inspections performed	246	257	257
3	Additional taxi meter inspections performed	70	70	70

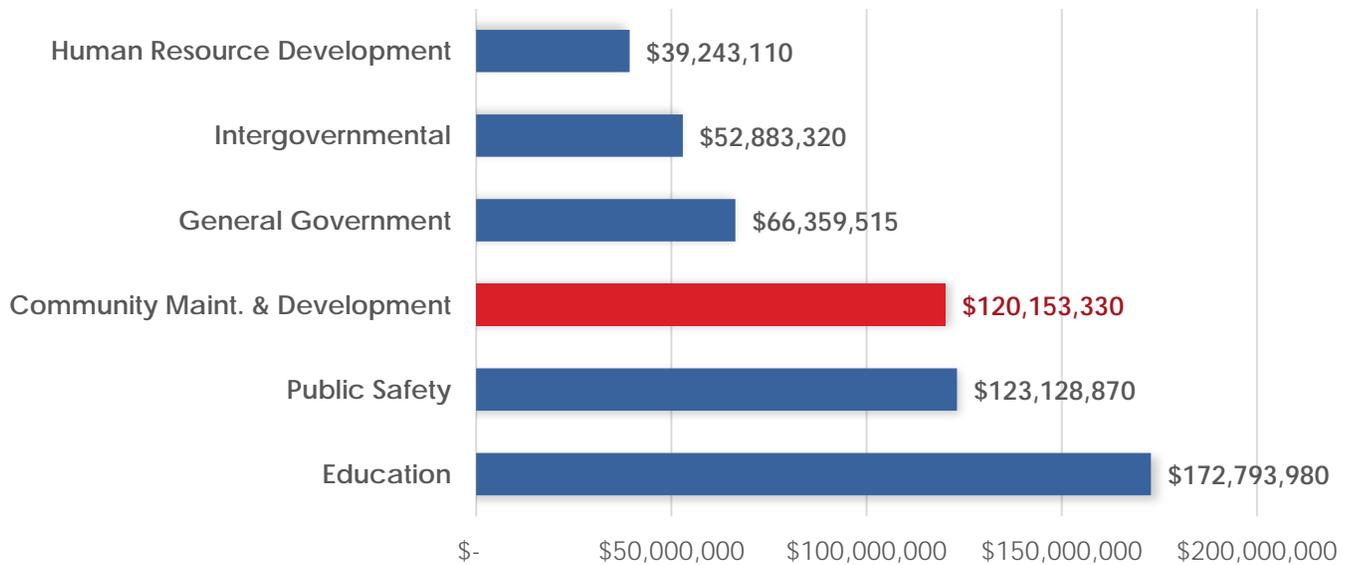
## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$134,250	\$136,725	\$138,920
OTHER ORDINARY MAINTENANCE	\$6,595	\$6,780	\$6,780
TRAVEL & TRAINING	\$2,740	\$3,245	\$3,245
EXTRAORDINARY EXPENDITURES	\$11,000	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$154,585</b>	<b>\$146,750</b>	<b>\$148,945</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>1</b>	<b>1</b>	<b>1</b>

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# COMMUNITY MAINTENANCE AND DEVELOPMENT

## FY17 OPERATING BUDGET - EXPENDITURES BY FUNCTION: \$574,562,125



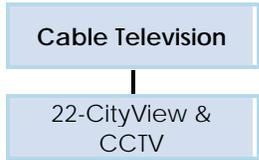
## COMMUNITY MAINTENANCE AND DEVELOPMENT

FINANCING PLAN BY SOURCE	FY15 ACTUAL	FY16 PROJECTED	FY17 PROPOSED
CHARGES FOR SERVICES	\$41,571,590	\$44,450,005	\$43,584,825
FINES & FORFEITS	\$1,198,195	\$1,198,195	\$1,198,195
INTERGOVERNMENTAL REVENUE	\$3,836,700	\$5,236,935	\$3,864,445
LICENSES & PERMITS	\$1,023,810	\$1,047,400	\$709,000
MISCELLANEOUS REVENUE	\$370,110	\$1,630,665	\$2,185,510
TAXES	\$62,400,290	\$65,554,285	\$68,611,355
<b>TOTAL BUDGETED REVENUE</b>	<b>\$110,400,695</b>	<b>\$119,117,485</b>	<b>\$120,153,330</b>
PROGRAM EXPENDITURES			
CABLE TELEVISION	\$1,463,595	\$1,516,495	\$1,642,360
COMMUNITY DEVELOPMENT	\$5,928,955	\$7,277,735	\$8,464,085
DEBT SERVICE	\$51,359,120	\$54,833,050	\$58,096,295
HISTORICAL COMMISSION	\$690,650	\$633,495	\$644,990
PEACE COMMISSION	\$141,185	\$145,485	\$154,690
PUBLIC WORKS	\$39,899,110	\$36,306,265	\$37,181,700
WATER	\$13,773,005	\$13,917,785	\$13,969,210
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$113,255,620</b>	<b>\$114,630,310</b>	<b>\$120,153,330</b>

# CABLE TELEVISION

## DEPARTMENT OVERVIEW

Cable Television/22-CityView is responsible for the City's broadcast television production and programming needs.



22-CityView, operating within the Cambridge broadcast footprint, is a resource that provides both original and acquired programming drawn from and relating to Cambridge. The channel strives to provide its viewers with a sense of the overall vitality that is associated with the city in areas including, but not limited to, education, culture, arts, health and human services, and history.

The Cable Television budget also includes an allocation of \$893,195 from cable TV license fees to support Cambridge Community Television (CCTV), the non-governmental public television station in Cambridge.

## DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
CHARGES FOR SERVICES	\$1,411,515	\$1,423,750	\$1,413,650
TAXES	\$97,495	\$135,855	\$228,710
<b>TOTAL BUDGETED REVENUE</b>	<b>\$1,509,010</b>	<b>\$1,559,605</b>	<b>\$1,642,360</b>
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$547,745	\$535,995	\$570,915
OTHER ORDINARY MAINTENANCE	\$915,635	\$977,050	\$1,067,995
TRAVEL & TRAINING	\$215	\$3,450	\$3,450
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$1,463,595</b>	<b>\$1,516,495</b>	<b>\$1,642,360</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>5</b>	<b>5</b>	<b>5</b>

# CABLE TELEVISION - 22-CITYVIEW & CCTV

## MISSION & SERVICES

22-CityView plays an increasingly important role in forging community understanding as it builds upon its legacy of presenting both public and cultural affairs programming. 22-CityView also serves as a forum for addressing issues of immediate concern to the citizenry of Cambridge.

In its upcoming season, 22-CityView will continue to partner with City departments and agencies to produce and broadcast programs and specials. We will also collaborate with CCTV on a long-term, freelance basis to increase the reach of our local production and coverage. The Department is committed to offering high quality programming that will serve the viewing public and allow for the dissemination of pertinent information.

## FY17 OBJECTIVES & PERFORMANCE MEASURES

-  1. Work with City departments, utilizing 22-CityView productions, to help them increase their exposure and improve transparency.
2. Continue to provide a wide range of viewing options utilizing both acquired and 22-CityView produced programming.
-  3. Introduce closed captioning technology into City Council and Ordinance Committee broadcasts.
-  4. Recommit 22-CityView's focus to increasing the volume of Cambridge-based original programming.
-  5. With an eye towards increasing viewership and embracing the many ways that people receive information, present all produced content across myriad broadcast platforms - Channel 22, the website, YouTube, and Facebook.

OBJ.	PERFORMANCE MEASURES	FY15 ACTUAL	FY16 PROJECTED	FY17 TARGET
1	Number of department-related, studio-based programs	27	35	35
2	Hours per week of programming	98	98	98
2	Number of 22-CityView produced programs aired per day	7	10	12
2	Number of acquired satellite programming aired per day	7	7	4
2	Number of hours of live City Council and Ordinance meetings covered	114	120	120
2	Number of hours of City Council and Ordinance meetings rebroadcast	212	220	220
4	Number of Cambridge-based, local programs produced	35	40	40

## DIVISION FINANCIAL OVERVIEW

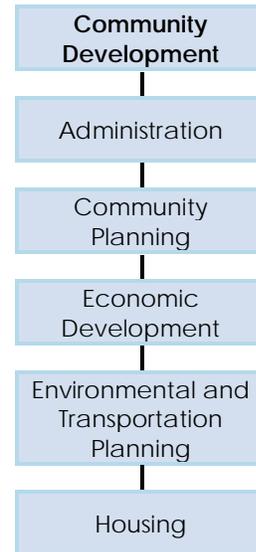
EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$547,745	\$535,995	\$570,915
OTHER ORDINARY MAINTENANCE	\$915,635	\$977,050	\$1,067,995
TRAVEL & TRAINING	\$215	\$3,450	\$3,450
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$1,463,595</b>	<b>\$1,516,495</b>	<b>\$1,642,360</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>5</b>	<b>5</b>	<b>5</b>

# COMMUNITY DEVELOPMENT

## DEPARTMENT OVERVIEW

As the City’s planning agency, the Community Development Department (CDD) works to guide future growth and manage change to best support overall health, sustainability, quality of life, and diversity of the city. CDD’s four programmatic divisions – Community Planning, Economic Development, Environmental and Transportation Planning, and Housing – work across disciplines to foster environmental best practices, strengthen the character of the city’s neighborhoods, create and preserve affordable housing, encourage non-auto modes of transportation, and support sustainable growth that contributes to the tax base, expands job opportunities for residents, and enables a high level of services in Cambridge.

The Department advances the City’s goals through comprehensive planning efforts and targeted programs, seeking to strengthen communication and build productive community partnerships. CDD’s work is funded through a combination of grants, taxes, and federal programs, including the Community Development Block Grant (CDBG) and HOME, the largest federal block grant program for affordable housing.



## DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
CHARGES FOR SERVICES	\$431,395	\$477,395	<b>\$1,011,395</b>
FINES & FORFEITS	\$140,000	\$140,000	<b>\$140,000</b>
INTERGOVERNMENTAL REVENUE	\$2,250,015	\$2,150,755	<b>\$845,695</b>
LICENSES & PERMITS	\$65,145	\$193,400	<b>\$55,000</b>
MISCELLANEOUS REVENUE	\$173,320	\$94,645	<b>\$275,820</b>
TAXES	\$4,587,970	\$5,766,470	<b>\$6,136,175</b>
<b>TOTAL BUDGETED REVENUE</b>	<b>\$7,647,845</b>	<b>\$8,822,665</b>	<b>\$8,464,085</b>
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$5,393,650	\$5,954,975	<b>\$6,274,975</b>
OTHER ORDINARY MAINTENANCE	\$502,680	\$1,275,945	<b>\$2,056,915</b>
TRAVEL & TRAINING	\$32,625	\$46,815	<b>\$49,095</b>
EXTRAORDINARY EXPENDITURES	\$0	\$0	<b>\$83,100</b>
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$5,928,955</b>	<b>\$7,277,735</b>	<b>\$8,464,085</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>43</b>	<b>45</b>	<b>49</b>

# COMMUNITY DEVELOPMENT - ADMINISTRATION

## MISSION & SERVICES

The Administration Division provides leadership, policy direction, and financial, regulatory, and operational support to CDD, and coordinates with other City departments and outside agencies. The Division consists of general management and administration as well as fiscal and grant program management.

The Administration Division manages program and activity funds totaling more than ten times the size of CDD's tax-funded budget, including federal block grants, housing trust funds, and several project-specific grants, with administrative costs of approximately 10% of the total managed. Through careful stewardship, the Division works to ensure that resources are broadly spread in the community and are efficiently targeted to evolving needs.



Cambridge's economic vitality and social vibrancy have been reinforced by a strategic, interdisciplinary approach to managing growth, leveraging resources, and investing in initiatives that support core community values

## FY17 OBJECTIVES & PERFORMANCE MEASURES



1. **Work to advance Cambridge's long-term interests through strong advocacy at the state and federal levels for community development program legislation, regulation, and funding - particularly CDBG and HOME. Adopt best professional practices and new technology to add value to City initiatives and effectively direct resources to support City priorities.**
2. **Seek to leverage City resources to generate additional funding and in-kind contributions from community partners to implement projects and programs that advance citywide goals.**
3. **Broaden community outreach to engage new audiences and offer a range of opportunities to participate in comprehensive and project planning activities.**
4. **Provide administrative and operational support for all Department functions. Continue ongoing staff performance management and provide professional development opportunities for all employees. Provide meaningful learning experiences to interns and youth program participants who work with permanent staff to provide essential additional capacity to the Department.**

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$1,441,105	\$1,484,450	\$1,578,355
OTHER ORDINARY MAINTENANCE	\$88,470	\$190,200	\$205,280
TRAVEL & TRAINING	\$29,225	\$46,290	\$48,570
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$83,100
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$1,558,800</b>	<b>\$1,720,940</b>	<b>\$1,915,305</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>11</b>	<b>11</b>	<b>11</b>

# COMMUNITY DEVELOPMENT - COMMUNITY PLANNING

## MISSION & SERVICES

The Community Planning Division guides growth and development in the city by providing planning and design services related to zoning, urban design, neighborhood planning, open space, and data/geographic/graphic information. The Division conducts planning initiatives, oversees the design and development of parks and open space, and supports the work of the Cambridge Planning Board. The Division's efforts directly support the City's community building, environmental, and economic development goals as they enhance the overall livability and desirability of Cambridge.



Creation and enhancement of networked open spaces throughout Cambridge for people of all ages and abilities is a key strategy to advance community health and social interaction

## FY17 OBJECTIVES & PERFORMANCE MEASURES

1. **Work with residents, businesses, and other affected parties to conduct planning initiatives addressing issues such as zoning, urban design, sustainability, housing, economic development, retail mix, and open space.**
2. **Work with Planning Board to review public and private developments and master plans to ensure high quality urban design and sustainability.**
3. **Increase the quality, quantity, and accessibility of planning information to support needs assessment and effective targeting of resources and services in the community.**
4. **Provide park and open space planning, design, and construction supervision services for City parks and other open space initiatives.**

OBJ.	PERFORMANCE MEASURES	FY15 ACTUAL	FY16 PROJECTED	FY17 TARGET
1	Implement citywide planning process to establish a shared vision for the City's future (% complete)	n/a	25%	65%
2	Number of projects undergoing urban design review	37	40	42
4	Number of open space projects in design or construction phase	6	11	8

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$1,330,450	\$1,541,905	\$1,595,765
OTHER ORDINARY MAINTENANCE	\$124,740	\$302,385	\$210,750
TRAVEL & TRAINING	\$525	\$525	\$525
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$1,455,715</b>	<b>\$1,844,815</b>	<b>\$1,807,040</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>11</b>	<b>12</b>	<b>13</b>

# COMMUNITY DEVELOPMENT - ECONOMIC DEVELOPMENT

## MISSION & SERVICES

The Economic Development Division's (EDD) role is to provide a robust, sustainable, entrepreneurial, and diverse economy with a fully educated and employed workforce. EDD strives to encourage new business growth, strengthen local independent businesses, attract and retain large businesses such as those in the life sciences and technology sectors, and support the development of the city's workforce with programs such as the Cambridge Biomedical Careers Program and over 20 workshops currently offered. EDD provides technical assistance and collaborates across the community to achieve the objectives listed below.



Economic Development programs that support small businesses include a 10-week business planning program to foster entrepreneurship in Cambridge

## FY17 OBJECTIVES & PERFORMANCE MEASURES

-  1. **Cultivate a supportive environment for business, with particular emphasis on small, women, and minority-owned businesses. Promote thriving commercial districts and facilitate beneficial connections for local businesses.**
-  1. **Support efforts to sustain a diverse array of employment opportunities accessible to Cambridge workers, including jobs in the local innovation sector.**
-  2. **Support efforts to sustain a diverse array of employment opportunities accessible to Cambridge workers, including jobs in the local innovation sector.**
-  3. **Market Cambridge as a location for business, maintain a supportive business climate, and strengthen mutually beneficial partnerships with businesses and institutions.**

OBJ.	PERFORMANCE MEASURES	FY15 ACTUAL	FY16 PROJECTED	FY17 TARGET
1	Number attending small business workshops and receiving start up, expansion, relocation, or business development assistance	250	255	255
1	Number of businesses that received façade, signage and lighting, and storefront accessibility improvements	15	14	12
1	Number of small businesses assisted through the Best Retail Practices Program and Retail Interior Accessibility Program	24	24	24
1	Number of local business associations and neighborhood groups who receive technical assistance to develop community events and programming in commercial districts	15	15	15

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$391,995	\$402,305	\$413,150
OTHER ORDINARY MAINTENANCE	\$20,580	\$15,600	\$89,850
TRAVEL & TRAINING	\$2,875	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$415,450</b>	<b>\$417,905</b>	<b>\$503,000</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>3</b>	<b>3</b>	<b>3</b>

# CDD - ENVIRONMENTAL AND TRANSPORTATION PLANNING

## MISSION & SERVICES

The Environmental and Transportation Planning Division promotes livability and addresses climate change by developing policies, programs, and projects to increase walking, biking, and transit trips; supporting health through active transportation; decreasing vehicle trips; promoting energy efficiency and clean energy; reducing greenhouse gases and other pollutants; and making the city resilient to future climate change. The Division collaborates with local businesses, institutions, and residents to encourage sustainability and economic vitality in neighborhoods and commercial districts.



2016 was designated Year of Solar, building on the City's award-winning solar map tool and outreach programs

The Division also provides planning and administrative support for the City's participation in the Hubway bikeshare system, which launched in Cambridge in summer 2012 and is now available to riders year-round. The system currently includes 38 solar powered stations in Cambridge that accommodate multiple bikes and include a purchase kiosk and display space for maps, instructions, and public service announcement posters. The bicycles are designed to be easy and safe to use for a wide range of people. With over 2,700 Hubway members in Cambridge, usage data shows that six of the system's ten most popular stations are situated here. The operation and growth of Hubway is consistent with Cambridge's commitment to environmental, economic development, community building, and public health and safety goals.

In FY17, the Division will focus on climate change mitigation and preparedness efforts, including the building energy use disclosure, setting Cambridge on the trajectory to eliminate carbon emissions from building operations, becoming resilient to heat and flooding impacts, and greening the energy supply.

The Division will also focus on bicycle network planning; strategies to support and promote walking, biking, or taking the bus to school; transit strategic planning; reducing traffic impacts from development projects; and local and regional transportation infrastructure improvements that promote quality of life, access, and improved air quality.

The Division continues to encourage active living and reduction of greenhouse gas emissions from transportation through transit service improvements, advancing the design of the Grand Junction greenway project, and improving conditions for walking and cycling through infrastructure enhancements, including those proposed through the Participatory Budgeting process. The Division will also continue to play a key role in the development of a long-range mobility strategy for Cambridge through the Envision Cambridge planning process.

The effort to eliminate carbon emissions from building operations will focus on updating the community-wide greenhouse gas inventory and initiating a climate protection plan update, assisting property owners and tenants to invest in renewable energy generation, investigating models for creating a local carbon fund to invest in projects that reduce greenhouse gas emissions, and developing strategies for improving

energy efficiency in laboratories. The ongoing climate change preparedness planning effort will focus on long-term strategies for flood protection with a particular focus on the Alewife area.

## FY17 OBJECTIVES & PERFORMANCE MEASURES

-  1. Plan, advocate for, and implement measures to enhance safety and encourage walking, bicycling, and public transit use by all segments of the population, including children.
-  2. Work to implement major infrastructure projects and transportation demand management programs that promote vehicle trip reduction.
-  3. Develop planning strategies, specific policies, and programs to address barriers to greenhouse gas emission reductions and facilitate implementation.
-  4. Develop and propose preparedness strategies to make Cambridge anticipate and become more resilient to climate change impacts, based on vulnerability assessments.
-  5. Use engagement and education to inspire community members to provide input and, over time, to change behaviors to advance Cambridge's transportation and climate priorities.

OBJ.	PERFORMANCE MEASURES	FY15 ACTUAL	FY16 PROJECTED	FY17 TARGET
1	Number of projects to support and enhance conditions for bicycling, walking, and/or use of public transportation, such as public bike rack installations and traffic calming	10	10	10
1	Number of schools engaged in Safe Routes to School Initiative	n/a	5	8
2	Number of local/regional transportation infrastructure projects and programs that advance the City's environmental, public health, and community livability goals, such as Hubway bikeshare and the Transit Strategic Plan	10	10	11
2	Number of Parking and Transportation Demand Management plans and special permits reviewed and/or monitored for compliance	59	61	60
2	Number of initiatives to reduce City employee vehicle trips	10	10	12
3	Number of initiatives to reduce total fossil fuel energy use in buildings and vehicles	4	5	8
3	Number of initiatives to increase the portion of our total energy use supplied by renewables	3	5	5
4	Progress towards completing climate change preparedness plans	n/a	10%	80%

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$1,103,790	\$1,333,120	\$1,455,350
OTHER ORDINARY MAINTENANCE	\$207,160	\$693,710	\$1,492,435
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$1,310,950</b>	<b>\$2,026,830</b>	<b>\$2,947,785</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>9</b>	<b>10</b>	<b>12</b>

# COMMUNITY DEVELOPMENT - HOUSING

## MISSION & SERVICES

The Housing Division works to address the housing needs of low, moderate, and middle-income residents through initiatives to create and preserve affordable housing, especially for families with children. Creation of new affordable housing is a priority, as is the preservation of existing affordable housing. The Division offers both affordable rental and ownership housing opportunities to residents, provides education and counseling services to homebuyers, and offers low-interest and deferred financing to help owners make necessary home repairs and keep rents affordable. The Division works closely with the Affordable Housing Trust, which provides funding for many of its housing initiatives.



The completion of Temple Place in FY16 added 40 affordable rental units in the heart of Central Square

## FY17 OBJECTIVES & PERFORMANCE MEASURES

-  1. **Increase and preserve the supply of affordable housing in the city.**
-  2. **Provide housing and assistance to tenants and applicants: offer affordable rental housing to eligible applicants, oversee affordable units created through the inclusionary housing program, and monitor compliance of rental units assisted with City financing.**
-  3. **Provide housing and assistance to homebuyers and homeowners: offer first-time homebuyer education and counseling, offer affordable homes and financial assistance to buyers, and offer rehabilitation assistance and financing to homeowners.**

OBJ.	PERFORMANCE MEASURES	FY15 ACTUAL	FY16 PROJECTED	FY17 TARGET
1	New rental units under development and existing units preserved as affordable housing with City financing	124	100	100
1	New affordable homeownership units under development with City financing and older homes rehabilitated for new buyers	12	15	15
1	New affordable inclusionary housing units approved	57	110	100
2	New households provided with affordable rental housing through CDD	123	160	100
3	New households purchasing affordable homes through CDD	15	10	15

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$1,126,310	\$1,193,195	\$1,232,355
OTHER ORDINARY MAINTENANCE	\$61,730	\$74,050	\$58,600
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$1,188,040</b>	<b>\$1,267,245</b>	<b>\$1,290,955</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>9</b>	<b>9</b>	<b>10</b>

## DEBT SERVICE

### DEPARTMENT OVERVIEW

Debt Service payments cover a wide variety of projects, including sewer reconstruction, open space improvements, street improvements, improvements to the City's recreational facilities, and renovations to various public buildings, including the Dr. Martin Luther King, Jr. Elementary School and Putnam Avenue Upper School, Public Safety Facility, Main Library, and Cambridge Rindge and Latin School.

The City issued bonds on March 1, 2016 to finance renovations to the King Open and Cambridge Street Upper Schools & Community Complex, municipal and school building renovations, sewer reconstruction, Harvard Square surface improvements, Harvard Square kiosk improvements, and street and sidewalk reconstruction. In conjunction with this bond sale, the City received the highest credit rating awarded by the three major rating agencies: Moody's Investors Service, Standard & Poor's Corporation, and Fitch Ratings. Cambridge is one of approximately 36 cities nationally to receive the highest rating (AAA) from all three agencies.

The following expenditures are included in Debt Service:

**Bond Sale Fees (\$420,000):** Fees include costs related to the issuance of General Obligation bonds, including fiscal advisory and legal fees, rating agency services, and the preparation and printing of the official statements.

**Interest on Bonds (\$13,539,425):** The interest that the City pays on its bond issues is determined primarily by market conditions and the supply of bonds at the time of the issue, the maturity schedule of the issue, and the City's credit ratings.

**Maturing Bonded Debt (\$44,136,870):** This allotment covers the cost of principal payments on the City's existing bonded debt and principal payments on the City's loans from the Massachusetts Clean Water Trust, the Massachusetts Water Resources Authority, and the Massachusetts School Board Authority, which have been used to cover a large portion of the costs of various sewer reconstruction and school projects.

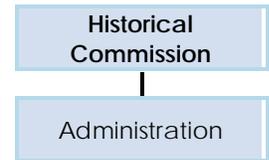
### DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
CHARGES FOR SERVICES	\$15,793,160	\$18,595,435	\$20,514,750
INTERGOVERNMENTAL REVENUE	\$247,175	\$1,746,670	\$1,679,240
MISCELLANEOUS REVENUE	\$0	\$1,300,000	\$1,700,000
TAXES	\$32,601,625	\$33,244,640	\$34,202,305
<b>TOTAL BUDGETED REVENUE</b>	<b>\$48,641,960</b>	<b>\$54,886,745</b>	<b>\$58,096,295</b>
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$0	\$0	\$0
OTHER ORDINARY MAINTENANCE	\$421,120	\$320,000	\$420,000
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$50,938,000	\$54,513,050	\$57,676,295
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$51,359,120</b>	<b>\$54,833,050</b>	<b>\$58,096,295</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>0</b>	<b>0</b>	<b>0</b>

# HISTORICAL COMMISSION

## DEPARTMENT OVERVIEW

The Cambridge Historical Commission (CHC) protects more than 3,000 buildings in two historic and four neighborhood conservation districts, as well as 38 landmarks and 40 properties under preservation restrictions. Four volunteer boards meet monthly to review proposed exterior changes. A further layer of protection is afforded by the citywide Demolition Delay Ordinance, applicable to all buildings 50 years old and older, which allows delays while preservation alternatives are explored. CHC staff investigates additions to the designated properties list through public engagement, planning, and studies. Property owners, architects, and local institutions consult with CHC staff for technical advice on preservation issues, appropriate building practices, and historic paint colors.



The CHC promotes the preservation and restoration of significant historic properties through administration of grants funded by the Community Preservation Act (CPA). These grants benefit City-owned buildings and landscapes, as well as properties owned by affordable housing agencies, income-eligible homeowners, and nonprofit organizations. Initiated in 1996, the CHC’s annual Preservation Awards Program honors outstanding local projects.

The CHC maintains a dynamic public archive focusing on the architectural and social history of Cambridge. An architectural inventory documents all 13,000+ buildings in the city; collections include atlases, photographs, manuscripts, and ephemera. To increase public accessibility, the CHC Archivist is developing a collections database, cataloguing the research library, and initiating a long-term digitization project. The CHC publishes award-winning architectural studies and neighborhood oral histories. The staff offers programs and tours to local school and community groups and plans and participates in annual citywide events, such as Cambridge Open Archives and Discovery Day. The CHC website offers regulation and preservation information, technical and research guides, interactive maps, staff reports, and articles on local history.

## DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
MISCELLANEOUS REVENUE	\$7,275	\$4,000	\$11,500
TAXES	\$678,860	\$650,580	\$633,490
<b>TOTAL BUDGETED REVENUE</b>	<b>\$686,135</b>	<b>\$654,580</b>	<b>\$644,990</b>
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$593,775	\$593,085	\$607,080
OTHER ORDINARY MAINTENANCE	\$96,275	\$39,610	\$37,110
TRAVEL & TRAINING	\$600	\$800	\$800
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$690,650</b>	<b>\$633,495</b>	<b>\$644,990</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>5</b>	<b>5</b>	<b>5</b>

# HISTORICAL COMMISSION - ADMINISTRATION

## MISSION & SERVICES

As the City’s historic preservation agency, the CHC works to preserve the integrity and diversity of Cambridge’s built environment and to disseminate information about its history. It protects more than 3,000 designated properties, promotes restoration of significant buildings through CPA-funded preservation grants, advises stakeholders on historic preservation issues, reviews the impact of state and federal projects on historic resources, and cares for historic public sites and monuments.

The CHC maintains an archive on the city's architectural and social history and provides learning opportunities to residents of all ages through its publications, history talks and walks, historic site markers, and website.



Longtime Historical Commission member Bill Bibbins (second from left) is honored for his achievements at the 2015 Preservation Awards Program. Left to right: former Mayor David Maher; Bibbins; Chair William King; Exec. Dir. Charles Sullivan; and City Manager Richard Rossi.

Photo credit: Hao Xing

## FY17 OBJECTIVES & PERFORMANCE MEASURES

-  1. **Protect significant buildings and neighborhoods throughout the city through community education, regulatory review and designation, and CPA-funded grants for eligible properties.**
-  2. **Administer historic and neighborhood conservation districts, landmarks, and protected buildings through public hearings and staff review.**
-  3. **Enhance public access to CHC archive by developing a collections database, continuing to post online research aids, cataloguing the research library, and initiating a long-term digitization project.**

OBJ.	PERFORMANCE MEASURES	FY15 ACTUAL	FY16 PROJECTED	FY17 TARGET
2	Total number of applications reviewed by staff	527	495	495
2	Number requiring public hearing	82	95	80
3	Digitization: prepare metadata and begin scanning of high priority collections	n/a	15%	25%
3	Catalogue the research library; create CHC searchable collections database	n/a	35%	75%

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$593,775	\$593,085	\$607,080
OTHER ORDINARY MAINTENANCE	\$96,275	\$39,610	\$37,110
TRAVEL & TRAINING	\$600	\$800	\$800
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$690,650</b>	<b>\$633,495</b>	<b>\$644,990</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>5</b>	<b>5</b>	<b>5</b>

# PEACE COMMISSION

## DEPARTMENT OVERVIEW

The Cambridge Peace Commission promotes peace and social justice within Cambridge and in the wider world. The Commission works with other municipal agencies, communities of faith, nonprofit organizations, and the broader community to promote constructive dialogue and foster understanding.



Officially the "Cambridge Commission on Nuclear Disarmament and Peace Education," the Peace Commission was established in 1982 to address issues of war and peace in the age of nuclear weapons. Today, the Commission continues to advance peace and justice within Cambridge through building stronger connections and understanding among all communities.

When a city – supported by municipal agencies, faith communities, nonprofit organizations, and concerned and engaged individuals – actively builds connections and strengthens relationships, sustainable positive change can occur. To this end, the Peace Commission supports efforts that increase awareness, mobilize communities, and activate residents to create a safe, healthy, and supportive city. The Commission recognizes and sustains the powerful link between relationships, dialogue, and understanding to enhance our community by:

- Serving on the Steering Committee of the Cambridge Community Response Network, which was established collaboratively with the Public Health, Police, Human Service Programs, and School Departments to support the community in the wake of traumatic events.
- Working with the Police Department and local clergy as part of the Police Chaplaincy Program to promote community healing and to support victims, community members, and first responders.
- Providing staff support to the Citizens Committee on Civic Unity in its work to foster fairness, equity, unity, appreciation, and mutual understanding among all people in Cambridge.
- Initiating and supporting Cambridge’s Sister City relationships, including the existing relationships with Yerevan, Armenia and San José Las Flores, El Salvador; the development of a relationship with Les Cayes, Haiti; and a potential relationship with Reykjavik, Iceland.

## DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
INTERGOVERNMENTAL REVENUE	\$23,450	\$23,450	\$23,450
TAXES	\$124,995	\$128,060	\$131,240
<b>TOTAL BUDGETED REVENUE</b>	<b>\$148,445</b>	<b>\$151,510</b>	<b>\$154,690</b>
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$136,730	\$139,955	\$142,515
OTHER ORDINARY MAINTENANCE	\$2,980	\$4,860	\$9,325
TRAVEL & TRAINING	\$1,475	\$670	\$2,850
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$141,185</b>	<b>\$145,485</b>	<b>\$154,690</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>1</b>	<b>1</b>	<b>1</b>

# PEACE COMMISSION - ADMINISTRATION

## MISSION & SERVICES

The Peace Commission coordinates and supports compassionate responses to traumatic events and violence affecting Cambridge so that when serious issues occur, the community is prepared and able to react, commemorate, or recover and heal together. The Commission builds trust and relationships by fostering dialogue and connection between diverse groups through community conversations, vigils, and other activities that promote a strong and resilient community.

In addition, the Commission organizes the Summer of Peace Initiative to minimize violence affecting Cambridge youth by bringing together City staff and programs, community centers, schools, clergy, police, clinicians, and community activists to identify potential problems and sources of violence in the community, foster collaboration, and share information. The Commission also organizes public programs and events, including annual commemorations of Dr. Martin Luther King, Jr. and the Holocaust.

## FY17 OBJECTIVES & PERFORMANCE MEASURES

-  1. **Work with faith communities on issues of peace, social justice, and community building, providing a bridge to City government and creating greater understanding and dialogue.**
-  2. **Respond to traumatic events affecting the community in ways that build relationships, support dialogue, and enhance understanding.**
-  3. **Create and support citywide and neighborhood-based cross-sector partnerships and collaborations to promote diversity and inclusion, and to build stronger connections and understanding among all aspects of the community.**
-  4. **Support Cambridge's Sister City relationships and connect them to related communities within the city. Formalize the City's relationship with Les Cayes, Haiti.**

OBJ.	PERFORMANCE MEASURES	FY15 ACTUAL	FY16 PROJECTED	FY17 TARGET
1	Cross-sector collaborations and events with City departments, community and nonprofit organizations, and faith communities	14	16	16
3	Participants at community and recognition events and public commemorations	1,530	1,625	1,550
4	Public forums and educational events on issues of local and global concern, including Cambridge's Sister Cities	30	32	32
4	Individuals involved in community-building efforts through forums, community meetings, presentations, workshops, and events	755	830	800

## DIVISION FINANCIAL OVERVIEW

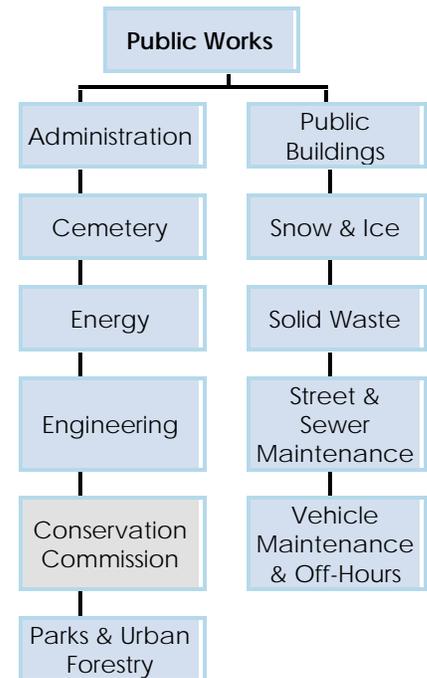
EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$136,730	\$139,955	\$142,515
OTHER ORDINARY MAINTENANCE	\$2,980	\$4,860	\$9,325
TRAVEL & TRAINING	\$1,475	\$670	\$2,850
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$141,185</b>	<b>\$145,485</b>	<b>\$154,690</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>1</b>	<b>1</b>	<b>1</b>

# PUBLIC WORKS

## DEPARTMENT OVERVIEW

The mission of the Department of Public Works (DPW) is to provide dependable, high quality services; develop a safe, healthy, livable environment; engage the community and provide excellent customer service; and plan for a sustainable future. Recent initiatives that advance this mission include:

- Implementation of the EnerGov online permitting system and the Commonwealth Connect service request system.
- Increased use of remote sensing and control technology to better manage building energy and sewer/stormwater systems, and of hydraulic modeling and video data to more effectively plan sewer capital repairs.
- Completion of significant community infrastructure ranging from the opening of the City's first freestanding public toilet in Harvard Square, to sewer separation in the Concord/Huron neighborhood, to the bicycle lane along Western Avenue.
- Comprehensively assessing City buildings and developing a Municipal Facilities Improvement Plan that addresses mechanical systems, structural components, space planning, electrical systems, technology systems, historic preservation, environmental sustainability, and accessibility.
- Significant waste reduction programs, including curbside compost collection along the Monday collection route and the implementation of the Bring Your Own Bag Ordinance.



## DEPARTMENT FINANCIAL OVERVIEW

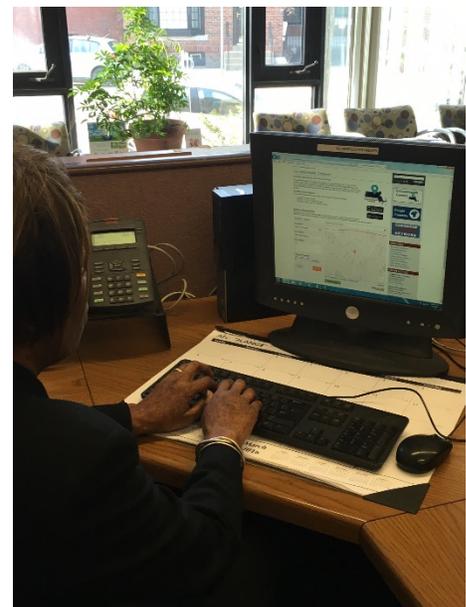
FINANCING PLAN BY SOURCE	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
CHARGES FOR SERVICES	\$6,735,480	\$6,632,510	<b>\$6,675,820</b>
FINES & FORFEITS	\$1,058,195	\$1,058,195	<b>\$1,058,195</b>
INTERGOVERNMENTAL REVENUE	\$1,316,060	\$1,316,060	<b>\$1,316,060</b>
LICENSES & PERMITS	\$958,665	\$854,000	<b>\$654,000</b>
MISCELLANEOUS REVENUE	\$189,515	\$232,020	<b>\$198,190</b>
TAXES	\$24,309,345	\$25,628,680	<b>\$27,279,435</b>
<b>TOTAL BUDGETED REVENUE</b>	<b>\$34,567,260</b>	<b>\$35,721,465</b>	<b>\$37,181,700</b>
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$22,468,155	\$22,610,725	<b>\$23,895,665</b>
OTHER ORDINARY MAINTENANCE	\$15,603,935	\$12,715,610	<b>\$12,565,105</b>
TRAVEL & TRAINING	\$332,140	\$379,930	<b>\$120,930</b>
EXTRAORDINARY EXPENDITURES	\$1,494,880	\$600,000	<b>\$600,000</b>
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$39,899,110</b>	<b>\$36,306,265</b>	<b>\$37,181,700</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>214</b>	<b>216</b>	<b>222</b>

# PUBLIC WORKS - ADMINISTRATION

## MISSION & SERVICES

The Administration Division supports the general management and administrative activities necessary to make Public Works function as a cohesive organization. These include policy development, labor relations, human resources, training and career development, budgeting, fiscal administration, payroll, community relations, customer service, and information systems. Administration continually re-evaluates business practices and operations to ensure that Public Works maximizes service delivery and customer service while minimizing costs.

The Business Services Division oversees the financial operations of Public Works. The Division manages operating and capital budgets, pays invoices, prepares and manages contracts, expands the use of technology in administrative functions, and supports the business needs of the Department's operating divisions.



A DPW employee enters information from residents into the City's new Commonwealth Connect service request system

## FY17 OBJECTIVES & PERFORMANCE MEASURES

- 1. **Provide excellent customer service, public information, and responsiveness to requests and complaints. Work toward continual improvement in these areas through better business practices and use of technology.**

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$1,942,110	\$1,920,085	\$2,029,695
OTHER ORDINARY MAINTENANCE	\$189,020	\$148,975	\$157,085
TRAVEL & TRAINING	\$329,870	\$363,370	\$107,140
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$2,461,000</b>	<b>\$2,432,430</b>	<b>\$2,293,920</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>15</b>	<b>16</b>	<b>16</b>

# PUBLIC WORKS - CEMETERY

## MISSION & SERVICES

The Cemetery Division is responsible for gravesite preparation, burial services, landscaping, maintenance, and customer service at the Cambridge Cemetery's 66-acre site on Coolidge Avenue. The Cemetery is the resting place for Medal of Honor recipients Joseph F. Scott and Alphonso M. Lunt, prominent literary figures Henry and William James and William Dean Howells, Baseball Hall of Famers John Clarkson and Timothy Keefe, and other notable Cantabridgians.



Cambridge Cemetery

Cemetery operations include burials, flower, and tree planting; landscaping; and repair of historical monuments. Tree planting and perennial island development to add pastoral beauty to open space in the Cemetery has been a particular focus in recent years. The Cemetery has also continued to incorporate sustainable practices into its operations, including using rain barrels for watering where feasible, mulching leaves on site, and not requiring cement vaults for burials.

## FY17 OBJECTIVES & PERFORMANCE MEASURES

1. Provide high quality gravesite preparation and continue to improve cemetery maintenance and service.
-  2. Continue implementation of beautification program throughout Cambridge Cemetery and maintain landscape.

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$1,069,345	\$1,100,505	\$1,067,865
OTHER ORDINARY MAINTENANCE	\$33,845	\$35,225	\$35,225
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$1,103,190</b>	<b>\$1,135,730</b>	<b>\$1,103,090</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>10</b>	<b>10</b>	<b>10</b>

# PUBLIC WORKS - ENERGY

## MISSION & SERVICES

DPW's Energy program supports the City in meeting energy and greenhouse gas reduction and sustainability goals by:

- Tracking and analyzing City energy and fuel use and expenses.
- Planning and project management support for energy efficiency upgrade projects. These projects helped the City achieve its 20% Massachusetts Green Communities energy reduction goal from a 2008 baseline.
- Collaborating with other City departments to identify best practices for resource-efficient and climate-resilient municipal operations.
- Sharing sustainability efforts, successes, and challenges in a transparent and accessible fashion, including providing Building and Energy Use Disclosure Ordinance reporting for municipal facilities.



City staff inspect Senior Center HVAC improvements

DPW pays utility and fuel expenses for 97 City buildings, parks, ball fields, pump stations, and more than 300 municipal vehicles. Costs are supported by this budgetary allotment plus reimbursements from other City departments. DPW also serves as a lead sponsor of Team GreenSense, the Mayor's Summer Youth Employment Program education/work program on sustainability for high school students.

## FY17 OBJECTIVES & PERFORMANCE MEASURES

-  1. Continue to lead by example and implement energy efficiency improvements at municipal and school facilities.
-  2. Continue to explore advanced energy and sustainability analytics and serve as a sustainability leader for the larger community.

OBJ.	PERFORMANCE MEASURES	FY15 ACTUAL	FY16 PROJECTED	FY17 TARGET
2	Develop comprehensive energy and sustainability performance metrics and goals through Municipal Facilities Improvement Plan (% complete)	n/a	80%	100%

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$0	\$0	\$0
OTHER ORDINARY MAINTENANCE	\$1,540,155	\$1,452,660	\$1,496,500
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$1,540,155</b>	<b>\$1,452,660</b>	<b>\$1,496,500</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>0</b>	<b>0</b>	<b>0</b>

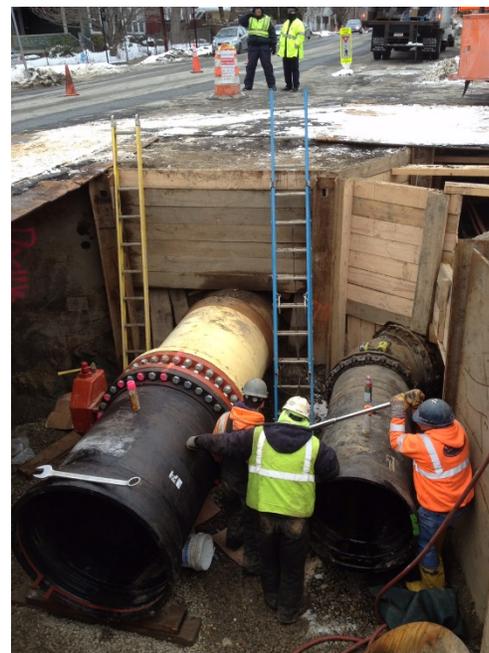
# PUBLIC WORKS - ENGINEERING

## MISSION & SERVICES

The Engineering Division's primary responsibilities include management of sewer and stormwater infrastructure, stormwater programs, street and sidewalk improvement projects, and infrastructure information.

In FY16, the sewer and stormwater management program included management of a \$150 million Five-Year Public Investment Plan, as well as extensive administrative responsibilities and maintenance programs. Over two decades of major investment in sewer and stormwater infrastructure and maintenance has had a significant, positive impact on improving the water quality of discharges to the Alewife Brook and Charles River and on improving sewer and stormwater service.

The Engineering Division also managed a \$30 million Five-Year Public Investment Plan for street and sidewalk improvements during FY16. This plan includes locations in the planning, design, or construction phase and is updated annually in close coordination with the City's Commission for Persons with Disabilities, Pedestrian Committee, and Bike Committee. The Division continues to emphasize the City's commitment to a Complete Streets program through which streets are designed for all users.



Water main construction on Huron Avenue

## FY17 OBJECTIVES & PERFORMANCE MEASURES

1. **Continue to implement a comprehensive stormwater management program to improve service levels in the community and improve water quality in the Charles River and Alewife Brook.**
2. **Monitor construction and manage design of sewer separation and stormwater management projects.**
3. **Improve the function, capacity, and level of service of the City's sanitary sewer and stormwater infrastructure through ongoing maintenance and enhancements.**
4. **Improve sidewalk and roadway infrastructure to advance vehicular safety, cyclist safety, pedestrian safety, and accessibility for persons with disabilities.**

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$2,042,610	\$2,122,195	\$2,377,335
OTHER ORDINARY MAINTENANCE	\$246,710	\$277,815	\$297,985
TRAVEL & TRAINING	\$995	\$14,960	\$11,690
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$2,290,315</b>	<b>\$2,414,970</b>	<b>\$2,687,010</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>18</b>	<b>18</b>	<b>19</b>

# PUBLIC WORKS - CONSERVATION COMMISSION

## MISSION & SERVICES

In FY16, the Conservation Commission was incorporated into DPW's Engineering Division. The Commission's mission is to protect and enhance the wetland resource areas within the city, including water bodies, riverfront, bordering vegetated wetlands, isolated wetlands, floodplains, and associated buffer zones. The Commission has two functions: to administer the Massachusetts Wetlands Protection Act (MWWPA) and Stormwater Management Policy, and to enhance the city's open spaces.



John W. Weeks Footbridge

The Conservation Director works with the seven-member volunteer Commission to fulfill the statutory requirements of the MWWPA, which include conducting public hearings to review, permit, and maintain compliance of projects in and around Cambridge's wetlands, floodplains, and water bodies. The Commission Director provides technical assistance to other City departments and local advocacy groups on natural resources and environmental planning issues. The Commission also works with regional, state, and federal agencies to address short and long-term environmental concerns.

To promote and enhance the city's open space, the Commission supports administration of the Community Preservation Act and serves as a member of the Fresh Pond Advisory Board, Open Space Committee, Mystic River Watershed Municipal Subcommittee, and the Food and Fitness Policy Council.

In addition, the Director manages the Community Garden Program, coordinating 14 active gardens serving approximately 535 residents across Cambridge. The Director also coordinates a free Urban Gardening Seminar Series at the Main Library for residents interested in taking their urban gardening skills to the next level.

## FY17 OBJECTIVES & PERFORMANCE MEASURES

1. **Fulfill statutory requirements under the Massachusetts Wetlands Protection Act.**
2. **Administer and enhance the Community Garden Program.**
3. **Promote open space stewardship through education and outreach.**
4. **Create a webpage that locates and describes permitted projects.**

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$127,160	\$129,935	\$131,655
OTHER ORDINARY MAINTENANCE	\$50	\$1,000	\$1,000
TRAVEL & TRAINING	\$680	\$900	\$900
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$127,890</b>	<b>\$131,835</b>	<b>\$133,555</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>1</b>	<b>1</b>	<b>1</b>

# PUBLIC WORKS - PARKS & URBAN FORESTRY

## MISSION & SERVICES

The Parks and Urban Forestry Division maintains over 130 municipal and school properties, including parks, playgrounds, squares, plazas, medians, and public building grounds. Parks and Urban Forestry ensures that parks are safe, clean, and attractive and have been properly prepared for sports activities and other special events.

The Division oversees installation, renovation, and maintenance of landscape beds, playing fields, playground structures, and water features throughout the city. Staff coordinate with



Riverside Park

the Director of the Conservation Commission to support the City's community garden program, and with local businesses and community groups to maintain beautification programs in many city squares. The Division also works closely with the volunteer Committee on Public Planting.

Parks and Urban Forestry is also responsible for implementing a program of arboriculture for over 19,000 public trees. This program includes planting, cyclical pruning, and responding to service requests and tree-related emergencies. These efforts have been recognized by the Arbor Day Foundation, which recently awarded Cambridge the Tree City USA award for the 23rd consecutive year, as well as its more prestigious Growth Award for the 8th consecutive year.

## FY17 OBJECTIVES & PERFORMANCE MEASURES

-  1. Continue to provide a quality park and landscaping maintenance program with a commitment to community partnerships.
-  2. Maintain a commitment to proactive maintenance and excellent customer service in the Urban Forestry program.

OBJ.	PERFORMANCE MEASURES	FY15 ACTUAL	FY16 PROJECTED	FY17 TARGET
2	Percent of planting requests completed within 1 year	90%	90%	90%
2	Percent of maintenance requests completed within 180 days	90%	90%	90%

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$3,440,680	\$3,750,410	\$3,941,710
OTHER ORDINARY MAINTENANCE	\$1,708,715	\$1,886,325	\$2,049,845
TRAVEL & TRAINING	\$595	\$700	\$700
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$5,149,990</b>	<b>\$5,637,435</b>	<b>\$5,992,255</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>37</b>	<b>38</b>	<b>38</b>

# PUBLIC WORKS - PUBLIC BUILDINGS

## MISSION & SERVICES

Public Buildings staff provide carpentry, painting, plumbing, lock installation and repair, sign fabrication, heating, and ventilation services for 35 City buildings, and custodial services to 13 municipal buildings. Energy efficiency and environmental sustainability are a priority in all maintenance and operations. In the broader community, Public Buildings supports approximately 75 public events annually by setting up staging and a public address system and fabricating temporary and permanent signage.

Public Buildings is responsible for all aspects of construction, renovation, and significant maintenance to City buildings. During FY16, the Division implemented year three of the five-year Systems Renewal Plan for heating, ventilation, and air conditioning (HVAC) systems. The Division plays a key role in the development and implementation of the integrated, multi-year Comprehensive Facilities Improvement Plan that started in FY15.



Production of wall panels for office renovation

## FY17 OBJECTIVES & PERFORMANCE MEASURES

- 1. **Conduct a comprehensive assessment of City buildings and develop a capital improvement plan that addresses a range of needs, including mechanical systems, structural components, space planning, electrical systems, technology systems, historic preservation, environmental sustainability, and accessibility.**
- 2. **Reduce energy consumption through the installation of energy saving technology and upgrades of equipment, with a focus on implementing the improvements identified in the Systems Renewal Plan for HVAC.**

OBJ.	PERFORMANCE MEASURES	FY15 ACTUAL	FY16 PROJECTED	FY17 TARGET
1	Develop comprehensive facilities improvement plan (% complete)	20%	80%	100%

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$3,652,310	\$3,795,880	\$4,121,080
OTHER ORDINARY MAINTENANCE	\$1,191,330	\$1,404,500	\$1,479,725
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$4,843,640</b>	<b>\$5,200,380</b>	<b>\$5,600,805</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>40</b>	<b>40</b>	<b>41</b>

# PUBLIC WORKS - SNOW & ICE

## MISSION & SERVICES

Public Works is responsible for maintaining safe, unobstructed public ways during the winter months. As the command center for the City's salting and snow plowing operations, Public Works coordinates different departments and contractors, purchases materials and equipment, maintains vehicles, and provides public information and assistance during snow events. Salting and plowing operations cover 125 miles of roadway and over 23 miles of sidewalk, including sidewalks and ramps abutting schools, public buildings, high volume bus stops, parks, and other public areas. Public Works also promotes sidewalk snow and ice clearance by private property owners and works with the Traffic Department to investigate complaints and issue citations for sidewalks that have not been cleared.



DPW salting and snow removal operations

Public Works continues to increase the scope of its snow operations to include more snow clearing of pedestrian areas, bus stops, and crosswalks and removing snow from high priority locations. All City departments involved in snow operations work to improve public information and resources for the community through mailings, the website, text and e-mail notifications, and social media. Public Works also acts as a resource to the community during and after storms by providing 24-hour phone coverage and opportunities to report uncleared sidewalks via a hotline, website, and the Commonwealth Connect mobile application.

## FY17 OBJECTIVES & PERFORMANCE MEASURES



1. Continue to sustain a well-planned and executed approach to snow and ice clearing, with a focus on increasing efficiency and effectiveness through better business practices, incorporating more environmentally sustainable practices where possible.
2. Promote safe, accessible sidewalks through improved and expanded City snow and ice clearing efforts in pedestrian areas, as well as through promoting sidewalk clearance by private property owners.

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$963,395	\$295,475	<b>\$192,755</b>
OTHER ORDINARY MAINTENANCE	\$4,509,190	\$1,080,500	<b>\$179,000</b>
TRAVEL & TRAINING	\$0	\$0	<b>\$0</b>
EXTRAORDINARY EXPENDITURES	\$0	\$0	<b>\$0</b>
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$5,472,585</b>	<b>\$1,375,975</b>	<b>\$371,755</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>0</b>	<b>0</b>	<b>0</b>

# PUBLIC WORKS - SOLID WASTE

## MISSION & SERVICES

The Solid Waste Division provides trash, recycling, and street cleaning services, working to improve the cleanliness of the city and to promote a decrease in trash disposal and an increase in recycling. The Division manages weekly curbside pickup of single-stream recycling and trash, yard waste collection for nine months each year, seasonal Christmas tree collection, collection of large appliances, household hazardous waste collections, and a drop-off Recycling Center. Staff work closely with the volunteer Recycling Advisory Committee.



Rubbish collection

The Division ensures clean public ways through citywide mechanical street sweeping and more intensive street sweeping, sidewalk cleaning, and litter collection in city squares. Crews conduct regular power-washing of public area trash and recycling receptacles and operate a graffiti removal program. In recent years, increasing the number of recycling bins in public areas and continuing citywide rodent control efforts have been major priorities.

In April 2014, the City began a one-year pilot program for curbside pickup of food scraps from over 500 households in North Cambridge. During October 2015, this program expanded to include the entire Monday collection route, with plans to expand the program citywide in subsequent years.

## FY17 OBJECTIVES & PERFORMANCE MEASURES

- 1. Reduce residential trash by 30% by 2020 and by 80% by 2050 (from 2008 baseline year).
- 2. Reduce solid waste through curbside collection of food scraps for composting.
- 3. Provide high quality cleaning of streets, sidewalks, and squares, including regular mechanical sweeping, hand cleaning, power washing, and graffiti removal.

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$4,766,795	\$4,917,835	\$5,490,110
OTHER ORDINARY MAINTENANCE	\$4,338,155	\$4,651,395	\$5,118,280
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$9,104,950</b>	<b>\$9,569,230</b>	<b>\$10,608,390</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>49</b>	<b>50</b>	<b>54</b>

# PUBLIC WORKS - STREET & SEWER MAINTENANCE

## MISSION & SERVICES

The Street and Sewer Maintenance Division maintains 125 miles of streets, over 200 miles of sidewalks, more than 5,000 curb ramps, 244 miles of sewer and stormwater pipe lines, more than 4,500 catch basins, 84 sewer and stormwater pumps, and 11 generators.

The Division's preventive sewer maintenance program includes cleaning approximately 2,000 catch basins annually, routine inspection and flushing of 75 problem pipe lines, and working with food establishments to limit the adverse effects of grease on sewer lines. All of these activities serve to reduce emergency sewer backups and flooding and to protect water quality. The Division also plays a key role in the response to storm events that produce street flooding.



DPW street maintenance crews at work

Street and Sewer Maintenance permits and inspects private and institutional construction in the public way (including sidewalks and ramps, streets, sewer connections, drainage structures, and cranes), permits and inspects business sidewalk use (including newsracks, A-frame signs, and outdoor dining), consults with contractors and utility companies, and provides technical assistance to homeowners.

## FY17 OBJECTIVES & PERFORMANCE MEASURES



1. Continue to improve preventative maintenance and rapid response programs associated with sidewalks and streets and with sewer and stormwater systems.

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$2,589,850	\$2,650,880	\$2,726,455
OTHER ORDINARY MAINTENANCE	\$1,201,480	\$1,215,215	\$1,231,875
TRAVEL & TRAINING	\$0	\$0	\$500
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$3,791,330</b>	<b>\$3,866,095</b>	<b>\$3,958,830</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>27</b>	<b>26</b>	<b>26</b>

# PUBLIC WORKS - VEHICLE MAINTENANCE & OFF-HOURS

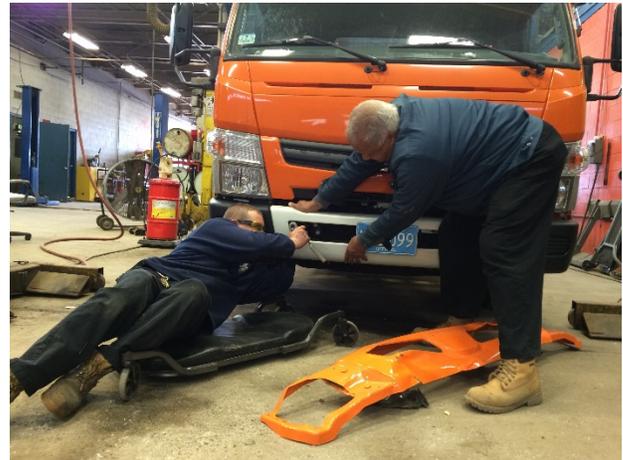
## MISSION & SERVICES

The Vehicle Maintenance Division maintains and repairs over 300 City-owned vehicles and pieces of equipment. Each year, Vehicle Maintenance inspects over 250 Cambridge taxis, prepares over 150 City vehicles to receive state inspection stickers, and conducts in-house commercial driver's license training.

Public Works plays an important role in the implementation of the City's Green Fleets Policy, which was adopted as part of the Green Communities application process. Under this Policy, all departments must purchase only fuel efficient vehicles for municipal use whenever such vehicles are commercially available and practicable. The City has committed to operating and maintaining its vehicles in a manner that is energy efficient and minimizes emissions of conventional air pollutants and greenhouse gases, and to incorporating alternative fuel vehicles and hybrid vehicles into the municipal vehicle fleet when feasible.

Vehicle Maintenance has reduced toxics, waste, and costs in its operations by using retreaded tires; using recycled motor and hydraulic oil, antifreeze, washer fluid, and wipe rags; and by recycling approximately 10,000 pounds of metal parts each year.

Off-Hour Services provides Public Works with 24-hour response on a regular and emergency basis. Off-Hours employees collect litter from heavily used public areas and City buildings on a regular schedule; respond to a variety of emergencies such as after-hours sewer complaints, fallen trees and tree limbs, building security, and storm-related cleanup; and coordinate with the Cambridge Police and Fire Departments in response to accidents and other emergencies.



DPW Vehicle Maintenance staff repair a truck bumper

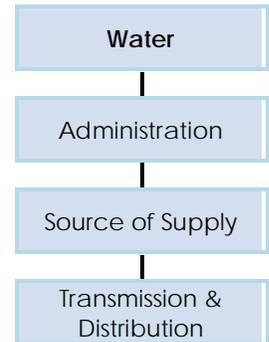
## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$1,873,900	\$1,927,525	\$1,817,005
OTHER ORDINARY MAINTENANCE	\$645,285	\$562,000	\$518,585
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$1,494,880	\$600,000	\$600,000
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$4,014,065</b>	<b>\$3,089,525</b>	<b>\$2,935,590</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>17</b>	<b>17</b>	<b>17</b>

# WATER

## DEPARTMENT OVERVIEW

The Cambridge Water Department (CWD) is a municipally owned and operated water utility servicing approximately 105,000 residents. The mission of the Department is to provide a safe, uninterrupted water supply of the highest quality to the citizens of Cambridge. CWD continues to implement its long-term capital strategic plan to maintain the integrity and functionality of the city's water system.



The Cambridge water system is comprised of: the watershed and its related facilities such as gatehouses, dams, and spillways; the Hobbs Brook, Stony Brook, and Fresh Pond Reservoirs; the Stony Brook conduit; the treatment plant; the Payson Park finished water reservoir including the force and transmission lines; the distribution system; and Massachusetts Water Resource Authority (MWRA) interconnects.

CWD operates under the general direction of the City Manager. The Department is regulated by federal and state drinking water codes and is comprised of three divisions: Administration, Source of Supply, and Transmission & Distribution. CWD continues to improve customer relations through the development of educational programs, such as the annual Fresh Pond Day celebration. Department staff conduct monthly tours, allowing the public to see the treatment plant and learn about the water treatment process. The Department offers a wide array of programs encouraging the public to visit and learn about Fresh Pond Reservation.

The Cambridge Water Board is comprised of five citizen members who are appointed by the City Manager and who serve in an advisory capacity to the City Manager and the Managing Director of the Water Department.

## DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
CHARGES FOR SERVICES	\$17,200,040	\$17,320,915	\$13,969,210
<b>TOTAL BUDGETED REVENUE</b>	\$17,200,040	\$17,320,915	\$13,969,210
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$6,511,370	\$6,828,820	\$6,979,325
OTHER ORDINARY MAINTENANCE	\$3,828,300	\$3,960,880	\$3,982,800
TRAVEL & TRAINING	\$146,035	\$86,580	\$86,580
EXTRAORDINARY EXPENDITURES	\$3,287,300	\$3,041,505	\$2,920,505
<b>TOTAL BUDGETED EXPENDITURES</b>	\$13,773,005	\$13,917,785	\$13,969,210
<b>FULL-TIME BUDGETED EMPLOYEES</b>	55	55	55

# WATER - ADMINISTRATION

## MISSION & SERVICES

The Administration Division is responsible for administrative, personnel, financial, metering, cross connection, social media, and customer relations functions. The Division assists in the quarterly processing of water bills for approximately 15,000 metered accounts in the city as well as all other billing for CWD.

The Division is also responsible for the automated meter reading system, which leads to more accurate billing, allows customers to monitor water usage, and allows for early notification of potential leaks through the "high read" notification program. The Division conducts inspections for leaks, faulty registrations, damaged meters, non-compliant water connections, and other customer services. The Engineering team provides technical services to the Department, plans and oversees capital improvements, maintains maps/records, and coordinates water projects with other City departments.



Cambridge Water Department lobby

## FY17 OBJECTIVES & PERFORMANCE MEASURES

1. **Develop an online meter reading system to allow customers to access their usage activity and consumption in late FY17.**
2. **Improve metering and meter reading efficiency by replacing older meters. Improve customer service via CWD webpage and social media to ensure timely notification of high read situations for account owners.**
3. **Improve customer relations through public education programs, including routine webpage updates, social media, tours, open houses, and school and community activities.**
4. **Maintain the cross connection program in order to protect public health by performing 100% of the DEP requirements.**
5. **Maintain safe drinking water during construction, fire safety, and industrial process activities by reviewing all water-related plans and issuing water construction permits in a timely manner.**

OBJ.	PERFORMANCE MEASURES	FY15 ACTUAL	FY16 PROJECTED	FY17 TARGET
2	Meters replaced	347	450	450

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$1,500,735	\$1,562,325	\$1,550,945
OTHER ORDINARY MAINTENANCE	\$360,295	\$388,765	\$425,355
TRAVEL & TRAINING	\$146,035	\$86,580	\$86,580
EXTRAORDINARY EXPENDITURES	\$3,112,300	\$2,866,505	\$2,745,505
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$5,119,365</b>	<b>\$4,904,175</b>	<b>\$4,808,385</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>11</b>	<b>11</b>	<b>11</b>

# WATER - SOURCE OF SUPPLY

## MISSION & SERVICES

Source of Supply includes Watershed and Water Treatment Operations (WTO).

The Watershed team is responsible for the management and operation of the City’s three reservoirs. The Division works to develop and implement intricate watershed protection and hazmat response plans, conducts environmental and raw water quality monitoring, manages the grounds at Fresh Pond Reservation (Cambridge’s largest open space) and at the up-country reservoirs, implements Fresh Pond Master Plan recommendations, and works with all stakeholders in the watersheds to ensure long-term protection of the city’s drinking water supply.



Black's Nook is one of four ponds at Fresh Pond Reservation

The WTO team is primarily responsible for the operation of the Walter J. Sullivan Water Purification Facility. This includes maintaining a certified water quality laboratory, plant process control, regulatory compliance, distribution system monitoring, and performing a variety of customer support services.

## FY17 OBJECTIVES & PERFORMANCE MEASURES

-  1. Continue to maintain Watershed Protection Plans to protect the city's source water supply.
- 2. Continue to develop and implement a de-icing management plan for watershed communities and businesses.
-  3. Manage watershed and reservoir improvements to ensure safe and continuous delivery of water to the treatment facility.
-  4. Perform 100% of the required DEP analytical testing.
- 5. Continue to implement strategies to reduce energy consumption.

OBJ.	PERFORMANCE MEASURES	FY15 ACTUAL	FY16 PROJECTED	FY17 TARGET
3	Develop landscape maintenance Best Management Practices Plan for Fresh Pond Reservation (% complete)	85%	95%	98%

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$2,487,530	\$2,678,480	\$2,699,935
OTHER ORDINARY MAINTENANCE	\$3,046,545	\$3,181,220	\$3,119,050
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$5,534,075</b>	<b>\$5,859,700</b>	<b>\$5,818,985</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>21</b>	<b>21</b>	<b>21</b>

# WATER - TRANSMISSION & DISTRIBUTION

## MISSION & SERVICES

The Transmission & Distribution Division is primarily responsible for the maintenance of the underground 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 30-63 inches in diameter.



40-inch water transmission main on Huron Avenue

The distribution system, which connects the purified water to all of the users, consists of approximately 180 miles of pipe, 14,060 services, 4,450 valves, approximately 1,700 fire hydrants, and 18,300 valves and service boxes.

This Division regularly performs new water main installation, leak detection, and preventative maintenance; provides effective emergency response for leaks and low pressure situations; and provides assistance and support to customers and other City departments. The Division partners with the Fire Department to ensure a high degree of reliability of fire hydrants throughout the city.

## FY17 OBJECTIVES & PERFORMANCE MEASURES

1. **Rehabilitate the water distribution system.**
-  2. **Ensure the highest degree of fire protection reliability and functionality through hydrant maintenance, including conducting 100% of required fire hydrant tests throughout the city.**
-  3. **Maintain a percentage rate of 99.9% of in-service hydrants.**
4. **Expand and enhance the operation and maintenance of the water infrastructure to minimize the duration of water outages as a result of water main breaks and/or planned shutdowns to facilitate construction activities.**

OBJ.	PERFORMANCE MEASURES	FY15 ACTUAL	FY16 PROJECTED	FY17 TARGET
2	Number of fire hydrants replaced	101	60	50

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$2,523,105	\$2,588,015	\$2,728,445
OTHER ORDINARY MAINTENANCE	\$421,460	\$390,895	\$438,395
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$175,000	\$175,000	\$175,000
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$3,119,565</b>	<b>\$3,153,910</b>	<b>\$3,341,840</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>23</b>	<b>23</b>	<b>23</b>

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# HUMAN RESOURCE DEVELOPMENT

## FY17 OPERATING BUDGET - EXPENDITURES BY FUNCTION: \$574,562,125



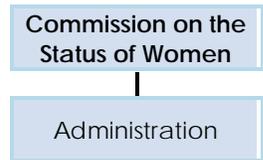
### HUMAN RESOURCE DEVELOPMENT

FINANCING PLAN BY SOURCE	FY15 ACTUAL	FY16 PROJECTED	FY17 PROPOSED
CHARGES FOR SERVICES	\$4,006,385	\$3,877,435	\$3,658,720
FINES & FORFEITS	\$92,280	\$45,000	\$85,000
INTERGOVERNMENTAL REVENUE	\$1,630,965	\$1,639,585	\$1,635,170
MISCELLANEOUS REVENUE	\$0	\$0	\$0
TAXES	\$29,905,195	\$31,447,460	\$33,864,220
<b>TOTAL BUDGETED REVENUE</b>	<b>\$35,634,825</b>	<b>\$37,009,480</b>	<b>\$39,243,110</b>
PROGRAM EXPENDITURES			
COMMISSION ON THE STATUS OF WOMEN	\$241,655	\$246,185	\$253,965
HUMAN RIGHTS COMMISSION	\$258,650	\$259,590	\$257,270
HUMAN SERVICES	\$23,967,365	\$25,740,305	\$27,926,755
LIBRARY	\$9,495,505	\$9,275,600	\$9,702,575
VETERANS' SERVICES	\$1,044,925	\$1,065,000	\$1,102,545
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$35,008,100</b>	<b>\$36,586,680</b>	<b>\$39,243,110</b>

# COMMISSION ON THE STATUS OF WOMEN

## DEPARTMENT OVERVIEW

The Cambridge Commission on the Status of Women (CCSW) works in an inclusive manner to promote and enhance equal opportunities for all women and girls throughout the city. CCSW works with other City departments and officials, local organizations, and the greater Cambridge community to increase opportunity and access through policy and program development and public education in key areas affecting women and girls.



The scope of CCSW's programming is wide-ranging: offering outreach and education on issues concerning young women and girls; providing information on health and violence prevention; preserving Cambridge women's history; supporting new artistic mediums; and developing pathways that better connect with traditionally harder-to-reach women, such as immigrant women and women who are experiencing homelessness. The cornerstone of CCSW's work is collaborating with community organizations and coalitions to strengthen and enrich quality of life for all Cambridge women and girls.

CCSW members are appointed by the City Manager and are responsible for supporting the Executive Director in accomplishing the Commission's objectives. Commission staff are available to offer information and referrals to individuals, community organizations, businesses, and other City departments on topics relating to services for women and girls.

## DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
INTERGOVERNMENTAL REVENUE	\$9,960	\$9,960	\$9,960
TAXES	\$231,335	\$236,465	\$244,005
<b>TOTAL BUDGETED REVENUE</b>	<b>\$241,295</b>	<b>\$246,425</b>	<b>\$253,965</b>
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$231,730	\$236,070	\$243,405
OTHER ORDINARY MAINTENANCE	\$9,440	\$9,535	\$9,535
TRAVEL & TRAINING	\$485	\$580	\$1,025
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$241,655</b>	<b>\$246,185</b>	<b>\$253,965</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>2</b>	<b>2</b>	<b>2</b>

# COMMISSION ON THE STATUS OF WOMEN - ADMINISTRATION

## MISSION & SERVICES

CCSW provides residents with citywide programming designed to increase awareness and understanding of key issue areas, including gender-based violence, women's history, women in the workforce, sexual harassment, international women's rights, and women's criminal justice issues. Annual programs include the quarterly *Women & Words!* discussion series, 5th Grade Girls' Sports Day, Promtacular, the International Women's Day Breakfast, the Women's History Month celebration, and the Vigil for Victims of Domestic Violence.



Volunteers at 5th Grade Girls' Sports Day

## FY17 OBJECTIVES & PERFORMANCE MEASURES

- 
**1. In collaboration with the Domestic and Gender-Based Violence Prevention Initiative, promote efforts to prevent and respond to domestic and gender-based violence through creative, community-based approaches.**
- 
**2. Work with the School Department, other City departments, and community groups to provide girls with targeted, innovative programming, including physical fitness, creative and social arts, leadership development, and academic achievement.**
- 
**3. Coordinate efforts to connect with historically harder to reach populations to better engage and serve marginalized women in the city.**
- 
**4. Lead community programming and serve as a centralized portal for resources addressing issues relevant to women.**

OBJ.	PERFORMANCE MEASURES	FY15 ACTUAL	FY16 PROJECTED	FY17 TARGET
1	Community events sponsored throughout the city to educate and engage citizens around the topic of domestic violence	5	3	3
2	Number of girls recruited for programs	250	220	240
3	Number of forums sponsored, focus groups conducted, outreach, and activities offered to targeted residents	10	10	10
4	Number of residents attending CCSW-led programming	900	720	720
4	Events organized and relevant announcements and information promoted and publicized via website and social media outlets	30	30	30

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$231,730	\$236,070	\$243,405
OTHER ORDINARY MAINTENANCE	\$9,440	\$9,535	\$9,535
TRAVEL & TRAINING	\$485	\$580	\$1,025
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$241,655</b>	<b>\$246,185</b>	<b>\$253,965</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>2</b>	<b>2</b>	<b>2</b>

# HUMAN RIGHTS COMMISSION

## DEPARTMENT OVERVIEW

Guided by two City ordinances – the Human Rights Ordinance, Chapter 2.76, and the Fair Housing Ordinance, Chapter 14.04 – the Cambridge Human Rights Commission (CHRC) works to protect the civil rights of residents and visitors to the city. It accomplishes this mission through investigation, mediation, and adjudication of complaints of discrimination in housing, public accommodations, employment, and education, and through outreach and education to the public about their rights and responsibilities under local and federal fair housing and other civil rights laws.



In existence since 1984, the CHRC works with its 11 volunteer Commissioners to identify community concerns relating to civil rights and collaborates with other City agencies and community partners to address civil rights concerns and advance civil rights awareness. CHRC's City partners include the Commission for Persons With Disabilities; Gay, Lesbian, Bisexual and Transgender (GLBT) Commission; Community Engagement Team; Community Development's Housing Division; Police Review and Advisory Board; Consumers' Council; and Public Health Department.

The Commission's state partners include the Civil Rights Division of the Attorney General's Office, the Massachusetts Commission Against Discrimination, and the Massachusetts Department of Public Health's Childhood Lead Poisoning Prevention Program. Finally, the Commission's regional partners include metro-Boston Fair Housing agencies, including the Boston Office of Fair Housing and Equity, Boston's Fair Housing Commission, the Metro-Boston Housing Partnership, the Fair Housing Center of Greater Boston, and Suffolk University Law School's Housing Discrimination Testing Program.

CHRC collaborates with state and federal civil rights agencies to advance public understanding about civil rights and changes in civil rights laws, and to address complaints of discrimination.

## DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
TAXES	\$266,890	\$275,140	\$257,270
<b>TOTAL BUDGETED REVENUE</b>	\$266,890	\$275,140	\$257,270
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$256,285	\$256,690	\$253,070
OTHER ORDINARY MAINTENANCE	\$1,360	\$1,800	\$3,000
TRAVEL & TRAINING	\$1,005	\$1,100	\$1,200
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	\$258,650	\$259,590	\$257,270
<b>FULL-TIME BUDGETED EMPLOYEES</b>	2	2	2

# HUMAN RIGHTS COMMISSION - ADMINISTRATION

## MISSION & SERVICES

The CHRC acts as a neutral agency, investigating complaints of discrimination within its jurisdiction to ascertain whether discrimination has occurred and, when a finding of probable cause has been made, to mediate or adjudicate a remedy that addresses the individual complainant's concerns as well as the broader public interest in eliminating discrimination in housing, public accommodations, employment, and education.



First prize winner of the 2015 Cambridge Human Rights Commission Fair Housing Poster Contest

The CHRC accepts complaints from the U.S. Department of Housing and Urban Development involving housing discrimination alleged to have occurred in Cambridge, and works in collaboration with other City, state, and regional agencies addressing civil rights issues. CHRC provides referrals to other agencies, as appropriate, and provides trainings about civil rights laws and remedies.

## FY17 OBJECTIVES & PERFORMANCE MEASURES

1. Increase public awareness of CHRC through collaborative efforts in education and outreach between CHRC, other City departments, and outside agencies.



2. Improve efficiency and effectiveness of case intake, investigation, and referral process.



3. Perform mediation as a means to resolve complaints.



4. Resolve discrimination cases following investigation.

OBJ.	PERFORMANCE MEASURES	FY15 ACTUAL	FY16 PROJECTED	FY17 TARGET
1	Number of community trainings provided	16	16	15
2	Complaints filed after staff intake meetings	12	16	15
3	Cases in which parties chose to utilize CHRC mediation services	5	6	6
4	Causal determinations after investigation (probable cause or lack of probable cause)	10	8	10
4	Non-causal closures (settlements or administrative closures)	4	6	5

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$256,285	\$256,690	\$253,070
OTHER ORDINARY MAINTENANCE	\$1,360	\$1,800	\$3,000
TRAVEL & TRAINING	\$1,005	\$1,100	\$1,200
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$258,650</b>	<b>\$259,590</b>	<b>\$257,270</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>2</b>	<b>2</b>	<b>2</b>

# HUMAN SERVICES

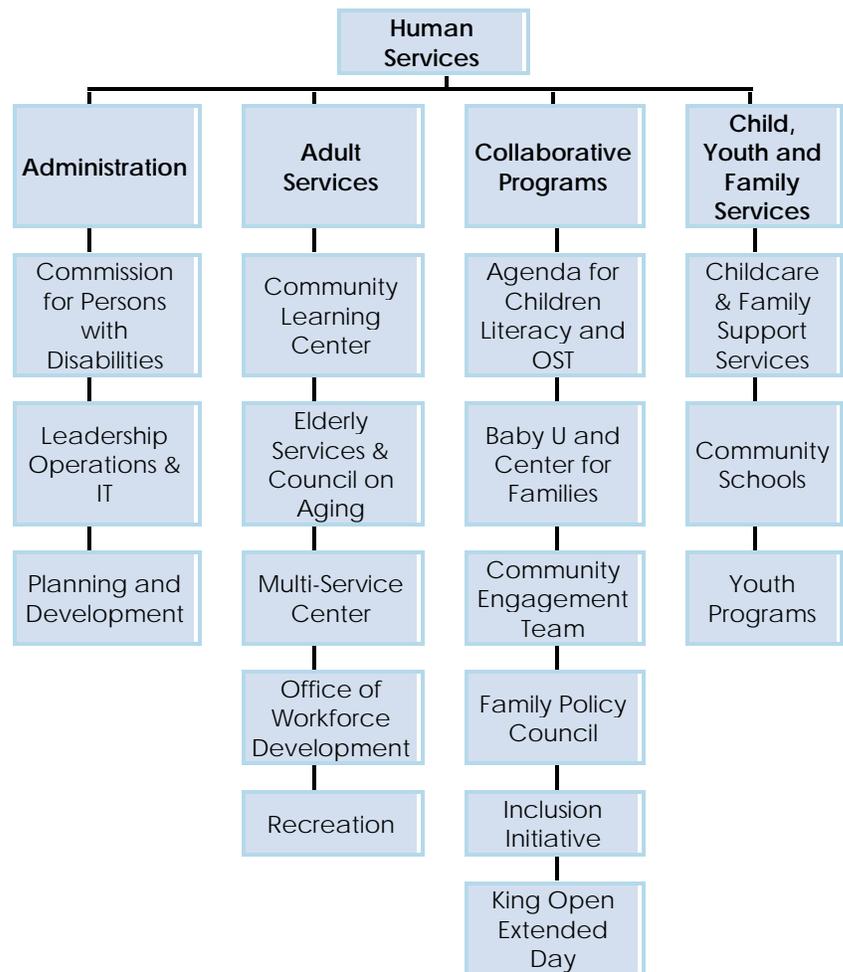
## DEPARTMENT OVERVIEW

The Department of Human Service Programs (DHSP) continues to fulfill its original charge (by ordinance in 1980) of “creating and coordinating services which enhance the quality of life for Cambridge residents.” The Department employs a diverse workforce and works with the Community Engagement Team and part-time outreach workers to bring service information to the community and to inform the Department about service needs. While many of the Department’s services and programs are available to any resident, a number of the programs are designed to help residents who need extra support in meeting their needs and reaching their goals.

The Department works to respond appropriately to changing needs and opportunities with a

combination of services provided directly by the City, through purchasing services with community agencies, and through planning and technical assistance to local groups. Among the service components of the Department itself are Childcare and Family Support Services, the Commission for Persons with Disabilities, the Community Learning Center, Community Schools, the Council on Aging, Fuel Assistance, Haitian Services, the Multi-Service Center, Recreation, Workforce Development, and Youth Centers. Services purchased by the City for residents through nonprofit agencies include: homeless services, mental health services, substance abuse services, domestic violence programs, food programs, legal assistance, and specialized services for linguistic minority communities. The Department, in its overall goals for the year, is continuing to emphasize collaborations among its divisions and with other City departments and human service providers to meet the needs of Cambridge’s residents.

DHSP plays a leadership role in numerous collaborations designed to enhance planning and the delivery of critical services to residents. Those collaborations include the Agenda for Children, the HUD Continuum of Care for services to homeless residents, Baby U, and the Office of College Success. The Department collaborates closely with the Police Department’s Youth and Family Services Unit to build strong supports for Cambridge youth. DHSP also sponsors numerous neighborhood and community activities for residents of all ages. Through the War Memorial Recreation Center, Danehy Park, and the



Fresh Pond Golf Course, the Department provides residents with numerous formal and informal opportunities for skill building and leisure activities. Most of the Department's programs and services directly address the Council's goals of strengthening human services, education, and out of school time learning; fostering community for residents of all ages; and supporting the racial, socioeconomic, cultural, and religious diversity of the city.

Given the importance of science, technology, engineering, arts, and math (STEAM) to the local and regional economies, Cambridge has established a STEAM Coordination Office to work across sectors to develop a coherent network of learning and internship opportunities for students. The STEAM Coordinator will work with City departments, the schools, companies, and higher education partners to expand meaningful opportunities for students to gain skills and exposure to STEAM-related careers. The Coordinator will develop innovative ways to market opportunities to families to ensure diverse learners have access to a wide variety of educational, work-based, and enrichment opportunities.

In response to the recommendations in the Early Childhood Task Force Report "Starting Early," the City has created an Early Childhood Director position reporting jointly to the Assistant City Manager for Human Services and the Assistant Superintendent of Elementary Education. The Director will be responsible for working with all stakeholders to begin building a community-wide system of affordable, high quality early education and care.

#### DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
CHARGES FOR SERVICES	\$4,006,385	\$3,877,435	\$3,658,720
INTERGOVERNMENTAL REVENUE	\$661,355	\$642,955	\$637,640
TAXES	\$20,045,845	\$21,153,275	\$23,630,395
<b>TOTAL BUDGETED REVENUE</b>	<b>\$24,713,585</b>	<b>\$25,673,665</b>	<b>\$27,926,755</b>
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$20,840,735	\$22,206,750	\$23,726,540
OTHER ORDINARY MAINTENANCE	\$2,897,810	\$3,419,655	\$4,090,615
TRAVEL & TRAINING	\$76,900	\$88,900	\$84,600
EXTRAORDINARY EXPENDITURES	\$151,920	\$25,000	\$25,000
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$23,967,365</b>	<b>\$25,740,305</b>	<b>\$27,926,755</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>141</b>	<b>143</b>	<b>144</b>

# HUMAN SERVICES - LEADERSHIP, OPERATIONS & IT

## MISSION & SERVICES

The Administration Division provides leadership, financial, personnel, IT, and clerical support to the operating divisions of the Department as well as to the 25 satellite locations, 200 salaried employees, and over 500 part-time and seasonal employees.

The Division acts as the liaison with other City departments, including Purchasing, Auditing, Personnel, Payroll, Finance, Law, and IT, as well as outside vendors and contractors. The Division manages a budget of about \$7.5 million in grant funding and \$28 million in the general fund, which includes \$3.6 million in tuition and fees. The Division produces a semi-annual resource guide distributed to families across the city, which promotes Department and community-based human service programs. The Division is also responsible for administering the Fuel Assistance Program, serving over 1,600 low-income households, and the Federal Summer Nutrition Program, providing nutritious meals and snacks at 26 sites throughout Cambridge.

The Division oversees many collaborations and programs, including the Agenda for Children Literacy and Out of School Time Initiatives; the Family Policy Council; Baby U and other initiatives, which are directed towards families with children birth to age five; the King Open Extended Day Program; the Office of College Success; and the STEAM Coordination Office.

The Office of College Success was created in 2014 to lead the collaborative efforts of the Department, community-based organizations, Cambridge Public Schools, and institutions of higher education that are committed to increasing the college completion rate of low-income, first generation, and minority students. The collaboration was launched to address the concern that many Cambridge students, high school graduates and adult learners, enroll in college but do not graduate. The Office of College Success coordinates service delivery to align college access services for students; works with CRLS leadership and guidance staff to identify key activities to support students in the transition to post-secondary education; offers professional development to improve knowledge and practice of collaborating partners; and develops partnerships with local colleges to improve on-campus supports, pursue curriculum alignment opportunities, and establish systems to track student progress.

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$1,937,775	\$2,265,745	\$2,882,010
OTHER ORDINARY MAINTENANCE	\$253,890	\$413,685	\$1,036,685
TRAVEL & TRAINING	\$36,145	\$31,850	\$21,550
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$2,227,810</b>	<b>\$2,711,280</b>	<b>\$3,940,245</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>15</b>	<b>16</b>	<b>16</b>

# HUMAN SERVICES - COMMISSION FOR PERSONS WITH DISABILITIES

## MISSION & SERVICES

The Commission's overall goal is to make Cambridge a more welcoming and accessible place for all people with disabilities. The Commission collaborates with other City departments to promote the full integration of people with disabilities into all aspects of Cambridge community life. In FY16, the Commission worked closely with Public Works in the continued implementation of the Five-Year Plan to improve sidewalks and streets so that they are accessible to all, including people with mobility impairments. The Commission also consults with the Community Development Department on design and implementation issues for façade improvements and open space, and works with DHSP to promote inclusion of youth with disabilities in Out of School Time Programs.

The Commission provides information to individuals with disabilities, their families, and social service agencies about a wide range of access and disability topics. In addition, the Commission seeks to educate Cambridge's private sector about its obligations under the Americans with Disabilities Act (ADA) and related local, state, and federal laws, and provides technical assistance and disability awareness training throughout the city, free of charge, to businesses, non-profit agencies, schools, and faith communities. The Commission administers a number of programs for Cambridge residents with disabilities, including issuing Temporary Disability Parking Permits, providing Taxi Discount Coupons, and processing applications for accommodations for residents with disabilities unable to comply with the City's trash and recycling ordinances.

## FY17 OBJECTIVES & PERFORMANCE MEASURES

-  1. Provide training and technical assistance on ADA compliance and disability awareness to public and private entities that provide goods and services in Cambridge.
-  2. Improve awareness of resources for people with disabilities and access to public accommodations and transportation services in Cambridge.

OBJ.	PERFORMANCE MEASURES	FY15 ACTUAL	FY16 PROJECTED	FY17 TARGET
1	ADA trainings, technical assistance sessions, and disability awareness trainings provided to City staff and other public entities	225	190	200
1	Training and technical assistance sessions delivered to Cambridge private sector businesses and organizations	162	138	145
2	Site visits and access surveys of Cambridge businesses completed	35	22	25
2	Cambridge agencies and businesses which removed barriers to access	14	28	30

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$185,595	\$189,840	\$200,255
OTHER ORDINARY MAINTENANCE	\$500	\$500	\$500
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$186,095</b>	<b>\$190,340</b>	<b>\$200,755</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>2</b>	<b>2</b>	<b>2</b>

# HUMAN SERVICES - PLANNING AND DEVELOPMENT

## MISSION & SERVICES

The Planning and Development Division, in consultation with the Human Services Commission, works to improve services for homeless and low-income families and individuals in Cambridge. The Division pursues and manages federal, state, and local funding resources for service providers and monitors contracts with these providers to ensure the highest level of service for the community. The Division coordinates the Cambridge Continuum of Care (CoC), an integrated network of homeless service providers and other stakeholders that works to create collaborative, comprehensive systems to meet the diverse needs of the Cambridge homeless population. Planning and Development staff meet monthly with representatives of all of the homeless serving agencies to coordinate services, develop policy, and conduct program planning.

Staff implement HUD requirements such as the annual Point in Time count and other community-level reporting requirements and coordinate agency proposals for both entitlement and competitive HUD grants, including the Community Development Block Grant, Emergency Solutions Grant, and CoC Program Grants. The Planning and Development Division serves as the lead agency for the Cambridge Homeless Management Information System, a HUD-required central database used to collect, track, and report uniform information on homeless client needs and services.

## FY17 OBJECTIVES & PERFORMANCE MEASURES



1. Continue to contract with local service providers to serve disadvantaged residents through the use of CDBG monies, CoC Homelessness monies, and City tax dollars to support the continued socio-economic diversity of the city.

OBJ.	PERFORMANCE MEASURES	FY15 ACTUAL	FY16 PROJECTED	FY17 TARGET
1	Number of clients served in youth and family services programs	1,100	1,070	1,075
1	Number of clients served through domestic violence and abuse prevention programs	65	68	70
1	Number of clients served through linguistic minority programs	635	628	600
1	Number of clients served through homelessness prevention/service programs	3,989	3,597	3,500
1	Number of clients served through elderly and disabled service programs	490	500	500
1	Number of sites in food pantry network or receiving food deliveries through Food for Free	66	64	66

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$375,945	\$358,980	\$427,555
OTHER ORDINARY MAINTENANCE	\$586,030	\$654,750	\$674,750
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$961,975</b>	<b>\$1,013,730</b>	<b>\$1,102,305</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>3</b>	<b>3</b>	<b>3</b>

# HUMAN SERVICES - COMMUNITY LEARNING CENTER

## MISSION & SERVICES

The Community Learning Center (CLC) provides adult basic education classes to approximately 900 adults each year from 70 different countries. In addition to the main site at 5 Western Avenue, classes are offered at various locations around the city. The core educational program includes seven levels of English for Speakers of Other Languages (ESOL) classes and four levels of reading, writing, and math classes, which ultimately prepare students to pass the High School Equivalency Exam. The CLC also provides citizenship preparation and family literacy classes.

Approximately 45% of CLC's costs have been supported by City tax dollars, with the remaining funds coming from grants, contracts, and private fundraising. These funds have enabled CLC to provide the following additional services in partnership with community agencies: career counseling; distance learning for ESOL students; the integration of health literacy, employability skills, civic education, and technology into the curriculum; the Bridge to College Program; onsite workplace education classes for employees of Cambridge businesses; and leadership training in health, children's literacy, and community outreach. CLC staff put a high priority on evaluation, curriculum development, and staff development to provide high quality instruction and advising for students.

## FY17 OBJECTIVES & PERFORMANCE MEASURES

-  1. **Maintain a full range of adult basic education, ESOL, and citizenship classes.**
-  2. **Improve the transition from CLC programs to other education and training programs and employment through collaborative relationships with other agencies, career counseling, workshops for students, and follow-up calls to former students.**

OBJ.	PERFORMANCE MEASURES	FY15 ACTUAL	FY16 PROJECTED	FY17 TARGET
1	Number of students served	881	890	900
1	Number of classes offered	98	96	90
1	Number of new citizens	23	15	15
1	Number of program graduates	57	44	49
2	Number of workshops for students on career and civic education topics	84	68	65
2	Number of students advancing to education and training program	49	40	45

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$942,870	\$959,600	\$979,450
OTHER ORDINARY MAINTENANCE	\$8,795	\$9,150	\$9,150
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$951,665</b>	<b>\$968,750</b>	<b>\$988,600</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>8</b>	<b>8</b>	<b>8</b>

# HUMAN SERVICES - ELDERLY SERVICES & COUNCIL ON AGING

## MISSION & SERVICES

The Elderly Services Division, also known as the Council on Aging (COA), serves Cambridge residents age 60 and older. COA's mission is to promote and safeguard the health and independence of seniors and to provide meaningful social and recreational options that enhance their lives. The COA provides information, referrals, and case management, and coordinates services that may include: homemaker, transportation, counseling, meals, and support services. COA staff provide advocacy and leadership on important issues facing seniors, convening the Cambridge Hoarding Coalition and the Cambridge Elder Abuse Coalition.

The COA operates a Senior Shuttle bus, which picks up individuals at all major housing buildings and other locations in the city and brings them to the City's two Senior Centers and on scheduled outings. The COA also manages a taxi voucher program to help subsidize the costs of taxi service for local seniors. The Citywide Senior Center and the North Cambridge Senior Center offer a variety of classes and events, such as support groups, blood pressure clinics, men's groups, computer classes, yoga, Tai-Chi, chair exercise, and meditation. 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.

## FY17 OBJECTIVES & PERFORMANCE MEASURES

-  1. Continue to provide comprehensive social and support services to Cambridge seniors.
-  2. Continue to operate the Social Meals program and Senior Food Pantry.
-  3. Continue to offer a variety of health and wellness classes and events.

OBJ.	PERFORMANCE MEASURES	FY15 ACTUAL	FY16 PROJECTED	FY17 TARGET
1	Number of clients receiving case management and information and referral services	3,553	3,800	3,900
1	Number of seniors receiving assistance on health benefits, Medicare, and MassHealth from Social Services staff	188	160	200
2	Number of seniors receiving Food Pantry services at twice weekly pantry	1,376	1,200	1,300
2	Number of meals served at 806 and 2050 Mass. Avenue sites	16,116	18,000	18,000
3	Number of hours of health/fitness/wellness classes and events offered each month	128	166	170

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$1,204,700	\$1,298,960	\$1,443,390
OTHER ORDINARY MAINTENANCE	\$161,020	\$187,670	\$189,170
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$70,000	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$1,435,720</b>	<b>\$1,486,630</b>	<b>\$1,632,560</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>12</b>	<b>12</b>	<b>13</b>

# HUMAN SERVICES - MULTI-SERVICE CENTER

## MISSION & SERVICES

The Multi-Service Center offers direct case management services to homeless and at-risk individuals and families, and transitional single-room occupancy housing for men. Case management services may be brief and limited, such as helping an individual find a shelter bed for the night, or more complex, depending on the needs of the individual or family. Such services may include negotiating on behalf of a family facing eviction, working with legal services on their behalf, or making referrals for financial literacy services, job search assistance, or mental health treatment as appropriate.

DHSP-staffed programs are complemented by services provided on site by agencies such as Heading Home, Eliot Community Human Services, North Charles, Greater Boston Legal Services, Shelter Legal Services, and Representative Payee/Budget Counseling Services provided by Cascap, Inc. Haitian Services staff provide case management and other services to persons who have relocated from Haiti.

### Directory of Resources for People Homeless in Cambridge

<https://www.cambridgema.gov/cambridgehomelesresources>

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**• Edition released November 24, 2015 •**  
We welcome and value your feedback. Please notify us of corrections, changes, updates, or questions by emailing [jeffm@cambridgema.gov](mailto:jeffm@cambridgema.gov).

DHSP maintains a list of resources that can assist homeless persons and those at risk of becoming homeless in Cambridge

## FY17 OBJECTIVES & PERFORMANCE MEASURES

-  1. Continue to provide services to homeless individuals and those at risk of homelessness.
-  2. Provide homeless prevention counseling and other services for homeless and at-risk families.

OBJ.	PERFORMANCE MEASURES	FY15 ACTUAL	FY16 PROJECTED	FY17 TARGET
1	Number of clients placed in permanent housing	60	60	62
1	Number of clients maintained in current housing	62	55	56
2	Number of families placed in housing	25	35	37
2	Number of families maintained in current housing	90	65	70

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$649,260	\$713,775	\$710,360
OTHER ORDINARY MAINTENANCE	\$287,030	\$327,020	\$377,020
TRAVEL & TRAINING	\$665	\$1,300	\$1,300
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$936,955</b>	<b>\$1,042,095</b>	<b>\$1,088,680</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>7</b>	<b>7</b>	<b>7</b>

# HUMAN SERVICES - OFFICE OF WORKFORCE DEVELOPMENT

## MISSION & SERVICES

The mission of the Office of Workforce Development (OWD) is to expand employment and training opportunities for Cambridge residents. The Cambridge Employment Program (CEP) offers free job search assistance to adults. Cambridge Works, a transitional employment program for disengaged adults, provides participants with a temporary job as well as intensive case management, soft skills development, and job search assistance. The Mayor’s Summer Youth Employment Program (MSYEP) places hundreds of youth in summer jobs throughout the city. OWD coordinates a variety of career awareness and work-based learning opportunities for older teens, including an internship program with Harvard University and an intensive career exploration program. Staff collaborate with community-based programs and local businesses to place older teens in private sector summer jobs. OWD staffs the Youth Employment Center at CRLS and convenes the Reaching All Youth Committee, a group of service providers who meet to share resources and best practices for teens.



MSYEP teens participate in fun team-building activities as part of Field Day

## FY17 OBJECTIVES & PERFORMANCE MEASURES

1. **Continue job placements, employment readiness activities, and employment and training referrals for adult residents.**
2. **Improve career awareness and work readiness of students and increase access to school year jobs and internships.**
3. **Enhance experience of MSYEP participants by increasing staff capacity, infusing school-to-work best practices, and creating connections to year-round programming.**

OBJ.	PERFORMANCE MEASURES	FY15 ACTUAL	FY16 PROJECTED	FY17 TARGET
1	Number of residents served through CEP	257	240	250
1	Number of CEP job placements	109	100	100
1	Number of Cambridge Works graduates placed in jobs or training	28	14	20
2	Number of youth placed in work-based learning experiences, including school year jobs, internships, and service learning activities	98	100	105
3	Number of youth enrolled in MSYEP who receive work experience, work readiness workshops, and career readiness activities	958	957	950

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$2,447,935	\$2,599,315	\$2,865,990
OTHER ORDINARY MAINTENANCE	\$261,245	\$307,865	\$269,135
TRAVEL & TRAINING	\$2,190	\$10,500	\$10,500
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$2,711,370</b>	<b>\$2,917,680</b>	<b>\$3,145,625</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>13</b>	<b>13</b>	<b>13</b>

# HUMAN SERVICES - RECREATION

## MISSION & SERVICES

The Recreation Division provides high quality, affordable, and accessible recreational opportunities for residents of all ages in well-designed and maintained facilities. The Division is responsible for the management of year-round, citywide, and neighborhood-based recreation programs, the scheduling of all City parks for athletic use, and the maintenance and management of Danehy Park, the 55-acre former landfill and the main site of youth and adult athletic leagues and citywide special events. The Division manages the Fresh Pond Golf Course, which operates from April to December and is fully supported by membership dues and fees.

The Division coordinates a variety of recreational, fitness, and swimming programs at the War Memorial Recreation Center and offers outdoor swimming opportunities and children’s lessons at the Gold Star Pool. Recreation staff coordinate a free Learn to Skate program for Cambridge elementary school children, offer free golf and other sports clinics for youth, and run activities for children and families at neighborhood parks. These community-building activities include the summer playground program, youth basketball leagues, “Screen on Green” movies, and cultural events, such as the Danehy Park Concert Series. In addition, extensive programming is provided for children and adults with special needs. The Division supports sports leagues across the city and staffs the Youth Sports Commission to enhance access to sports for all youth and to coordinate training workshops for coaches.

## FY17 OBJECTIVES & PERFORMANCE MEASURES

-  1. Provide year-round recreational programming for special needs participants ranging from kindergarten to adults.
-  2. Provide high quality instruction to children and adults in swimming and recreation activities.

OBJ.	PERFORMANCE MEASURES	FY15 ACTUAL	FY16 PROJECTED	FY17 TARGET
1	Number of participants in integrated special needs Saturday programs, Special Olympics, dance/theater events, and evening programs	95	95	95
2	Number of youth recreation and swimming classes	141	141	136
2	Number of adult recreation and swimming classes	74	70	71
2	Number of youth participants in the summer basketball league and the middle school travel team	405	405	405

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$2,419,745	\$2,515,470	\$2,460,525
OTHER ORDINARY MAINTENANCE	\$283,345	\$293,555	\$293,555
TRAVEL & TRAINING	\$2,875	\$3,800	\$3,800
EXTRAORDINARY EXPENDITURES	\$81,920	\$25,000	\$25,000
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$2,787,885</b>	<b>\$2,837,825</b>	<b>\$2,782,880</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>12</b>	<b>12</b>	<b>11</b>

# HUMAN SERVICES - AGENDA FOR CHILDREN LITERACY AND OST

## MISSION & SERVICES

The Agenda for Children is a collaboration of the Cambridge Health Alliance, community agencies, and the Police, School, Library, and Human Services Departments to enhance the successful growth of Cambridge’s children. The Agenda for Children Literacy Initiative features the *Let’s Talk!* early literacy program and campaign. The mission is to help children enter school ready to learn how to read and write by engaging community partners to promote early literacy and educating and supporting parents and caregivers. Activities include maternity ward visits, literacy home visits, parent and caregiver workshops, literacy playgroups, Born to Read packets sent to newborns, Story Walks, book distribution, the Book Bike program, support for dads, weekly literacy text-a-tip, and family childcare support group. This work is collaboratively funded by DHSP, the Library, and the Cambridge Health Alliance.

The Agenda for Children Out of School Time (OST) Initiative’s mission is to convene, catalyze, and support the youth-serving community in Cambridge to increase equity, access, and innovation in sustaining the highest quality out of school time experiences for all children, youth, and families. Activities to support this mission include facilitation of the OST Coalition, Quality Improvement System, Middle School Network, Family Engagement Project, Extending Learning STEAM Network, annual OST symposium, Communities of Practice, and school partnership building. This work is collaboratively funded by DHSP, CPS, and the Cambridge Community Foundation.

## FY17 OBJECTIVES & PERFORMANCE MEASURES

-  1. Continue to support providers through professional development experiences to improve program quality, related youth outcomes, and connection with families and high need youth.
-  2. Provide education and support to parents and caregivers of children birth to age 5 to support them as children's first and most important teacher.

OBJ.	PERFORMANCE MEASURES	FY15 ACTUAL	FY16 PROJECTED	FY17 TARGET
1	Programs participating in the Agenda for Children OST coalition	54	57	60
1	OST staff engaged in intensive professional development activities	450	475	500
1	High need middle school youth engaged in intensive contact to support OST connection	50	50	80
2	Number of parents/caregivers reached by core programming	1,398	1,400	1,450
2	Number of books distributed to children, families, and staff	7,701	9,450	9,550

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$278,080	\$284,225	\$381,430
OTHER ORDINARY MAINTENANCE	\$66,480	\$68,200	\$68,200
TRAVEL & TRAINING	\$0	\$1,500	\$1,500
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$344,560</b>	<b>\$353,925</b>	<b>\$451,130</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>2</b>	<b>2</b>	<b>3</b>

# HUMAN SERVICES - BABY U AND CENTER FOR FAMILIES

## MISSION & SERVICES

Baby University provides expectant parents and families with children under the age of four with a 14-week series of workshops, playgroups, and home visits. Upon successful completion of this series, families matriculate into the Alumni Association, which provides ongoing home visits and workshops, field trips, and fun family events until the family's child successfully transitions into kindergarten.

The Center for Families provides families with children birth to age six with strength-based parenting education and support, activities that promote both parent-child bonding and learning, information and referrals to beneficial services, and networking opportunities. While the Center's main office is situated in the Community Wing of the Peabody School, programming is offered citywide in various housing developments, Youth Centers, and neighborhood-based agencies. Part-time outreach workers promote the Center's services to dual language learners and low-income families.

## FY17 OBJECTIVES & PERFORMANCE MEASURES

-  1. **Through Baby U, engage parents of very young children in an intensive program to provide them with research and best parenting practices to increase their skills and confidence.**
-  2. **Create formal and informal opportunities for families to enhance parent-child relationships and to gain access to information and referrals to programs and services.**
-  3. **Enhance families' ability to access programming, especially for those families most in need of support.**

OBJ.	PERFORMANCE MEASURES	FY15 ACTUAL	FY16 PROJECTED	FY17 TARGET
1	Number of parents participating in intensive 14-week program	33	36	34
1	Number of parents participating in Baby U Alumni Association activities	81	125	125
2	Number of families participating in Center for Families programming	864	715	725
2	Number of hours of father-only programming	25	47	43
2	Number of men receiving a weekly text message that encourages them to be involved in their children's lives, offers parenting information, and promotes Cambridge services	238	290	295
3	Number of languages in which services are available	8	13	9
3	Number of hours of outreach programming held in housing complexes and other community locations	135	100	100

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$245,210	\$270,880	\$324,595
OTHER ORDINARY MAINTENANCE	\$47,525	\$54,630	\$54,630
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$292,735</b>	<b>\$325,510</b>	<b>\$379,225</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>0</b>	<b>0</b>	<b>0</b>

# HUMAN SERVICES - COMMUNITY ENGAGEMENT TEAM

## MISSION & SERVICES

The Community Engagement Team (CET) undertakes outreach to underserved and minority communities in Cambridge. While reaching out to these communities, Outreach Workers promote their engagement in City programs and services. CET also provides technical assistance and training to local agencies and community-based organizations on best outreach and engagement practices.



Community Engagement Team Outreach Workers in action

## FY17 OBJECTIVES & PERFORMANCE MEASURES

- 
**1. Provide outreach and education to underserved English language learners and minority communities to engage families, caregivers, and children in resources and learning opportunities.**
- 
**2. Support the participation of underserved and minority communities in City and community processes to ensure that diverse perspectives are included.**
- 
**3. Provide training and technical assistance to City agencies and community-based organizations.**

OBJ.	PERFORMANCE MEASURES	FY15 ACTUAL	FY16 PROJECTED	FY17 TARGET
1	Number of parents contacted by outreach workers to inform them about parenting or early literacy events	843	750	750
3	Offer the 7-session Making Connections: A Cambridge Outreach and Engagement Training Program	1	1	1
3	Attendance by providers and community members at citywide networking events	196	200	225

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$263,975	\$358,460	\$365,215
OTHER ORDINARY MAINTENANCE	\$169,030	\$187,815	\$187,815
TRAVEL & TRAINING	\$0	\$500	\$500
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$433,005</b>	<b>\$546,775</b>	<b>\$553,530</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>0</b>	<b>1</b>	<b>1</b>

# HUMAN SERVICES - FAMILY POLICY COUNCIL

## MISSION & SERVICES

The goal of the Family Policy Council (Coordinating Council for Children, Youth, and Families) is to develop policy and program recommendations to ensure that Cambridge is a place where children and youth are healthy, safe, educated, and civically engaged. This year, the Council will continue to focus on family engagement and how it plays a vital role in furthering the goal. The Council has been developing an online portal called *Find It Cambridge* to make it easier for families to access information, services, and resources in the city.

Because its membership includes the Mayor, residents, elected officials, City department heads, community and nonprofit leaders, as well as business, early childhood, philanthropic, university, and youth representation, the Family Policy Council is well positioned to provide leadership in developing a comprehensive approach to meeting the needs of children, youth, and families in Cambridge.

The Cambridge Youth Council, a subcommittee of the Family Policy Council, includes 18 high school students who work on projects related to the Family Policy Council's goals and topics that are of interest to young people. This year, Youth Council members will address achievement and opportunity gaps in Cambridge by facilitating workshops and creating a Facebook campaign called Cambridge Raw Perspectives.

## FY17 OBJECTIVES & PERFORMANCE MEASURES

-  1. **Develop policies and programs aimed at making it easier for families to access information, services, and resources available in Cambridge, as well as deepen family engagement.**
-  2. **Establish university and community partnerships to support the Council's work.**
-  3. **Increase youth engagement in the civic life of Cambridge through the creation of opportunities for participation by youth.**

OBJ.	PERFORMANCE MEASURES	FY15 ACTUAL	FY16 PROJECTED	FY17 TARGET
1	Develop a centralized resource website so that families can find what they are looking for in a timely manner	30%	60%	95%
2	Number of university and community partnerships established	4	4	4
3	Number of activities organized and implemented by the Youth Council to engage with other youth and with families	9	9	9

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$124,420	\$161,960	\$165,325
OTHER ORDINARY MAINTENANCE	\$10,510	\$23,170	\$29,740
TRAVEL & TRAINING	\$14,205	\$15,450	\$15,450
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$149,135</b>	<b>\$200,580</b>	<b>\$210,515</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>1</b>	<b>1</b>	<b>1</b>

# HUMAN SERVICES - INCLUSION INITIATIVE

## MISSION & SERVICES

The inclusion of children with disabilities is a priority of the City. DHSP welcomes individuals with disabilities who meet the basic eligibility requirements of Out of School Time programs. The percentage of children with Individualized Education Plans (IEPs) that are currently enrolled in DHSP programs reflects or is greater than that of the Cambridge Public Schools.

Families seeking to enroll their child into a DHSP program such as Community Schools, Youth Programs, Childcare, and King Open Extended Day first meet with staff from the Inclusion Initiative.

DHSP program staff receive specialized training in how best to structure their programs to be inclusive in specific methods that include positive behavior support, de-escalation, and more. Individuals, either independently or with the provision of reasonable accommodations, should be able and willing to participate in group activities, understand and follow program rules, conduct themselves safely and appropriately in a group setting, and successfully transition from one activity to another.



Inclusion means creating a welcoming environment by belonging to a safe and respectful community, embracing diversity within programs, supporting each individual within group settings, and listening to each voice

## FY17 OBJECTIVES & PERFORMANCE MEASURES

-  1. Provide support for children with disabilities to be successfully included in DHSP OST programs.

OBJ.	PERFORMANCE MEASURES	FY15 ACTUAL	FY16 PROJECTED	FY17 TARGET
1	Number of children with IEPs successfully participating in OST programs (summer/school year)	150/228	174/273	175/275
1	Number of trainings offered to OST staff	2	9	7
1	Number of staff hired to provide additional support to children participating in OST programs (summer/school year)	32/30	36/45	35/30

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$607,385	\$744,895	\$753,400
OTHER ORDINARY MAINTENANCE	\$14,430	\$38,500	\$40,000
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$621,815</b>	<b>\$783,395</b>	<b>\$793,400</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>2</b>	<b>2</b>	<b>2</b>

# HUMAN SERVICES - KING OPEN EXTENDED DAY

## MISSION & SERVICES

The King Open Extended Day (KOED) provides high quality, child-centered social learning and academic support to King Open students in junior kindergarten through fifth grade both after school and during the school day. Enlisting and engaging families as partners with King Open faculty, KOED staff create a rich and responsive environment of learning and community that reinforces each child’s sense of identity, self-esteem, and belonging.



KOED supports children's social and academic learning

KOED staff utilize project-based learning curriculum delivery along with the Responsive Classroom approach to teaching practice and the Nurtured Heart approach to relationship building. Head teachers at KOED work within the King Open school day classrooms 5-10 hours a week supporting students' academic development by facilitating one-on-one instruction, supporting classroom instruction, participating in Response to Intervention initiatives, and participating in special education support.

## FY17 OBJECTIVES & PERFORMANCE MEASURES

- 1. **Continue to provide high quality social skill building and afterschool programming. Continue to support students' academic development by working with King Open School faculty during the school day.**

OBJ.	PERFORMANCE MEASURES	FY15 ACTUAL	FY16 PROJECTED	FY17 TARGET
1	Number of King Open students in junior kindergarten through fifth grade enrolled in KOED	114	106	110
1	Number of students receiving individualized academic support at least twice a week during King Open school day classes from KOED staff	37	40	40
1	Number of classrooms engaged in in-depth, data driven family engagement planning activities and professional development training with site-based follow-up support	4	4	5

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$655,475	\$654,680	\$671,600
OTHER ORDINARY MAINTENANCE	\$53,460	\$55,355	\$55,355
TRAVEL & TRAINING	\$3,385	\$4,500	\$4,500
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$712,320</b>	<b>\$714,535</b>	<b>\$731,455</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>1</b>	<b>1</b>	<b>1</b>

# HUMAN SERVICES - CHILDCARE & FAMILY SUPPORT SERVICES

## MISSION & SERVICES

The Childcare and Family Support Division aims to offer children high quality services that support their social and emotional development and school success. These services take place in preschools and afterschool programs. Approximately 117 Cambridge preschool children ages 2.9 to kindergarten benefit from play-based early learning experiences provided in a stimulating and nurturing environment. Preschools, most of which operate 10 hours a day throughout the year, are accredited by the National Association for the Education of Young Children and are at Level 3 or 4 (out of 4) on the Department of Early Education and Care’s Quality Rating Improvement System.

In addition, approximately 170 Cambridge children ages 4.5 to 11 years old participate in up to four hours of afterschool programming five days a week, as well as in programs offered during school vacation weeks and on snow days. Programs offer developmentally appropriate, project-based learning curriculum linked to CPS learning strands. Daily activities are designed to improve children’s personal and social development. Afterschool staff purposefully connect with school day teaching staff to provide children with individualized support.

## FY17 OBJECTIVES & PERFORMANCE MEASURES

-  1. **Continue to offer high quality, affordable, licensed preschool and afterschool programming to a diverse population.**
-  2. **Provide families with parenting education, support, and engagement in order to support them in raising children who thrive and succeed.**
-  3. **Continue to support connections between school day and afterschool staff in order to provide consistent support to children and families.**

OBJ.	PERFORMANCE MEASURES	FY15 ACTUAL	FY16 PROJECTED	FY17 TARGET
1	Percent of children receiving some subsidy or scholarship	40%	38%	47%
1	Percent of teachers remaining for more than two years	69%	68%	71%
2	Number of strategies used to increase family engagement in programs	8	9	8
3	Number of collaborations between preschool and afterschool programs	7	10	11
3	Number of children for whom a connection is made between school day and afterschool teaching staff	109	105	110

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$3,546,065	\$3,552,080	\$3,623,930
OTHER ORDINARY MAINTENANCE	\$117,510	\$136,240	\$143,320
TRAVEL & TRAINING	\$17,435	\$17,500	\$17,500
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$3,681,010</b>	<b>\$3,705,820</b>	<b>\$3,784,750</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>28</b>	<b>28</b>	<b>28</b>

# HUMAN SERVICES - COMMUNITY SCHOOLS

## MISSION & SERVICES

Twelve Community School sites provide a network of neighborhood services offering educational, cultural, social, and recreational opportunities for all age groups. Community School Directors work with their Neighborhood Councils to assess community needs and design quality, cost effective OST programs, including enrichment classes, school vacation camps, and full-day summer camps. This past year, developing STEM education has been a priority. Arts education remains a focus through visual and performing art classes and in partnerships with the Boston Museum of Fine Arts and the Cambridge Performance Project. Financial assistance is provided in all aspects of the programs.

Directors and managers focus on best practices and professional development with an emphasis on inclusion, quality, developmentally appropriate curriculum, and safety. Several programs participate in the Agenda for Children’s Quality Initiative to identify program strengths and implement improvement goals, family engagement, staff professional development, evaluation, and long-term planning. Directors also plan cultural and social outings for seniors. The Summer Arts in the Parks activities, Camp Information Night, Annual Citywide Children’s Art Gallery, and many other events bring together residents of all ages from across the city.

## FY17 OBJECTIVES & PERFORMANCE MEASURES

-  1. **Continue to provide quality OST programs such as enrichment classes and summer and vacation camps. Continue to support Neighborhood Councils to address community needs.**
-  2. **Provide year-round programs and events for children, families, and seniors to foster community.**
-  3. **Provide opportunities for family engagement and staff professional development.**

OBJ.	PERFORMANCE MEASURES	FY15 ACTUAL	FY16 PROJECTED	FY17 TARGET
1	Children's classes citywide during the school year	1,990	2,000	2,015
1	Adult, family, and senior classes citywide during the school year	385	390	395
1	Children served in summer camps	949	1,050	1,070
2	Number of Arts in the Park events	175	205	210
2	Number of family events	135	140	145
3	Number of sites engaged in in-depth data driven Family Engagement and Program Quality Improvement assessment	10	10	12

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$2,609,570	\$2,834,960	\$2,852,425
OTHER ORDINARY MAINTENANCE	\$421,720	\$502,800	\$502,840
TRAVEL & TRAINING	\$0	\$2,000	\$2,000
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$3,031,290</b>	<b>\$3,339,760</b>	<b>\$3,357,265</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>16</b>	<b>16</b>	<b>16</b>

# HUMAN SERVICES - YOUTH PROGRAMS

## MISSION & SERVICES

The mission of Cambridge Youth Programs (CYP) is to offer diverse program services, including enrichment, relationship building, and opportunities that enable Cambridge Youth ages 9-19 to thrive and feel a sense of belonging, resulting in young adults who are ready for future employment, higher education, civic engagement, and adult life. CYP provides year-round activities for more than 1,000 youth each year. DHSP's five state-of-the-art Youth Centers are conveniently located around the city.

CYP operates two distinct programs at four of the Youth Centers: an afterschool program for youth in grades 4-8 and an evening Teen Program for youth enrolled in ninth grade through age 19. One Youth Center serves teens exclusively from 2-9pm. CYP programs are designed to align with national research to promote youth development and leadership. In addition, CYP offers affordable, fun, high-quality, full-day programs during school vacation weeks and summer months.

## FY17 OBJECTIVES & PERFORMANCE MEASURES

-  1. Provide quality OST programs for pre-teens in grades 4-8.
-  2. Provide quality programming for teens ages 14-19.
-  3. Increase program visibility and strengthen connections to families, neighborhoods, schools, and community-based organizations.

OBJ.	PERFORMANCE MEASURES	FY15 ACTUAL	FY16 PROJECTED	FY17 TARGET
1	Number of 4th-8th graders enrolled in afterschool programs	375	375	375
1	Number of 4th-8th graders enrolled in summer programs	272	320	325
1	Number of 6th-8th graders participating in Middle School Activities Club OST Activities	209	210	210
1	Number of programs engaged in data-driven family engagement planning and professional development for staff	5	5	5
2	Teens enrolled in school year programming	450	500	500
2	Teens involved in summer programming	369	378	375
2	Number of intensive work-based programs offered to teens	12	12	12
3	Programmatic partnerships and collaborations	50	75	75
3	Community events sponsored by or supported by CYP	40	45	45

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$2,346,730	\$2,442,925	\$2,619,085
OTHER ORDINARY MAINTENANCE	\$155,290	\$158,750	\$158,750
TRAVEL & TRAINING	\$0	\$0	\$6,000
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$2,502,020</b>	<b>\$2,601,675</b>	<b>\$2,783,835</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>19</b>	<b>19</b>	<b>19</b>

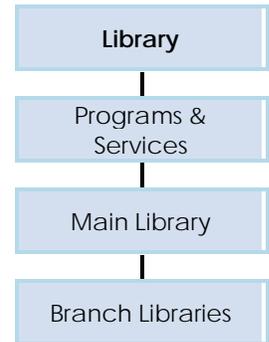
# LIBRARY

## DEPARTMENT OVERVIEW

For all the people of our city, the Cambridge Public Library opens doors to the world's ideas, perspectives, arts, and occupations, and fosters a lifelong love of reading. The Library actively promotes free and confidential access to its resources and programs in formats appropriate to the varied needs of its users and assures its patrons a public space, both physical and virtual, for discourse and for their pursuit of learning and recreation.

The Library serves as the civic heart of the community, providing a place for residents of all ages and backgrounds to come together to learn and expand their horizons. Programming includes book discussion groups, author readings and topical presentations, film presentations, adult literacy classes, English conversation groups, computer instruction, children's story times, and sing-alongs.

Library services are offered at all locations for a collective total of 285 hours each week. Online, streaming, and downloadable resources are available 24/7 through the Library's website at [www.cambridgema.gov/cpl](http://www.cambridgema.gov/cpl).



## DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
FINES & FORFEITS	\$92,280	\$45,000	\$85,000
INTERGOVERNMENTAL REVENUE	\$444,005	\$440,990	\$440,990
TAXES	\$8,757,675	\$9,192,585	\$9,176,585
<b>TOTAL BUDGETED REVENUE</b>	<b>\$9,293,960</b>	<b>\$9,678,575</b>	<b>\$9,702,575</b>
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$7,035,095	\$6,948,350	\$7,217,150
OTHER ORDINARY MAINTENANCE	\$2,387,165	\$2,235,600	\$2,418,775
TRAVEL & TRAINING	\$73,245	\$91,650	\$66,650
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$9,495,505</b>	<b>\$9,275,600</b>	<b>\$9,702,575</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>68</b>	<b>68</b>	<b>68</b>

# LIBRARY - PROGRAMS & SERVICES

## MISSION & SERVICES

Although the library system has seven locations, many of the services and programs it offers span multiple library branches. Because the Library operates as one entity, the objectives and performance measures listed below reflect programs and services offered by the entire Cambridge library system.

Every library checks materials in and out, answers patron queries, offers adult and children's programs, processes network transfers, registers new borrowers for library cards, and selects new materials for their collections.

## FY17 OBJECTIVES & PERFORMANCE MEASURES

-  1. **Maintain quality of traditional services in an efficient and cost effective manner while expanding access to electronic and online content.**
-  2. **Provide library users with access to a broad collection of print, electronic, and audiovisual resources within the library and remotely.**
-  3. **Promote literacy development and library use for all ages.**

OBJ.	PERFORMANCE MEASURES	FY15 ACTUAL	FY16 PROJECTED	FY17 TARGET
1	Check-outs	1,326,584	1,300,000	<b>1,300,000</b>
1	Renewals	278,897	260,000	<b>260,000</b>
1	Check-ins	1,200,292	1,200,000	<b>1,200,000</b>
1	Total program attendance	83,993	80,000	<b>80,000</b>
2	Select, purchase, and catalog new acquisitions for library collection	47,147	45,000	<b>45,000</b>
2	Number of items in collection	401,469	408,000	<b>412,000</b>
2	E-books and downloadable audio books available (# of volumes)	38,099	45,000	<b>50,000</b>
2	Streaming content access	n/a	14,300	<b>15,000</b>
2	In-library computer sessions	188,035	170,000	<b>170,000</b>
2	Downloads of e-books and audio books	64,426	83,000	<b>85,000</b>
2	Provide access to online research resources (# of searches)	340,459	343,000	<b>345,000</b>
2	Process network transfers	328,162	320,000	<b>320,000</b>
3	New cardholders registered	9,375	9,900	<b>10,000</b>
3	Number of active cardholders	76,144	79,000	<b>80,000</b>
3	Children's books checked out during the summer	71,342	66,058	<b>70,000</b>
3	Book discussion groups for all ages	n/a	135	<b>140</b>
3	Story times for preschool children	472	420	<b>430</b>
3	Conduct on-site story times at daycare centers and nursery schools	267	150	<b>200</b>
3	Story times/sing-alongs conducted in languages other than English	n/a	26	<b>52</b>
3	Programs that promote adult literacy and English proficiency	767	740	<b>740</b>
3	Individual tutoring sessions for adults learning English	1,279	1,680	<b>1,500</b>
3	Participation in technology literacy classes	1,007	825	<b>850</b>

# LIBRARY - MAIN LIBRARY

## MISSION & SERVICES

The Main Library is the largest location in the Cambridge Public Library system. It is open seven days a week and offers the most in-depth selection of materials for at home and in-library use.

The Main Library provides public meeting spaces, a computer training classroom, and over 100 computers for public use. It also offers lectures, films, author events, concerts, and other educational and cultural events for the Cambridge community.



The Main Library at 449 Broadway

All of the administrative functions of the Library are housed in the Main Library, including financial operations, purchasing, human resources, facilities management, information technology support, acquisitions and processing of library materials, outreach to senior citizens, and public relations.

## FY17 OBJECTIVES & PERFORMANCE MEASURES



1. Sustain active use of the Main Library and provide a welcoming environment for all visitors.

OBJ.	PERFORMANCE MEASURES	FY15 ACTUAL	FY16 PROJECTED	FY17 TARGET
1	Number of visitors	579,935	590,000	600,000
1	Author readings, lectures, films, concerts, and other cultural programming that promote library use and community building	275	240	250
1	Number of times small conference rooms are reserved for public use	1,633	1,700	1,700
1	Number of materials delivered to home-bound residents, nursing homes, and senior housing	6,099	7,300	7,500

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$5,107,485	\$5,174,075	\$5,322,765
OTHER ORDINARY MAINTENANCE	\$2,076,720	\$1,930,070	\$2,117,190
TRAVEL & TRAINING	\$73,245	\$91,650	\$66,650
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$7,257,450</b>	<b>\$7,195,795</b>	<b>\$7,506,605</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>50</b>	<b>50</b>	<b>50</b>

# LIBRARY - BRANCH LIBRARIES

## MISSION & SERVICES

The Cambridge library system has six branch libraries: Boudreau, Central Square, Collins, O'Connell, O'Neill, and Valente. Branch libraries are designed to provide neighborhood-based services, especially to children and families.

Branch library collections specialize in high demand materials such as popular fiction and nonfiction books for adults and children, audiovisual materials, and books and magazines in languages other than English. The Central Square Branch is home to the Library's Adult Literacy Program.



Children taking advantage of the City's summer library programs

Branch libraries are intended to offer basic services and not to duplicate the in-depth and extensive collection and services of the Main Library. Branch staff members are responsible for outreach to community members in their neighborhoods. The small size of the branch libraries enables them to customize services for the unique needs of their constituents.

In FY16, the Valente Branch closed for the construction of an exciting new branch. It will reopen in 2019 as part of the new King Open and Cambridge Street Upper Schools & Community Complex. Hours and staff at the O'Connell Branch have been increased to accommodate the expanded neighborhood service area.

## FY17 OBJECTIVES & PERFORMANCE MEASURES



### 1. Promote library use and support neighborhood vitality.

OBJ.	PERFORMANCE MEASURES	FY15 ACTUAL	FY16 PROJECTED	FY17 TARGET
1	Number of visitors to the branches	377,542	363,750	370,000
1	Programs offered to the community	1,415	950	1,000
1	Number of exhibits at O'Neill Branch	11	12	12
1	Provide space for community groups to meet at the Central Square Branch (# of meeting room requests)	52	75	75
1	Number of exhibits at Central Square	12	12	12

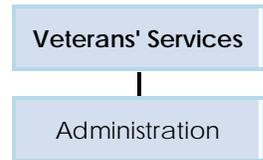
## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$1,927,610	\$1,774,275	\$1,894,385
OTHER ORDINARY MAINTENANCE	\$310,445	\$305,530	\$301,585
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$2,238,055</b>	<b>\$2,079,805</b>	<b>\$2,195,970</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>18</b>	<b>18</b>	<b>18</b>

# VETERANS' SERVICES

## DEPARTMENT OVERVIEW

The Department of Veterans' Services is an advocate on behalf of Cambridge veterans and their families and a provider of quality support services. These services include outreach, life skills programming, reintegration and employment assistance, benefits, direct financial assistance for veterans and/or their dependents who are in need, and the organization of public events.



For the most vulnerable, the Department will liaise with all relevant agencies and service providers or take short-term action to bridge service gaps for a veteran in crisis. The Department administers a public assistance program that provides monetary aid to qualified veterans and/or their dependents. Benefits include a cash benefit for food, clothing, shelter, fuel, medical expenses, and burial expenses. Mandated by Massachusetts General Laws, Chapter 115, the Commonwealth reimburses the City 75% of the benefit cost for this program.

The Department of Veterans' Services works collaboratively with the Department of Human Services Programs, the Cambridge Police, the Cambridge Health Alliance, and providers throughout the region to identify and serve homeless veterans. Services provided include emergency warm clothing and nourishment, a cash benefit, medical reimbursements, and assistance applying for federal benefits.

This year, the Department will bring the first value-focused Veterans' Appreciation Day to the city. Additionally, space will be created in the Veterans' Services office for important programming to support, connect, and heal veterans, especially those who struggle with Post Traumatic Stress Disorder (PTSD) and reintegration.

## DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
INTERGOVERNMENTAL REVENUE	\$515,645	\$545,680	\$546,580
TAXES	\$603,450	\$589,995	\$555,965
<b>TOTAL BUDGETED REVENUE</b>	<b>\$1,119,095</b>	<b>\$1,135,675</b>	<b>\$1,102,545</b>
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$295,410	\$253,700	\$269,745
OTHER ORDINARY MAINTENANCE	\$45,355	\$54,800	\$59,800
TRAVEL & TRAINING	\$704,160	\$756,500	\$773,000
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$1,044,925</b>	<b>\$1,065,000</b>	<b>\$1,102,545</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>2</b>	<b>2</b>	<b>2</b>

# VETERANS' SERVICES - ADMINISTRATION & BENEFITS

## MISSION & SERVICES

The Department of Veterans' Services is committed to assisting our newly arriving veterans as well as our long-term resident veterans. The Department assists veterans in applying for benefits from the U.S. Department of Veterans Affairs (VA), such as service connected compensations, non-service connected disability pensions, medical benefits, home loans, educational benefits, and death and burial benefits. The VA provides over \$4 million in benefits to Cambridge veterans every year.



Returning Cambridge veterans

In addition to VA benefits, the Department assists veterans and their dependents in applying for other federal benefits, including Social Security, Social Security Disability, Supplemental Security Income, Medicare, and Medicaid. The Department also advises clients as to the availability of state services and benefits, which may include property tax exemptions, veterans' RMV plates, and Welcome Home bonuses. In FY17, the Department will create a trauma-informed space for important programming to support, connect, and heal veterans, especially those who struggle with PTSD, traumatic brain injuries, and post-deployment reintegration limitations.

## FY17 OBJECTIVES & PERFORMANCE MEASURES

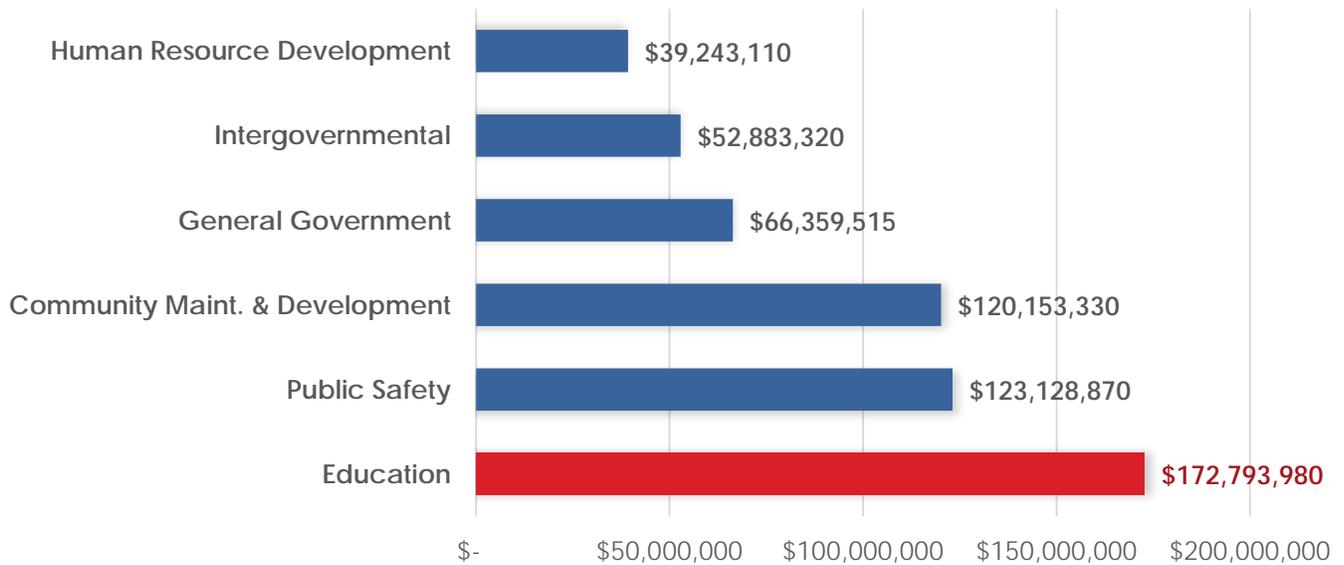
1.  **Increase public awareness of veterans' benefits, services, and observances through the website, social media, and scheduled outreach videos.**
2.  **Encourage community participation in veterans' events through value-focused outreach, and tabling at City festivals.**
3.  **Continue to upgrade staff skills with an emphasis on team building, skill sharing, and diversity. Increase service outreach to the most vulnerable in our community.**
4.  **Aggressively identify and access federal and state resources for eligible clients.**
5.  **Move Department operations from paper to digital to reduce environmental impact.**

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
SALARIES & WAGES	\$295,410	\$253,700	\$269,745
OTHER ORDINARY MAINTENANCE	\$45,355	\$54,800	\$59,800
TRAVEL & TRAINING	\$704,160	\$756,500	\$773,000
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$1,044,925</b>	<b>\$1,065,000</b>	<b>\$1,102,545</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>2</b>	<b>2</b>	<b>2</b>

# EDUCATION

## FY17 OPERATING BUDGET - EXPENDITURES BY FUNCTION: \$574,562,125



### EDUCATION

FINANCING PLAN BY SOURCE	FY15 ACTUAL	FY16 PROJECTED	FY17 PROPOSED
CHARGES FOR SERVICES	\$75,000	\$75,000	\$75,000
FINES & FORFEITS	\$100,000	\$100,000	\$100,000
INTERGOVERNMENTAL REVENUE	\$23,888,450	\$22,504,945	\$22,604,945
MISCELLANEOUS REVENUE	\$923,340	\$840,865	\$717,970
TAXES	\$133,125,925	\$140,719,610	\$149,296,065
<b>TOTAL BUDGETED REVENUE</b>	<b>\$158,112,715</b>	<b>\$164,240,420</b>	<b>\$172,793,980</b>
PROGRAM EXPENDITURES			
EDUCATION	\$156,518,170	\$164,440,420	\$172,793,980
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$156,518,170</b>	<b>\$164,440,420</b>	<b>\$172,793,980</b>

# EDUCATION

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## DEPARTMENT OVERVIEW

The School Committee adopted the FY17 School budget of \$172,793,980, which represents an increase of \$8,853,560 or 5.4% over the FY16 budget of \$163,940,420. The FY17 budget meets financial guidelines established by the City Manager. Detailed information on the FY17 School budget can be found on the Cambridge Public School (CPS) website at [www.cpsd.us](http://www.cpsd.us).

Superintendent Dr. Jeffrey Young's message for FY17 reads as follows:



The new Dr. Martin Luther King, Jr. School and Putnam Avenue Upper School

The public schools in Cambridge continue on the path to educational excellence. Every year during budget season, we pause to reflect upon the progress we have made, implement mid-course corrections, and rededicate our energy and resources to advance our goals around academic excellence and social justice. Our commitment to providing equitable opportunities and support for ALL students to excel never wavers, although the means by which we seek to achieve those goals evolve over time.

The Superintendent's Proposed Budget for FY17 describes our best thinking on how to educate the nearly 7,000 young people who attend the Cambridge Public Schools. In an actively engaged, well informed, and passionate school community like ours, many educators and family members articulate suggestions and proposals for how to meet the goals we all share for our students. As elected representatives, you the School Committee members also express strong sentiments about ideas about how to proceed, based upon your intimate knowledge of our schools. As Superintendent and educational leader, it is my responsibility to find the balance between the many legitimate concerns and suggestions we hear in the public arena with the needs and solutions discussed with principals and the educational leadership team. This Proposed Budget seeks to achieve that balance, with the full understanding and recognition that it cannot, and does not, fulfill everyone's desired recommendations.

This budget builds upon our success and positions CPS for even greater achievement in the future. As one of a small number of urban school districts to have attained a Level 2 rating from the Massachusetts

Department of Elementary and Secondary Education, CPS is poised to continue our upward trend. Using MCAS as a measure, we have made great strides. African American/Black students are performing better in grades 3-5 than ever before. In the past few years, there has been a 14% gain for this subgroup in Grade 3 Reading and Math, a 13% increase in 4th Grade English Language Arts, a 15% increase in Grade 4 math, and a 7 % increase in Grade 5 ELA. English Language Learners and Former ELL students have posted a 16% point increase since 2011 in ELA and a 14% increase in Math and Science. Thanks to the great effort of our CPS faculty and staff, and the support of our families, we are reducing our persistent achievement gaps. Credit also goes to past and present School Committees for their advocacy and support of our plans to strengthen our schools.

We are employing a strategy that is common to high-performing school districts across the Commonwealth. We recommend resisting the impulse to expend funds for short-term, perceived fixes and opt instead for an approach that builds the district's infrastructure and capacity to strengthen our educational program. Granted, this approach does not contain the kind of quick moves that respond to specific concerns that may have been voiced by educators or parents. Instead, its basis lies in creating an organization that is characterized by a solid foundation as well as the flexibility and agility to react to the constantly changing educational imperatives—which themselves sometimes originate from state and federal mandates, and other times grow organically from needs and solutions generated within our own local schools. A high-performing school district works not simply to ameliorate symptoms, but rather establishes a way forward to anticipate and address root causes of the challenges we face. Put another way, we should not confuse the legitimate urgency to close achievement and opportunity gaps, for example, with the temporal impulsivity to throw money at problems. History has shown us that the additive model has not produced the desired results.

Public school in Cambridge is not just about test scores, of course. Since the advent of the Innovation Agenda, the arts have blossomed in the middle grades. Each upper school now has a band, an orchestra, a chorus, a student play or musical, and a variety of visual arts as well as crafts opportunities. Students can choose arts electives, which have increased student motivation and interest, thereby improving quality. Around 60% of upper school students now choose to participate in a performing arts ensemble. Students recently surveyed report that the arts help them progress positively through their upper school experience.

Our enrollment continues to rise. Our curriculum grows more coherent and vertically aligned every year. The quality of classroom instruction improves as we learn a common vocabulary to describe and analyze what teachers and supervisors see in the daily interactions between educators and students every day. Our interventions in the elementary schools are empowering staff to diagnose the learning needs of students and respond to them in real time. Our Office of Student Services has developed a strategic plan to address the needs of some of our most vulnerable students. We are implementing a plan to address the social and emotional needs of children who live in the stressful days of the early 21st century. Family engagement is a more organized and thorough activity, connected to student achievement, than ever before. Our technology is the rival of other districts, in both the administrative and instructional realms. Cambridge Rindge and Latin School is the jewel in our crown, affording high school students opportunities unparalleled in urban high schools anywhere.

In the pages that follow, you will read of our plans to keep moving ahead in the four major strategic areas that have driven our work for the past three years. Specifically, we will (1) continue to build a powerful standards-based curriculum that presents high expectations for all students; (2) continue to refine the

upper school program and develop the grade 6-12 pathway that we described in the original Innovation Agenda plan; (3) implement a plan for social/emotional learning so that all students and staff can feel safe and supported in the school environment, which itself is a precursor to academic achievement; and (4) enhance the instructional expertise of our teachers and administrators across the district, K-12. We are on the right course and should resist the temptation to drift to other areas of interest because they appear to offer fast or simple solutions to the most persistent problems of public education; they never do.

The FY17 Proposed Budget calls for a spending level of \$172.8 million, which is 5.4% more than the FY16 Adopted Budget. I want to acknowledge the City Manager and his team for their commitment to excellence in education in the city. He and his staff have been collaborative and generous in the budget allocation to the schools, particularly when we take into account two factors that sometimes are overlooked by the general public. First, the City Manager has added funds to our base budget to address certain significant cost increases in special education tuitions and school bus transportation. We now have been made whole in these volatile areas and can plan well and wisely in the coming years. Second, the City Manager and the City Council have made an extraordinary commitment to CPS in regard to the capital budget, by renovating Cambridge Rindge and Latin School, building a new Dr. Martin Luther King, Jr. Elementary School and Putnam Avenue Upper School, and planning for a brand new King Open and Cambridge Street Upper Schools & Community Complex building. It is rare, if not unique, in Massachusetts for a public school district to receive this level of support from the municipal side of government.

I am so proud of the work our students, staff, and families are doing in our schools and know that CPS will continue its journey toward excellence in education. I encourage the School Committee to stay the course. It has been my great privilege and honor to serve as Superintendent of Schools in this remarkable city, and I am deeply grateful for the many friendships I have made and the tremendous support the community has shown for our work. With special thanks to the members of the Cabinet and to all of our school principals and curriculum coordinators, I am pleased to submit this budget for your consideration. We look forward to continued dialogue with the School Committee as well as the other stakeholders in our community as we frame the work going forward.

#### DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
CHARGES FOR SERVICES	\$75,000	\$75,000	\$75,000
FINES & FORFEITS	\$100,000	\$100,000	\$100,000
INTERGOVERNMENTAL REVENUE	\$23,888,450	\$22,504,945	\$22,604,945
MISCELLANEOUS REVENUE	\$923,340	\$840,865	\$717,970
TAXES	\$133,125,925	\$140,719,610	\$149,296,065
<b>TOTAL BUDGETED REVENUE</b>	<b>\$158,112,715</b>	<b>\$164,240,420</b>	<b>\$172,793,980</b>
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$129,301,135	\$136,528,235	\$142,145,640
OTHER ORDINARY MAINTENANCE	\$25,366,525	\$25,947,265	\$28,909,780
TRAVEL & TRAINING	\$1,084,025	\$1,212,605	\$1,009,480
EXTRAORDINARY EXPENDITURES	\$766,485	\$752,315	\$729,080
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$156,518,170</b>	<b>\$164,440,420</b>	<b>\$172,793,980</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>0</b>	<b>0</b>	<b>0</b>

# INTERGOVERNMENTAL

## FY17 OPERATING BUDGET - EXPENDITURES BY FUNCTION: \$574,562,125



### INTERGOVERNMENTAL

FINANCING PLAN BY SOURCE	FY15 ACTUAL	FY16 PROJECTED	FY17 PROPOSED
CHARGES FOR SERVICES	\$27,667,835	\$25,322,440	\$24,380,155
INTERGOVERNMENTAL REVENUE	\$2,070,045	\$897,230	\$897,230
TAXES	\$26,371,080	\$26,958,935	\$27,605,935
<b>TOTAL BUDGETED REVENUE</b>	<b>\$56,108,960</b>	<b>\$53,178,605</b>	<b>\$52,883,320</b>
PROGRAM EXPENDITURES			
CAMBRIDGE HEALTH ALLIANCE	\$6,750,000	\$7,000,000	\$7,000,000
CHERRY SHEET	\$21,276,555	\$21,984,465	\$21,984,465
MASSACHUSETTS WATER RESOURCES AUTHORITY	\$22,189,730	\$23,259,670	\$23,898,855
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$50,216,285</b>	<b>\$52,244,135</b>	<b>\$52,883,320</b>

# CAMBRIDGE HEALTH ALLIANCE

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## DEPARTMENT OVERVIEW

The Cambridge Public Health Commission, d/b/a Cambridge Health Alliance (CHA), has served as a vital resource to the citizens of Cambridge since its 1996 creation as an independent public instrumentality by special act of the legislature, Chapter 147 of the Acts of 1996. The legislation charges CHA to "perform the duties conferred or imposed upon boards of health of cities in the commonwealth" by state law, which CHA does through its Cambridge Public Health Department. As provided in the legislation, in 1997 the City of Cambridge and CHA entered into an agreement for CHA to perform this essential function, and in 2010, the City and CHA renewed the agreement for an additional seven-year period that runs until the last day of fiscal year 2017.

An integral part of CHA, the Cambridge Public Health Department protects and promotes the health of everyone in Cambridge through services, information, policies, and regulations. Main focus areas are community health and wellness, communicable disease prevention and control, emergency preparedness, environmental health, epidemiology, regulatory enforcement, and school health. The Department plays a major role in several City initiatives, including domestic violence prevention, the Agenda for Children, and the Men's Health League.

As part of its national accreditation initiative, the Department completed the city's first-ever community health improvement plan (CHIP), a departmental strategic plan, and a workforce development plan in 2015. The Department introduced a new logo in early 2016, as part of its brand strategy project. The CHIP was the culmination of a two-year effort to involve local government, community organizations, and residents in identifying the city's major health needs and developing feasible solutions. The plan describes goals, objectives, and strategies for making tangible progress in four health priority areas: mental health and substance abuse; violence; healthy, safe, and affordable housing; and healthy eating and active living. Two additional topics—health access and health equity/social justice—are integrated across priority areas because they are the foundations of a healthy population.

The Department continues to promote disease and injury prevention through direct services and trainings, policy development, and targeted campaigns. Staff also continue to forge relationships with City and community partners to address the underlying social and economic causes of poor health. 2015 highlights include the Department's annual flu clinics, implementing comprehensive changes to the City's tobacco laws, and promulgating a sports-related head injury regulation to protect thousands of Cambridge children who participate in youth athletic leagues. The Department also decreased the target fluoride concentration in Cambridge drinking water by 30% in collaboration with City partners, contributed to the City's climate change planning efforts, and published *Cambridge Health Indicators 2015*, a report featuring over 150 measures of health for residents of Cambridge, the state, and the nation.

In addition, Cambridge's Chief Public Health Officer began a one-year term as president-elect of the National Association of County and City Health Officials and the Cambridge Food and Fitness Policy Council was recognized as a 2015 Bright Idea in government by Harvard University's Ash Center for Democratic Governance and Innovation.

The table below provides a snapshot of the FY16 CHA budget for public health and community health services in Cambridge. The FY17 budget is currently under development.

CAMBRIDGE PUBLIC HEALTH DEPARTMENT						
	FY15 Non-Grant Budget	FY15 Grant Budget	Total FY15 Budget	FY16 Non-Grant Budget	FY16 Grant Budget	Total FY16 Budget
<b>DESCRIPTION - DEPARTMENTAL EXPENSES</b>						
Staffing / Personnel	\$5,121,493	\$567,333	\$5,688,826	\$5,329,166	\$684,996	\$6,014,163
Retiree Health Costs (GASB)	\$69,800	-	\$69,800	\$69,800	-	\$69,800
Supplies	\$29,456	\$7,731	\$37,187	\$112,566	\$6,570	\$119,135
Services	\$378,238	\$480,478	\$858,716	\$469,264	\$76,073	\$545,337
Travel / Training	\$33,011	\$17,893	\$50,904	\$30,805	\$4,211	\$35,016
<b>Total Departmental Expenses (1)</b>	<b>\$5,631,998</b>	<b>\$1,073,435</b>	<b>\$6,705,433</b>	<b>\$6,011,601</b>	<b>\$771,850</b>	<b>\$6,783,451</b>
<b>CHA PUBLIC &amp; COMMUNITY HEALTH SERVICES</b>						
Cambridge Teen Health Center	\$313,041	-	\$313,041	\$333,733	-	\$333,733
Healthcare for the Homeless	\$411,898	\$136,256	\$548,154	\$414,638	\$132,916	\$547,554
Institute for Community Health	\$73,333	-	\$73,333	\$73,333	-	\$73,333
Physician Consultation (2)	\$60,000	-	\$60,000	\$60,000	-	\$60,000
119 Windsor Street - 13,042 Sq. Ft. - Maintenance & Utilities Only	-	-	-	\$56,940	-	\$56,940
Administrative Services (IT, Human Resources, Finance & Admin) (3)	\$743,136	\$138,510	\$881,646	\$795,803	\$103,596	\$899,398
<b>Total</b>	<b>\$1,601,408</b>	<b>\$274,766</b>	<b>\$1,876,174</b>	<b>\$1,734,447</b>	<b>\$236,512</b>	<b>\$1,970,958</b>
<b>TOTAL CHA PH EXPENSES (NON-GRANT)</b>	<b>\$7,233,406</b>			<b>\$7,746,048</b>		
<b>TOTAL CHA COMM/PH EXPENSES (4)</b>			<b>\$8,581,607</b>			<b>\$8,754,409</b>

- (1) Does not include Depreciation Expense.  
(2) Provided for pediatric, adult medicine, and occupational health consultations.  
(3) Calculated at 11.4% of operational costs for CHA public and community health services plus health department.  
(4) Includes CPHD total grant activity expense.

#### DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
TAXES	\$6,750,000	\$7,000,000	\$7,000,000
<b>TOTAL BUDGETED REVENUE</b>	<b>\$6,750,000</b>	<b>\$7,000,000</b>	<b>\$7,000,000</b>
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$0	\$0	\$0
OTHER ORDINARY MAINTENANCE	\$6,750,000	\$7,000,000	\$7,000,000
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$6,750,000</b>	<b>\$7,000,000</b>	<b>\$7,000,000</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>0</b>	<b>0</b>	<b>0</b>

# CHERRY SHEET

## DEPARTMENT OVERVIEW

The Cherry Sheet is a form showing all state and county charges assessed against the City, as certified by the state. The figures shown here are based on the prior year Cherry Sheet and are subject to revision when the final Cherry Sheet is issued as part of the adopted state budget.

**Air Pollution Control (\$49,575):** The Department of Environmental Protection supervises six districts statewide. The Metropolitan Boston Control District, of which Cambridge is a member, has a mandate to control air pollution through the enforcement of the Metropolitan Boston Air Pollution Control Acts and Safety Standards.

**Education (\$12,207,335):** The primary component of this allocation is the Charter School Sending Tuition assessment, which is the amount charged for Cambridge students who attend charter schools. The amount is based on the number of students, multiplied by the tuition rate of the sending district as calculated by the state.

**Metropolitan Area Planning Council (\$52,975):** Assessments are made to municipalities to finance the MAPC, which promotes urban planning, supports regional collaboration, and responds to common urban problems of member communities.

**Public Transportation (\$9,193,280):** The Massachusetts Bay Transportation Authority 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% of all Cambridge residents.

**Registry of Motor Vehicles Hold Program (\$481,300):** This charge enables the City to request that the state RMV not renew the license and registration of an operator/owner of a motor vehicle who has two or more outstanding parking tickets.

## DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
CHARGES FOR SERVICES	\$445,280	\$481,300	\$481,300
INTERGOVERNMENTAL REVENUE	\$2,070,045	\$897,230	\$897,230
TAXES	\$19,621,080	\$19,958,935	\$20,605,935
<b>TOTAL BUDGETED REVENUE</b>	<b>\$22,136,405</b>	<b>\$21,337,465</b>	<b>\$21,984,465</b>
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$0	\$0	\$0
OTHER ORDINARY MAINTENANCE	\$21,276,555	\$21,984,465	\$21,984,465
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$21,276,555</b>	<b>\$21,984,465</b>	<b>\$21,984,465</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>0</b>	<b>0</b>	<b>0</b>

# MASSACHUSETTS WATER RESOURCES AUTHORITY

## DEPARTMENT OVERVIEW

The Massachusetts Water Resources Authority (MWRA) oversees the operation of metropolitan Boston’s sewer and waterworks system. Since Cambridge has its own source of water, the MWRA traditionally has had little impact on the City’s water rate. However, because the MWRA is responsible for improving existing sewerage systems, especially as they affect Boston Harbor, the Authority influences the City’s sewer service charge.

For FY17, the MWRA estimated charge of \$23,898,855 represents a 2.7%, or \$639,184, increase from the FY16 assessment of \$23,259,670. The FY17 MWRA budget amount is based on an estimate received from the MWRA and is subject to change when the MWRA adopts its budget in the spring. The MWRA assessment accounts for 49% of the total sewer budget.

## DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY15 ACTUAL	FY16 PROJECTED	FY17 BUDGET
CHARGES FOR SERVICES	\$27,222,555	\$24,841,140	\$23,898,855
<b>TOTAL BUDGETED REVENUE</b>	\$27,222,555	\$24,841,140	\$23,898,855
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$0	\$0	\$0
OTHER ORDINARY MAINTENANCE	\$22,189,730	\$23,259,670	\$23,898,855
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	\$22,189,730	\$23,259,670	\$23,898,855
<b>FULL-TIME BUDGETED EMPLOYEES</b>	0	0	0

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## **SECTION VI**

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### **PUBLIC INVESTMENT**

# **PUBLIC INVESTMENT**

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## **CAPITAL BUDGETING PROCESS**

The Capital Budget is one of the most significant components of the City's financial plan. Decisions made during this process will have an impact on the City for many years to come. In order to achieve optimum results from this process, the Capital Investment Committee – which includes the Deputy City Manager; the heads of the Finance, Community Development, Budget, Police, Human Services, and Public Works Departments; other City staff; and the School Department's Chief Financial Officer -- meets to ensure that citywide needs are addressed in a timely and efficient manner.

The City uses its five-year financial projections for revenues and expenditures, in addition to its five-year capital plan, to formulate budget guidelines for departments. The City's FY17 projections were presented to the credit rating agencies in February 2016, prior to the bond sale.

For the FY17 capital budget process, departments were instructed to submit Pay-As-You-Go capital requests. Departments were asked to focus their priorities and produce sustainable plans for future years. The Capital Investment Committee submitted a FY17 Pay-As-You-Go capital budget of \$5,480,000 (\$1,600,000 for citywide projects, \$3,480,000 for E-Gov projects, and \$600,000 for Participatory Budgeting projects) to the City Manager for approval.

The Budget Office periodically reviews unexpended balances contained in existing capital budgets to determine if balances can be reallocated to other areas or are sufficient to provide funding for ongoing projects. Department heads and project managers also work closely with the Finance Department in developing detailed cash flow forecasts and project schedules for capital projects that will be bonded. The Budget Office reviews arbitrage and authorized and unissued balances quarterly to make sure the City is in compliance. This process will continue throughout the fiscal year as needs arise that were not anticipated during the budget process.

## **E-GOV BUDGETING PROCESS**

E-Gov is the process that guides the decision-making framework for information technology investments. This framework ensures that the City's overall portfolio of IT assets, projects, and programs allows City departments to best serve the Cambridge community. E-Gov has an Executive Committee comprised of senior managers that serves as the decision-making body and a Project Review Committee (PRC) that ensures IT projects align with the City's IT principles.

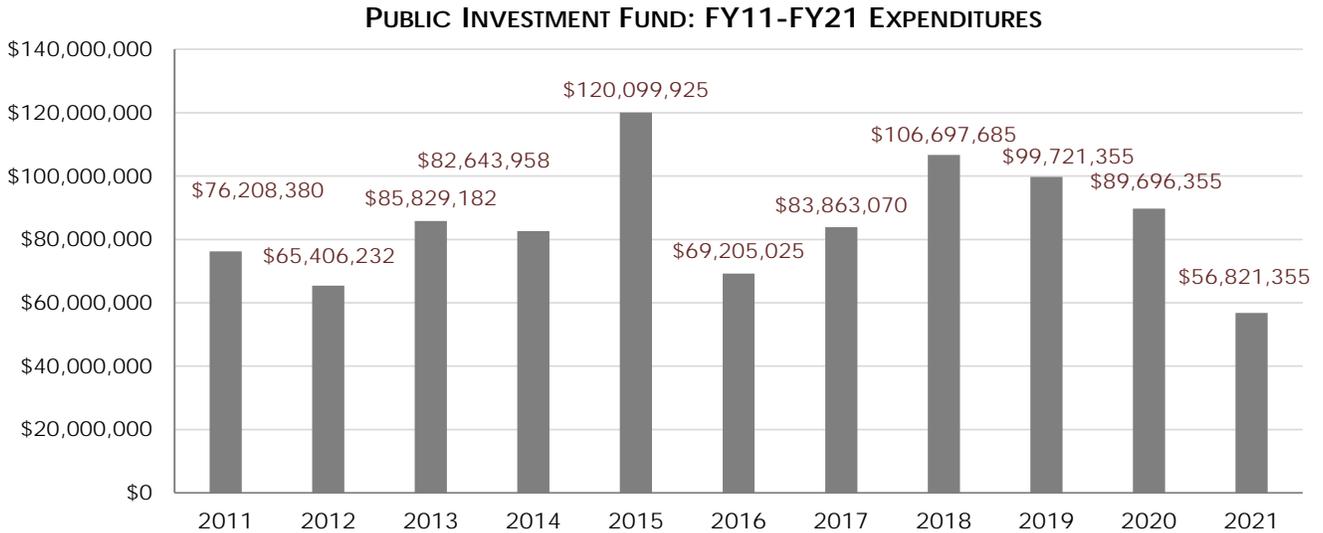
Departments request E-Gov projects, ITD reviews requests for feasibility, and the PRC holds a hearing for all requests. The PRC decides which projects to recommend to the Executive Committee for approval. Projects that require less than 100 hours of staff time or cost less than \$50,000 do not require approval from the Executive Committee. The PRC presents its recommendations to the Executive Committee for approval.

The Budget Office and ITD work together in monitoring E-Gov project funds.

# PUBLIC INVESTMENT

## HISTORICAL & PROJECTED EXPENDITURES

The graph below shows the historical and projected expenditure trends for the Public Investment Fund. Actual expenditures are reflected in FY11-15. FY16 shows expenditures to date. FY17 is the amount budgeted from all funding sources. Projected expenditures are reflected in FY18-21 as per the Five-Year Public Investment Plan.

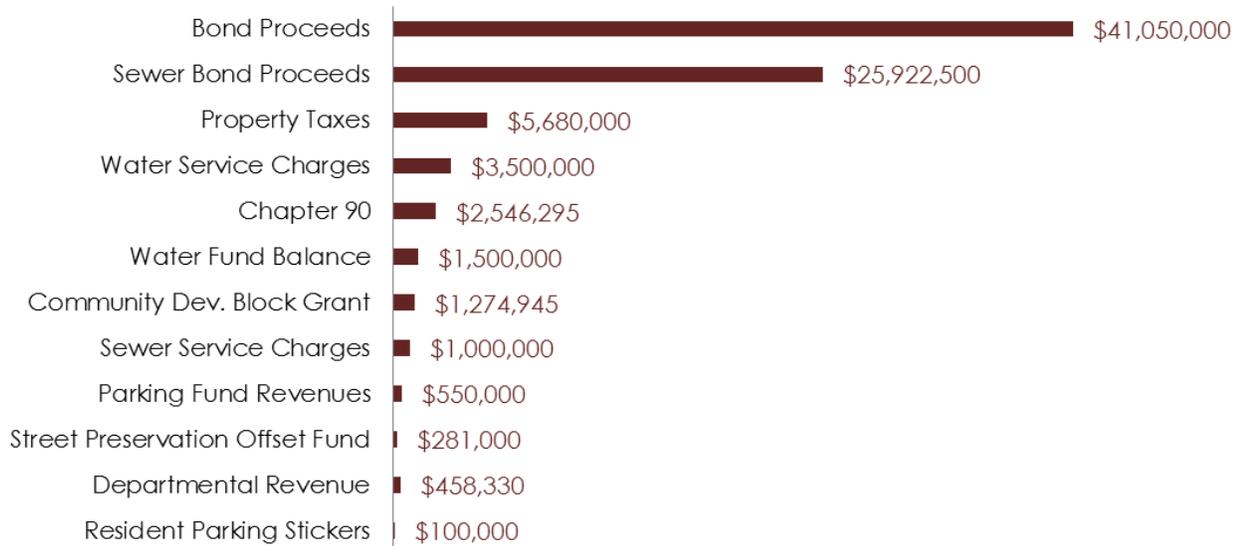


## CAPITAL CALENDAR

<b>DECEMBER 11, 2015</b>	Briefing on FY17 budget guidelines by City Manager. Distribution of budget notebook and materials to departments. Meeting of departmental finance personnel with Budget staff.
<b>JANUARY 22, 2016</b>	Deadline for Capital Budget submission to the Budget Office.
<b>FEBRUARY 24, 2016 THROUGH MARCH 2, 2016</b>	Formal department presentations of capital requests to the Capital Investment Committee.
<b>MARCH 14, 2016</b>	Capital Investment Committee makes recommendations to City Manager.
<b>APRIL 25, 2016</b>	Submission of the City Manager's Budget to the City Council.
<b>MAY 12, 2016</b>	Date for public hearing on FY17 Capital Budget.
<b>MAY 23, 2016</b>	Projected adoption date.
<b>JULY 1, 2016</b>	Begin execution of FY17 allotment plans.

# PUBLIC INVESTMENT FINANCING PLAN

## FY17 FINANCING PLAN \$83,863,070



## FY17 - 21 FINANCING PLAN

FUNDING SOURCE	FY17	FY18	FY19	FY20	FY21	TOTAL
Bond Proceeds	\$41,050,000	\$73,800,000	\$64,500,000	\$49,100,000	\$12,000,000	\$240,450,000
Chapter 90	\$2,546,295	\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000	\$12,546,295
Community Development Block Grant	\$1,274,945	\$1,183,355	\$1,183,355	\$1,183,355	\$1,183,355	\$6,008,365
Departmental Revenue	\$458,330	\$189,330	\$48,000	\$48,000	\$48,000	\$791,660
Parking Fund Revenues	\$550,000	\$850,000	\$850,000	\$850,000	\$850,000	\$3,950,000
Property Taxes	\$5,680,000	\$4,995,000	\$5,110,000	\$5,210,000	\$5,260,000	\$26,255,000
Resident Parking Sticker Revenues	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Sewer Bond Proceeds	\$25,922,500	\$18,500,000	\$19,850,000	\$23,375,000	\$27,550,000	\$115,197,500
Sewer Service Charges	\$1,000,000	\$1,000,000	\$2,000,000	\$2,250,000	\$2,250,000	\$8,500,000
Street Preservation Offset Fund	\$281,000	\$80,000	\$80,000	\$80,000	\$80,000	\$601,000
Water Fund Balance	\$1,500,000	\$0	\$0	\$0	\$0	\$1,500,000
Water Service Charges	\$3,500,000	\$3,500,000	\$3,500,000	\$5,000,000	\$5,000,000	\$20,500,000
<b>GRAND TOTAL</b>	<b>\$83,863,070</b>	<b>\$106,697,685</b>	<b>\$99,721,355</b>	<b>\$89,696,355</b>	<b>\$56,821,355</b>	<b>\$436,799,820</b>

## FY17 SOURCES OF FUNDING

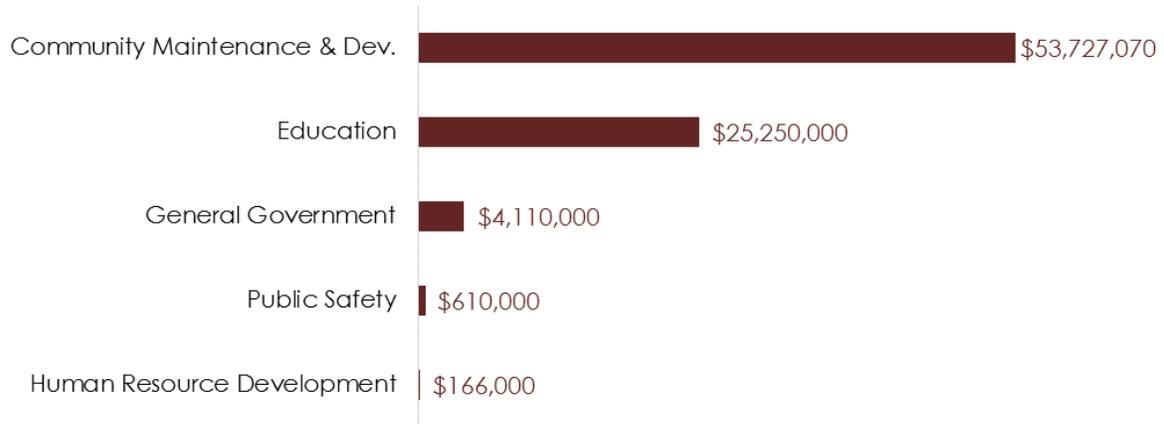
SOURCE OF FUNDING	EXPLANATION	FY17 FUNDING
<b>Bond Proceeds</b>	On March 1, 2016, the City sold \$34,990,000 in General Obligation Bonds to finance capital projects such as the King Open and Cambridge Street Upper Schools & Complex renovations, Harvard Square reconstruction, and municipal and school building renovations. The City's AAA bond rating allowed the City to sell these bonds at the true interest cost of 1.8%. The \$34,990,000 included \$12,740,000 in sewer bonds.	\$41,050,000
<b>Chapter 90</b>	The State's Chapter 90 Program entitles municipalities to reimbursement of documented roadway expenditures under the provisions of General Laws, Chapter 90, Section 34, Clause 2(a) on approved projects.	\$2,546,295
<b>Community Development Block Grant</b>	The CDBG program provides funding to ensure decent affordable housing exists and services are provided to the most vulnerable in our community, and to aid in creating jobs through the expansion and retention of businesses.	\$1,274,945
<b>Departmental Revenue</b>	Revenue generated from user fees at the Fresh Pond Golf Course (\$20,000), War Memorial Recreation Center (\$28,000), Cable Television (\$141,330), and brick sidewalk requests (\$269,000).	\$458,330
<b>Parking Revenue Fund</b>	Revenue generated from enforcing parking regulations such as street meters, parking lots, and parking garages. Charges for annual resident parking stickers are also included. The FY17 amount of \$650,000 includes Parking Fund Revenues (\$550,000) and Resident Parking Stickers (\$100,000).	\$650,000
<b>Property Taxes</b>	An appropriation of current property tax revenues to fund capital improvements as opposed to incurring debt to cover the costs.	\$5,680,000
<b>Sewer Bond Proceeds</b>	Sewer Bond Proceeds are supported by sewer service charges. Sewer Bonds finance sewer reconstruction such as Huron and Concord Avenues.	\$25,922,500
<b>Sewer Service Charges</b>	Revenues generated by sewer usage. The sewer rate increased by 3.2% in FY17. Charges cover 100% of operating and capital expenditures.	\$1,000,000

## FY17 SOURCES OF FUNDING

SOURCE OF FUNDING	EXPLANATION	FY17 FUNDING
<b>Street Preservation Offset Fund</b>	A permit fee is charged to contractors that are opening and completing work in or under a municipal street, sidewalk, public right of way, or public easement. Each permit holder is responsible for restoration. The funds are intended solely to reimburse the City for costs incurred for permitting and restoring openings in municipal street, sidewalks, public rights of way, and public easements.	\$281,000
<b>Water Fund Balance</b>	The excess of assets over liabilities and reserves. The Water Fund's Unrestricted Fund Balance is projected to be \$10,190,802 as of June 30, 2016.	\$1,500,000
<b>Water Service Charges</b>	Revenues generated by water usage. The water rate reflects a 0% rate increase for the consumption period from April 1, 2016 through March 31, 2017. Charges cover 100% of operating and capital expenditures.	\$3,500,000
<b>TOTAL FUNDS FROM ALL SOURCES</b>		<b>\$83,863,070</b>

# PUBLIC INVESTMENT APPROPRIATION PLAN

## FY17 APPROPRIATION PLAN: \$83,863,070



## FY17 - 21 APPROPRIATION PLAN

FUNDING SOURCE	FY17	FY18	FY19	FY20	FY21	TOTAL
General Government	\$4,110,000	\$3,730,000	\$3,830,000	\$3,930,000	\$4,030,000	\$19,630,000
Public Safety	\$610,000	\$580,000	\$630,000	\$630,000	\$580,000	\$3,030,000
Community Maintenance & Development	\$53,727,070	\$40,171,685	\$44,580,355	\$57,855,355	\$52,030,355	\$248,364,820
Human Resource Development	\$166,000	\$166,000	\$131,000	\$131,000	\$131,000	\$725,000
Education	\$25,250,000	\$62,050,000	\$50,550,000	\$27,150,000	\$50,000	\$165,050,000
<b>GRAND TOTAL</b>	<b>\$83,863,070</b>	<b>\$106,697,685</b>	<b>\$99,721,355</b>	<b>\$89,696,355</b>	<b>\$56,821,355</b>	<b>\$436,799,820</b>

# FY17 PUBLIC INVESTMENT PROJECTS

PROJECT NAME	PROJECT CODE	FY17 AMOUNT
<b>GENERAL GOVERNMENT</b>		
Finance: E-Gov Projects	PB17500	\$3,480,000
Finance: Participatory Budgeting - Five Water Bottle Fill Stations	PB17502	\$40,000
Finance: Participatory Budgeting - Massachusetts Avenue Bike Safety	PB17505	\$70,000
Finance: Participatory Budgeting - MBTA #1 Bus Transit Signal Priority	PB17507	\$250,000
Finance: Participatory Budgeting - New Chairs for CPS	PB17506	\$102,000
Finance: Participatory Budgeting - Prepared Food Rescue Freezer Van	PB17503	\$48,000
Finance: Participatory Budgeting - Separate Bike Lanes from Traffic	PB17504	\$50,000
Finance: Participatory Budgeting - Shape Up Our Squares	PB17501	\$40,000
Public Celebrations: Public Art Conservation Program	PC17507	\$30,000
<b>GENERAL GOVERNMENT TOTAL</b>		<b>\$4,110,000</b>
<b>PUBLIC SAFETY</b>		
Fire: Fire Station Facility Maintenance	FI17514	\$25,000
Police: Life Saving Body Armor Project	PL17517	\$165,000
Police: Replacement Radios	PL17516	\$50,000
Police: RWH Public Safety Building Elevator Repairs	PL17513	\$150,000
Police: RWH Public Safety Building Maintenance	PL17515	\$20,000
Traffic: Traffic Signal Program	TR17512	\$200,000
<b>PUBLIC SAFETY TOTAL</b>		<b>\$610,000</b>
<b>COMMUNITY MAINTENANCE &amp; DEVELOPMENT</b>		
Cable TV: Media Arts Studio Hi-Definition Upgrade	CT17503	\$141,330
CDD: Cambridge Common Enhancement Project	CD17813	\$500,000
CDD: Economic Development - Best Retail Practices and Interior Access Programs	CD17699	\$91,500
CDD: Economic Development - Biomedical Career Training Program	CD17712	\$99,000
CDD: Economic Development - Microenterprise Workshops	CD17729	\$32,000
CDD: Economic Development - Storefront Improvements Program	CD17687	\$175,000
CDD: Housing - Affordable Housing Project Development	CD17674	\$91,590
CDD: Housing - Home Improvement Program	CD17735	\$474,895
CDD: Housing - Housing Mediation Program	CD17835	\$73,710
CDD: Housing - Housing Rehabilitation Assistance Program	CD17614	\$337,250
CDD: Housing - Tenant Organizing Services	CD17801	\$75,000
CDD: Transportation - Bicycle Parking Program & Special Projects	CD17848	\$70,000
CDD: Transportation - Bicycle Spot Improvements	CD17954	\$33,000
CDD: Transportation - Bus Stop Improvements	CD17953	\$34,000
CDD: Transportation - Grand Junction Path	CD17962	\$200,000
CDD: Transportation - Traffic Calming	CD17592	\$300,000
Public Works: Buildings - ADA Accessibility Improvements	PW17598	\$50,000
Public Works: Buildings - Energy Efficiency Improvements	PW17781	\$100,000
Public Works: Buildings - Flooring & Furnishings	PW17622	\$50,000
Public Works: Buildings - Harvard Square Kiosk and Plaza	PW17815	\$2,000,000
Public Works: Buildings - HVAC System Renewal Plan	PW17787	\$250,000
Public Works: Buildings - Municipal Facilities Improvement Plan	PW17625	\$7,500,000
Public Works: Parks - Park Water Conservation Program	PW17811	\$100,000

# FY17 PUBLIC INVESTMENT PROJECTS

PROJECT NAME	PROJECT CODE	FY17 AMOUNT
Public Works: Sewer/Stormwater - Agassiz	PW17605	\$2,410,000
Public Works: Sewer/Stormwater - Alewife	PW17810	\$9,262,500
Public Works: Sewer/Stormwater - Cambridgeport	PW17820	\$250,000
Public Works: Sewer/Stormwater - Capital Repairs Program	PW17793	\$3,500,000
Public Works: Sewer/Stormwater - Harvard Square	PW17816	\$2,000,000
Public Works: Sewer/Stormwater - Remedial Construction	PW17599	\$1,000,000
Public Works: Sewer/Stormwater - The Port	PW17812	\$8,500,000
Public Works: Streets - Complete Streets Reconstruction	PW17595	\$5,201,295
Public Works: Streets - Harvard Square Surface Infrastructure Improvements	PW17817	\$3,500,000
Public Works: Trees - Emerald Ash Borer Treatment	PW17804	\$100,000
Public Works: Trees - Park and Cemetery Tree Pruning	PW17619	\$100,000
Public Works: Trees - Public Shade Tree Investment Program	PW17819	\$225,000
Water: Drainage and Community Garden Project	WA17583	\$600,000
Water: Facility Climate Change Vulnerability Assessment & Adaptation Plan	WA17584	\$50,000
Water: Fresh Pond Master Plan Implementation	WA17534	\$250,000
Water: PC Upgrades & Radio Replacement	WA17578	\$22,500
Water: Reservoir Facilities Improvements - Upcountry	WA17562	\$100,000
Water: Reservoir Gaging Weather Station Maintenance	WA17581	\$180,000
Water: Variable Frequency Drive Installation	WA17582	\$1,925,000
Water: Water Facility Upgrades	WA17579	\$54,000
Water: Water Meter Replacement	WA17569	\$200,000
Water: Water Treatment Plant Equipment & Systems Upgrades	WA17555	\$139,000
Water: Water Works Construction	WA17543	\$1,026,500
Water: Watershed Consulting Services	WA17531	\$353,000
<b>COMMUNITY MAINTENANCE &amp; DEVELOPMENT TOTAL</b>		<b>\$53,727,070</b>
<b>HUMAN RESOURCE DEVELOPMENT</b>		
Human Services: Danehy Park Maintenance	HS17522	\$33,000
Human Services: Fresh Pond Golf Course Improvements	HS17509	\$20,000
Human Services: Human Services Buildings Maintenance	HS17530	\$25,000
Human Services: Replacement of Youth Center Van	HS17531	\$35,000
Human Services: War Memorial Recreation Center Maintenance	HS17521	\$28,000
Library: Main Library Building Maintenance	LB17518	\$25,000
<b>HUMAN RESOURCE DEVELOPMENT TOTAL</b>		<b>\$166,000</b>
<b>EDUCATION</b>		
School: Amigos - Boiler Replacement/Gas Conversion	SC17934	\$500,000
School: Fletcher Maynard Academy - Exterior Improvements	SC17935	\$2,500,000
School: Furniture Replacements/School Facilities Maintenance	SC17938	\$50,000
School: King Open and Cambridge Street Upper Schools & Community Complex	SC17933	\$20,000,000
School: Roof Replacement at Kennedy Longfellow School	SC16937	\$2,200,000
<b>EDUCATION TOTAL</b>		<b>\$25,250,000</b>
<b>GRAND TOTAL</b>		<b>\$83,863,070</b>

# GENERAL GOVERNMENT

## FINANCE: E-GOV PROJECTS

FY17 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>The E-Gov Executive Committee recommends that the City invest \$3,480,000 in IT initiatives. FY17 E-Gov projects include budget software, a voting tabulation system, PeopleSoft E-Procurement/contracts, EnerGov for the Fire Department and License Commission, and replacing equipment.</p>						
IMPACT ON OPERATING BUDGET						
<p>The FY17 Operating Budget includes the hiring of a Systems Administrator and Technical Support position. The City's software maintenance fees will increase by approximately \$300,000.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY17	FY18	FY19	FY20	FY21	TOTAL
Property Taxes	\$3,480,000	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$15,480,000
<b>GRAND TOTAL</b>	<b>\$3,480,000</b>	<b>\$3,000,000</b>	<b>\$3,000,000</b>	<b>\$3,000,000</b>	<b>\$3,000,000</b>	<b>\$15,480,000</b>
FY18-FY21 FUNDING						
<p>The City plans to use FY18-FY21 funding for future E-Gov projects in order to improve citizen experience and interaction with the City, increase transparency and access to information, improve technology-enabled City services, increase efficiencies of City operations, and enhance cross-departmental collaboration and innovation.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>In FY16, the City appropriated \$3,450,000 for IT initiatives. Major projects included security enhancements at City Hall, PeopleSoft upgrades, automated check-in and sorting capabilities at the Main Library, and replacing equipment.</p>		

# GENERAL GOVERNMENT

ADDITIONAL PROJECT INFORMATION		
DEPT.	E-GOV PROJECT & DESCRIPTION	FY17 FUNDING
Budget	<i>Budget Software:</i> Upgrade existing 12-year-old budget preparation system.	\$342,630
CDD	<i>Planning Board Public Document Management:</i> Determine a document management solution for Planning Board documents to allow them to be made available to the public more readily.	\$50,000
CDD	<i>Digitizing Housing Commitments Archive:</i> Digitize and create a document management system for affordable housing and/or inclusionary housing and other zoning, and permit documents.	\$50,000
CDD	<i>Expanding Elite Rental Housing Management Software:</i> Add additional functionality to current system for affordable housing management.	\$30,000
CDD	<i>PTDM Public-Facing Data Submission Tool:</i> Find a customer-facing tool for property owners to fulfill their monitoring obligations with an efficient tracking system of project requirements to ensure compliance.	\$50,000
CDD	<i>VOIP Phone System for 344 Broadway &amp; First Street Garage:</i> Upgrade phones at 344 Broadway and the TPT and Garage Management office at the First Street Garage.	\$135,000
ECC	<i>CAD/RMS Replacement Study:</i> Hire vendor to assist study to determine appropriate replacement system for aging CAD system.	\$75,000
ECC	<i>Cloud Backup Storage:</i> Move ECC backup storage to the cloud.	\$20,000
ECC	<i>Public Safety AV:</i> Replace or upgrade aging AV equipment phased over several years.	\$84,000
Election	<i>Voting Tabulation System Hardware and Software:</i> Replace aging equipment.	\$396,000
Finance	<i>PeopleSoft Financials - E-Procurement/contracts Implementation:</i> Hire consultant to implement E-procurement and a portion of the contracts module. This will allow for online purchase requisitions with electronic notifications and approvals.	\$617,000
Fire	<i>EnerGov:</i> Implement Phase II.	\$140,000
GIS	<i>GIS 3D Model Improvements:</i> Use 3D data for planning decisions, energy consumption statistics, public safety applications, and more accurate visualizations.	\$30,000
GIS	<i>GIS Base Map and Aerial Photography Development:</i> Flyover city and provide new high resolution aerial photographs, which will update all GIS land-based layers such as buildings, roads, pavement markings, topography and digital terrain models, light detection & ranging point cloud, and updated impervious surface layers.	\$95,000
Human Services	<i>Find it Cambridge Website:</i> Launch, maintain, and make necessary adjustments and improvements to Find It Cambridge website—an innovative online resource that empowers families, youth, and those who support them to easily find the activities, services, and resources they are looking for in Cambridge.	\$25,000
Human Services	<i>RecTrac Alternative:</i> Hire a consultant to assist in evaluating options to replace RecTrac with a product that offers improved features and functionality that RecTrac has not been able to provide.	\$50,000
Human Services	<i>Equipment &amp; Access at 5 DHSP Youth Centers:</i> Upgrade technology in all 5 Youth Centers with expanded wifi access, equipment PCs, tablets, laptops, and printers, AV and media arts equipment, and software.	\$86,625
Human Services	<i>Office of Workforce Development Client Database:</i> Purchase client database software.	\$10,000

# GENERAL GOVERNMENT

DEPT.	E-GOV PROJECT & DESCRIPTION	FY17 FUNDING
ITD	<i>Mobile Device Management for iPad:</i> Manage multiple iPad devices universally from any remote location. Heighten security by locking down or wiping clean any lost or stolen devices remotely.	\$57,200
ITD	<i>PC Replacement Cycle:</i> Annual budget to replace PCs citywide.	\$250,000
ITD	<i>Printer Replacement Cycle:</i> Annual printer replacement citywide.	\$50,000
ITD	<i>Backup Infrastructure Upgrade:</i> Upgrade file backup system.	\$150,000
Library	<i>Wireless Hotspots for Library Outreach:</i> Enable librarians to take the Library out of the building and into the city via wireless hotspots that can be used with a laptop or tablet to provide internet service in parks and neighborhoods, allowing a librarian to issue library cards, loan materials, connect children with reading, or provide research and information services.	\$9,500
Library	<i>Digital Signage at the Main Library and City Hall:</i> More effectively promote the rich array of services available to diverse residents.	\$35,000
Library	<i>Augment Public Announcement System at the Main Library:</i> Recondition existing system to provide consistent, zoned capacity and add functionality. The PA system is used during emergency evacuations, when children are lost, and to securely close the building each day.	\$9,000
License	<i>EnerGov:</i> Implement EnerGov online permitting system in the License Commission to allow payments online.	\$408,245
PIO	<i>Internal Communications Software:</i> Create digital communications targeted at employees including but not limited to newsletters, flyers, surveys, and event invitations.	\$3,300
Police	<i>Data Analytics Package:</i> Procure a data analytics package to aid in mining, displaying, and comparing datasets.	\$30,000
Police	<i>Public Safety Asset Management:</i> Procure database for the tracking and issuing of devices to Department staff, i.e., computers, laptops, cell phones, modems, radios, printers, and other devices.	\$8,500
Police	<i>Custodial Interview Upgrades:</i> Upgrade interview servers that record video and audio of custodial interviews and bookings.	\$28,000
Police	<i>Detention Audio Fix:</i> Rework the wiring and AV equipment in cell blocks.	\$15,000
Police	<i>Fingerprint Terminal Replacement:</i> Replace hardware.	\$29,000
Police	<i>Security Cameras Phase 2:</i> Replace cameras that are now 8 years old and in need of a hardware refresh.	\$21,000
Police	<i>Replacement Backup Tape Library:</i> Replace aging backup system and equipment.	\$50,000
Public Works	<i>Upgrade of Electric Vehicle Charging Stations:</i> Upgrade electric vehicle charging stations to 4G.	\$40,000
<b>TOTAL FY17 E-GOV FUNDING</b>		<b>\$3,480,000</b>

# GENERAL GOVERNMENT

## FINANCE: PARTICIPATORY BUDGETING

FY17 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>During the City's second Participatory Budgeting (PB) process, held from June to December 2015, Cambridge residents ages 12 and older voted to allocate \$600,000 of the FY17 capital budget on the following seven projects: a freezer van to expand prepared food rescue programs, three bike-related projects, transit signal priority for the MBTA #1 bus, installing five water bottle fill stations around town, and new chairs for four Cambridge public schools.</p> <p>The next PB process will take place from May to December 2016, when residents will decide how to spend \$700,000 of the FY18 capital budget on projects to improve the community.</p>						   
IMPACT ON OPERATING BUDGET						
<p>The FY17 Operating Budget includes the hiring of a Budget Analyst position and \$30,000 in OOM to support the City's third PB process.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY17	FY18	FY19	FY20	FY21	TOTAL
Property Taxes	\$0	\$700,000	\$800,000	\$900,000	\$1,000,000	\$3,400,000
<b>GRAND TOTAL</b>	<b>\$0</b>	<b>\$700,000</b>	<b>\$800,000</b>	<b>\$900,000</b>	<b>\$1,000,000</b>	<b>\$3,400,000</b>
FY18-FY21 FUNDING						
<p>The City expects FY18-FY21 Participatory Budgeting funding to increase by \$100,000 each year.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>\$528,000 in FY16 capital funds were allocated for the following six winning projects from the City's first PB process: 100 new trees and tree wells, 20 laptops for the Community Learning Center, bilingual books for children learning English, Central Square public toilet, eight bike repair stations, and free public Wifi in six outdoor locations.</p>			

# GENERAL GOVERNMENT

## FINANCE: PARTICIPATORY BUDGETING - FIVE WATER BOTTLE FILL STATIONS

FY17 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>This project will install five water bottle fill stations at public places across the city to encourage people to drink more water and use fewer disposable plastic bottles. Suggested locations include Fresh Pond, Russell Field, the Haggerty School, Cambridge Common, and Donnelly Field.</p>						
IMPACT ON OPERATING BUDGET						
<p>This project will not impact the Operating Budget. DPW will monitor and maintain the stations during the year.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY17	FY18	FY19	FY20	FY21	TOTAL
Property Taxes	\$40,000	\$0	\$0	\$0	\$0	\$40,000
GRAND TOTAL	<b>\$40,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$40,000</b>
FY18-FY21 FUNDING						
<p>This is a one-time project.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>There was no prior year funding for this project.</p>		

# GENERAL GOVERNMENT

## FINANCE: PARTICIPATORY BUDGETING - MASSACHUSETTS AVENUE BIKE SAFETY

FY17 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>This project will improve safety on Massachusetts Avenue by adding approximately 100 shared lane markings for bicycles, along with approximately 45 signs saying "Bike Route," "Bicycle May Use Full Lane," and "Watch for Cyclists" where bike lanes are not already present.</p> <p>Budget Delegates specifically proposed painting shared lane markings in the center of the right lane in both directions on Massachusetts Avenue where the street is currently too narrow for bike lanes: from Central Square to Harvard Square, and from north of Porter Square to the Arlington line.</p>						
IMPACT ON OPERATING BUDGET						
This project will not impact the Operating Budget.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY17	FY18	FY19	FY20	FY21	TOTAL
Property Taxes	\$70,000	\$0	\$0	\$0	\$0	\$70,000
<b>GRAND TOTAL</b>	<b>\$70,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$70,000</b>
FY18-FY21 FUNDING						
This is a one-time project.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				There was no prior year funding for this project.		

# GENERAL GOVERNMENT

## FINANCE: PARTICIPATORY BUDGETING - MBTA #1 BUS TRANSIT SIGNAL PRIORITY

FY17 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>This project will install Transit Signal Priority technology at intersections on Massachusetts Avenue, enabling MBTA #1 buses traveling that route to signal to traffic lights to increase the length of green lights when buses are nearby.</p> <p>The MBTA has already installed the necessary transponders in all buses, easing the implementation of this system. Installing Transit Signal Priority transponders at choke point intersections along Massachusetts Avenue will help ease congestion, reduce travel time for bus riders, and improve bus schedule reliability.</p>						
IMPACT ON OPERATING BUDGET						
This project will not impact the Operating Budget.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY17	FY18	FY19	FY20	FY21	TOTAL
Property Taxes	\$250,000	\$0	\$0	\$0	\$0	\$250,000
<b>GRAND TOTAL</b>	<b>\$250,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$250,000</b>
FY18-FY21 FUNDING						
This is a one-time project.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				There was no prior year funding for this project.		

# GENERAL GOVERNMENT

## FINANCE: PARTICIPATORY BUDGETING - NEW CHAIRS FOR CPS

FY17 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>This project will purchase new chairs for the Cambridge Rindge and Latin School (CRLS), Cambridge Street Upper School, Putnam Avenue Upper School, and Rindge Avenue Upper School. Budget Delegates originally proposed 1,000 chairs for CRLS and 900 chairs divided evenly between the three upper schools for a total of \$190,000 (assuming a cost of \$100 per chair), but the amount was decreased to \$102,000 to stay within the overall FY16 Participatory Budgeting budget. Since students sit in chairs for approximately 6-7 hours per day, new ergonomic chairs will improve students' posture and help them focus.</p>						
IMPACT ON OPERATING BUDGET						
<p>This project will not impact the Operating Budget.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY17	FY18	FY19	FY20	FY21	TOTAL
Property Taxes	\$102,000	\$0	\$0	\$0	\$0	\$102,000
<b>GRAND TOTAL</b>	<b>\$102,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$102,000</b>
FY18-FY21 FUNDING						
<p>This is a one-time project.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>There was no prior year funding for this project.</p>		

# GENERAL GOVERNMENT

## FINANCE: PARTICIPATORY BUDGETING - PREPARED FOOD RESCUE FREEZER VAN

FY17 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>This project will purchase a freezer van that the Department of Human Service Programs (DHSP) and its partners can use to greatly expand the number of prepared food rescue deliveries to individuals and families in need across Cambridge. The acquisition of the freezer van will potentially double the number of healthy, frozen food rescue meals from 3,500 to 7,000 each week.</p>						
IMPACT ON OPERATING BUDGET						
<p>This project will not increase DHSP's workload, but the Department may incur additional costs for vehicle maintenance and gasoline.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY17	FY18	FY19	FY20	FY21	TOTAL
Property Taxes	\$48,000	\$0	\$0	\$0	\$0	\$48,000
GRAND TOTAL	<b>\$48,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$48,000</b>
FY18-FY21 FUNDING						
<p>This is a one-time purchase. The City and its partners will continue to use the freezer van in future years.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>There was no prior year funding for this project.</p>		

# GENERAL GOVERNMENT

## FINANCE: PARTICIPATORY BUDGETING - SEPARATE BIKE LANES FROM TRAFFIC

FY17 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>This project will improve safety for drivers and bicyclists by moving bike lanes to be between street parking spots and the sidewalk, where possible, which should reduce car-bike interactions and potential collisions. \$10,000 is budgeted for analysis and design and the remaining \$40,000 will be used for restriping and minor construction.</p>						
IMPACT ON OPERATING BUDGET						
<p>This project will not impact the Operating Budget.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY17	FY18	FY19	FY20	FY21	TOTAL
Property Taxes	\$50,000	\$0	\$0	\$0	\$0	\$50,000
<b>GRAND TOTAL</b>	<b>\$50,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$50,000</b>
FY18-FY21 FUNDING						
<p>This is a one-time project.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>There was no prior year funding for this project.</p>		

# GENERAL GOVERNMENT

## FINANCE: PARTICIPATORY BUDGETING - SHAPE UP OUR SQUARES

FY17 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>This project will paint green bike lanes through the intersections in Central Square (Massachusetts Avenue) and Inman Square (Hampshire Street) to improve safety for drivers, bikers, and pedestrians. An example of the recommended treatment exists on Main Street at the intersection of Vassar Street in Cambridge, as well as on Commonwealth Avenue near Boston University in Boston.</p>						
IMPACT ON OPERATING BUDGET						
<p>This project will not impact the Operating Budget.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY17	FY18	FY19	FY20	FY21	TOTAL
Property Taxes	\$40,000	\$0	\$0	\$0	\$0	\$40,000
<b>GRAND TOTAL</b>	<b>\$40,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$40,000</b>
FY18-FY21 FUNDING						
<p>This is a one-time project.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>There was no prior year funding for this project.</p>		

# GENERAL GOVERNMENT

## PUBLIC CELEBRATIONS: PUBLIC ART CONSERVATION PROGRAM

FY17 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>Each year, approximately 200 artworks in the City-owned public art collection receive routine assessment, cleaning, and maintenance. In addition to these efforts, more extensive maintenance is done for artworks that have eroded or been damaged due to time, environmental stressors, or other factors. During the colder months, significant work is done to manage detailed project-based information, image and video files that document conservation efforts, and the database that contains the collection's care information and history. Together, this work ensures that public art assets are consistently well-maintained and contribute positively and safely to the experience of the Cambridge community.</p>						
IMPACT ON OPERATING BUDGET						
<p>Allocating capital funds for conservation and preventative maintenance of public art should reduce the amount of emergency repairs and maintenance the City has to perform with operating funds.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY17	FY18	FY19	FY20	FY21	TOTAL
Property Taxes	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$150,000
<b>GRAND TOTAL</b>	<b>\$30,000</b>	<b>\$30,000</b>	<b>\$30,000</b>	<b>\$30,000</b>	<b>\$30,000</b>	<b>\$150,000</b>
FY18-FY21 FUNDING						
<p>Level funding for the Public Art Conservation Program in FY18 - FY21 allows for this work to continue and ensures that the basic needs of the artwork and public safety are met on an annual basis. This support also allows for Cambridge Arts Council staff to prioritize and address the more significant conservation and maintenance issues that occur as artworks in the collection age over time or involve more complex materials and technology.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>In FY16, the Arts Council coordinated assessments and routine maintenance at Front Park, First Street Parking Garage, Green Street Garage, Jill Brown-Rhone Memorial Park, Danehy Park, Water Treatment Facility, Inman Square, Dr. Martin Luther King, Jr. School, Harvard Square/Brattle Plaza, Franklin Street Park, Dance Square at Bishop Allen and Main Street, and the Morse School.</p>		

# PUBLIC SAFETY

## ELECTRICAL: STREETLIGHT POLE REPLACEMENT

FY17 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>This project replaces original aging steel streetlight poles with aluminum poles. An allocation for FY17 is not necessary due to the use of prior year funds.</p>						 
IMPACT ON OPERATING BUDGET						
<p>By setting aside funds to replace aging streetlight poles, the City is taking additional steps to reduce the time spent maintaining the existing poles as well as ensuring public safety for citizens.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY17	FY18	FY19	FY20	FY21	TOTAL
Property Taxes	\$0	\$35,000	\$35,000	\$35,000	\$35,000	\$140,000
GRAND TOTAL	\$0	\$35,000	\$35,000	\$35,000	\$35,000	\$140,000
FY18-FY21 FUNDING						
<p>Funding will continue annually.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>30 steel streetlight poles are replaced annually as part of the City's goal to replace all 440 original poles.</p>			

# PUBLIC SAFETY

## FIRE: FIRE STATION FACILITY MAINTENANCE

FY17 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>The Fire Department utilizes the in-house public construction carpentry crew to deal with the numerous small repair projects that exist among the City's eight fire stations. Utilizing City carpenters has enabled the Department to get small projects completed in a timely fashion and prevent delayed maintenance items from becoming large capital projects.</p>						<p>\$</p> 
IMPACT ON OPERATING BUDGET						
<p>This project will help minimize maintenance expenses.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY17	FY18	FY19	FY20	FY21	TOTAL
Property Taxes	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$125,000
GRAND TOTAL	<b>\$25,000</b>	<b>\$25,000</b>	<b>\$25,000</b>	<b>\$25,000</b>	<b>\$25,000</b>	<b>\$125,000</b>
FY18-FY21 FUNDING						
<p>Funding will continue annually in order to maintain the fire stations throughout the city.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>FY16 funds were used to build a new entryway and closet around the public restroom on the first floor at Fire Headquarters. This project provided a secure area for cleaning equipment while still allowing access to the restroom.</p>		

# PUBLIC SAFETY

## PARKING GARAGE RESTORATION AND IMPROVEMENTS

FY17 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>TPT is currently working on creating a more detailed parking garage capital plan and anticipate submitting a supplemental appropriation during FY17.</p>						
IMPACT ON OPERATING BUDGET						
<p>Capital improvements at the parking garages help to minimize spending on garage repairs in the operating budget.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY17	FY18	FY19	FY20	FY21	TOTAL
Parking Fund Revenues	\$0	\$300,000	\$300,000	\$300,000	\$300,000	\$1,200,000
GRAND TOTAL	\$0	\$300,000	\$300,000	\$300,000	\$300,000	\$1,200,000
FY18-FY21 FUNDING						
<p>Future year funding will be used to undertake parking garage repairs as needed each year. By spending \$300,000 per year in FY18-FY21, necessary capital repairs will be completed at Green Street and First Street garages.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>Repairs at the Green Street and First Street Parking Garages were made during the summer and fall of 2015.</p>		

# PUBLIC SAFETY

## POLICE: LIFE SAVING BODY ARMOR PROJECT

FY17 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>The Police Department will replace life saving body armor (protective vests) for its police officers in accordance with departmental policies, procedures, and collective bargaining agreements. The useful life of such vests worn regularly is approximately five years. The Department is seeking to replace vests purchased in 2012 (about 200) to remain in compliance.</p>						
IMPACT ON OPERATING BUDGET						
<p>The Department is aiming to replace vests on a rotational cycle for newer recruits out of annual operating funds.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY17	FY18	FY19	FY20	FY21	TOTAL
Property Taxes	\$165,000	\$0	\$0	\$0	\$0	\$165,000
<b>GRAND TOTAL</b>	<b>\$165,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$165,000</b>
FY18-FY21 FUNDING						
<p>After five years, the Department would again seek a capital request in FY22 to replace this bulk purchase of vests. Given the rotational cycle of vests for new recruits and mandatory retirements in the next five years, the Department anticipates needing fewer vests than the amount necessary in FY17.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>This project was not funded in the previous year.</p>		

# PUBLIC SAFETY

## POLICE: REPLACEMENT RADIOS

FY17 PROJECT DESCRIPTION						CITY COUNCIL GOALS
Funds will be used for the replacement of handheld radios throughout the Police Department on a rotating basis.						
IMPACT ON OPERATING BUDGET						
This project will not impact the Operating Budget.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY17	FY18	FY19	FY20	FY21	TOTAL
Property Taxes	\$50,000	\$0	\$50,000	\$50,000	\$0	\$150,000
GRAND TOTAL	<b>\$50,000</b>	<b>\$0</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$0</b>	<b>\$150,000</b>
FY18-FY21 FUNDING						
Radio replacement and maintenance will be a recurring capital expenditure through FY20.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				Handheld radios were replaced in FY16 with \$50,000 in capital funds.		

# PUBLIC SAFETY

## POLICE: RWH PUBLIC SAFETY BUILDING ELEVATOR REPAIRS

FY17 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>An FY17 appropriation and bond authorization of \$150,000 will complete the modernization of the third and final fifteen-year-old elevator in the Robert W. Healy (RWH) Public Safety Building. The two other elevators were revamped in prior fiscal years (FY15 and FY16) at a cost of \$150,000 each.</p>						
IMPACT ON OPERATING BUDGET						
<p>Aside from maintenance costs, the impact on the Police operating budget is minimal with assistance from Public Works.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY17	FY18	FY19	FY20	FY21	TOTAL
Bond Proceeds	\$150,000	\$0	\$0	\$0	\$0	\$150,000
<b>GRAND TOTAL</b>	<b>\$150,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$150,000</b>
FY18-FY21 FUNDING						
N/A						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>Major repairs to the freight elevator were completed in FY15. The second passenger elevator modernization project was completed in FY16.</p>		

# PUBLIC SAFETY

## POLICE: RWH PUBLIC SAFETY BUILDING MAINTENANCE

FY17 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>The FY17 allocation of \$20,000 will fund various maintenance projects to maintain the integrity of the RWH Public Safety Building. These projects include painting the bathrooms and locker rooms, touching up common areas that are heavily traveled, extensive cleaning projects, and repairing the carpets on various floors within the five-story facility. In addition, the Police Department will continue fire alarm maintenance and testing within the building.</p>						
IMPACT ON OPERATING BUDGET						
<p>This project will help minimize costs of repairs and maintenance calls.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY17	FY18	FY19	FY20	FY21	TOTAL
Property Taxes	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$100,000
GRAND TOTAL	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$100,000</b>
FY18-FY21 FUNDING						
<p>Funding will continue annually in order to maintain the RWH Public Safety Building.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>\$20,000 in FY16 funds were used to do repairs and maintenance throughout the Public Safety Building.</p>			

# PUBLIC SAFETY

## TRAFFIC: TRAFFIC SIGNAL PROGRAM

FY17 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>FY17 funds will be used to upgrade and modernize the traffic signal system. Improvements will include equipment cabinet and controller upgrades, cabling and conduit installation, audible pedestrian signals, pole-mounted push button upgrades, rapid flashing beacons, wired and wireless connectivity for traffic signals, loop and microwave detection for vehicles and bicycles, and permanent count stations to track vehicle and bicycle volume trends.</p>						<p>\$</p> 
IMPACT ON OPERATING BUDGET						
<p>Upgrades will minimize maintenance and repair costs in the Operating Budget.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY17	FY18	FY19	FY20	FY21	TOTAL
Parking Fund Revenues	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
GRAND TOTAL	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
FY18-FY21 FUNDING						
<p>Future year funding will be used for traffic signal system improvements with specific projects to be determined each year. During FY17, the Traffic Department will work to develop a more detailed capital plan for expenditures on traffic signals and technology initiatives.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>In FY16, the Traffic Department used \$200,000 to install rapid flash beacons at two locations, replace cabinets and controllers at eight locations, install audible pedestrian signals at six locations, and install loop detectors at three locations.</p>			

# COMMUNITY MAINTENANCE & DEVELOPMENT

## CABLE TV: MEDIA ARTS STUDIO HI-DEFINITION UPGRADE

FY17 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>In order to keep pace with current standards and remain on the cutting edge of broadcast technology, 22-CityView will upgrade its current studio facility to produce and support a high-definition signal. The upgrade will include replacement of studio cameras, reconfiguration of the lighting grid with supporting light fixtures, media capture equipment, broadcast quality graphics, and audio. In addition, funds will be used to acquire a modular set for various set configurations.</p>						
IMPACT ON OPERATING BUDGET						
<p>No impact is anticipated at this time.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY17	FY18	FY19	FY20	FY21	TOTAL
Departmental Revenue	\$141,330	\$141,330	\$0	\$0	\$0	\$282,660
<b>GRAND TOTAL</b>	<b>\$141,330</b>	<b>\$141,330</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$282,660</b>
FY18-FY21 FUNDING						
<p>This project will be funded through FY18.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>FY16 funding of \$141,330 was used to upgrade studio equipment.</p>		

# COMMUNITY MAINTENANCE & DEVELOPMENT

## CDD: CAMBRIDGE COMMON ENHANCEMENT PROJECT

FY17 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>These funds will allow for the completion of the renovation and upgrade of the appearance and function of historic open space that is used as a transportation corridor for more than 10,000 pedestrians and 1,500 cyclists each day. Improvements include reconstruction and partial re-alignment of pathways, replacement of benches and trash receptacles, planting of approximately 114 trees, improving sight lines around the Civil War Monument, replacement of lighting fixtures and poles, and improvements at entry ways.</p>						 
IMPACT ON OPERATING BUDGET						
<p>This project does not have a financial impact on the Operating Budget.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY17	FY18	FY19	FY20	FY21	TOTAL
Bond Proceeds	\$500,000	\$0	\$0	\$0	\$0	\$500,000
GRAND TOTAL	\$500,000	\$0	\$0	\$0	\$0	\$500,000
FY18-FY21 FUNDING						
<p>N/A</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>In FY14, \$2,150,000 was appropriated and authorized to borrow.</p> <p>Prior year funds, which include funds from the Community Preservation Act, federal enhancement funds, and bond funds have funded the design and renovations that has been on-going since 2012.</p>		

# COMMUNITY MAINTENANCE & DEVELOPMENT

## CDD: ECONOMIC DEVELOPMENT - BEST RETAIL PRACTICES AND INTERIOR ACCESS PROGRAMS

FY17 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>The allocation of \$91,500 of CDBG funds will be used to support the City’s economic development programs for low and moderate-income individuals through the Best Retail Practices Program. The program includes workshops, in-store consultations, and implementation grant projects. After receiving training in retail best practices and obtaining feedback in individual consultations, program participants are assisted with implementation of recommendations through the grant program.</p> <p>This allocation also supports the new Retail Interior Accessibility Program, which provides financial assistance to business owners seeking to renovate or improve the interior of their commercial buildings to make their business more accessible to those who are sensory and/or physically disabled. The program seeks to improve accessibility and physical appearances of independent businesses and make Cambridge commercial districts more accessible to all.</p>						   
IMPACT ON OPERATING BUDGET						
There is no direct financial or personnel impact on the operating budget.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY17	FY18	FY19	FY20	FY21	TOTAL
Community Development Block Grant	\$91,500	\$91,500	\$91,500	\$91,500	\$91,500	\$457,500
GRAND TOTAL	<b>\$91,500</b>	<b>\$91,500</b>	<b>\$91,500</b>	<b>\$91,500</b>	<b>\$91,500</b>	<b>\$457,500</b>
FY18-FY21 FUNDING						
CDD anticipates that future allocations will continue at the same level if program participation remains high and CDBG funding is available.						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>FY16 funding of \$91,500 allowed for 20 businesses to receive in-store consultations and/or grants for new kitchen equipment, furniture, and marketing and website design assistance.</p>			

# COMMUNITY MAINTENANCE & DEVELOPMENT

## CDD: ECONOMIC DEVELOPMENT - BIOMEDICAL CAREER TRAINING PROGRAM

FY17 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>The allocation of \$99,000 of CDBG funds will support 11 students in the Biomedical Career Training Program. This is a nine-month certificate program that provides academic and lab instruction to Cambridge Neighborhood Revitalization Strategy (NRS) area residents to prepare them for entry level biotech jobs such as lab technicians, manufacturing technicians, and animal care technicians at local life science companies, universities, research institutions, clinical laboratories, and hospitals. This program provides economic empowerment to the eligible residents who participate in the program.</p>						  
IMPACT ON OPERATING BUDGET						
<p>There is no direct financial or personnel impact on the Operating Budget.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY17	FY18	FY19	FY20	FY21	TOTAL
Community Development Block Grant	\$99,000	\$99,000	\$99,000	\$99,000	\$99,000	\$495,000
GRAND TOTAL	\$99,000	\$99,000	\$99,000	\$99,000	\$99,000	\$495,000
FY18-FY21 FUNDING						
<p>Depending on federal funding levels, CDD expects to use \$99,000 in future allocations to continue offering training opportunities to eligible NRS residents.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>\$99,000 was used in FY16 to support Biomedical Career Training Program activities.</p>		

# COMMUNITY MAINTENANCE & DEVELOPMENT

## CDD: ECONOMIC DEVELOPMENT - MICROENTERPRISE WORKSHOPS

FY17 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>The allocation of \$32,000 of CDBG funds will support the Business Development Services program for Cambridge businesses, the 10-week business planning program, and the Cambridge Entrepreneurship Assistance Program. These programs will provide business development workshops and counseling services to new and emerging income-eligible entrepreneurs in Cambridge.</p>						   
IMPACT ON OPERATING BUDGET						
<p>There is no direct financial or personnel impact on the Operating Budget.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY17	FY18	FY19	FY20	FY21	TOTAL
Community Development Block Grant	\$32,000	\$32,000	\$32,000	\$32,000	\$32,000	\$160,000
GRAND TOTAL	<b>\$32,000</b>	<b>\$32,000</b>	<b>\$32,000</b>	<b>\$32,000</b>	<b>\$32,000</b>	<b>\$160,000</b>
FY18-FY21 FUNDING						
<p>Depending on federal funding levels, CDD expects to use \$32,000 in future allocations to continue offering these business development workshops and the Cambridge Entrepreneurship Assistance Program.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>FY16 funding supported a 10-week business planning course as well as microenterprise training workshops on topics such as search engine optimization, Facebook, email marketing, networking, financing strategies, WordPress, customer experience, and social media metrics.</p>			

# COMMUNITY MAINTENANCE & DEVELOPMENT

## CDD: ECONOMIC DEVELOPMENT - STOREFRONT IMPROVEMENTS PROGRAM

FY17 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>In FY17, an allocation of \$175,000 will support the City’s Storefront Improvements Program, which was enhanced in FY15 with the addition of the Architectural Barriers Removal component. This program enables participating businesses to remove barriers to accessibility and improve their overall storefront appearance. Exterior upgrades are often the most challenging for small, independent businesses due to their high cost. As a result, there is continued strong demand for this program citywide. The Storefront Improvements Program provides economic benefits to participating businesses, supports the City’s commercial districts, and assists in building a more stable tax base.</p>						   
IMPACT ON OPERATING BUDGET						
<p>There is no direct financial or personnel impact on the Operating Budget.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY17	FY18	FY19	FY20	FY21	TOTAL
Property Taxes	\$175,000	\$175,000	\$175,000	\$175,000	\$175,000	\$875,000
<b>GRAND TOTAL</b>	<b>\$175,000</b>	<b>\$175,000</b>	<b>\$175,000</b>	<b>\$175,000</b>	<b>\$175,000</b>	<b>\$875,000</b>
FY18-FY21 FUNDING						
<p>\$175,000 in future allocations will be used to continue offering storefront improvements including architectural barrier removal.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>FY16 funding of \$150,000 continued storefront improvements, including architectural barrier removal. CDD anticipates that 14 projects, including 10 signage and 4 façade/accessibility improvement projects, will be complete at the end of FY16. Projects include Spindler Confections in North Cambridge, Gather Here in Inman Square, MAPS in East Cambridge, and Bon Me in Alewife. <i>Left: New storefront and accessible entrances at 620 Cambridge Street.</i></p>			

# COMMUNITY MAINTENANCE & DEVELOPMENT

## CDD: HOUSING - AFFORDABLE HOUSING PROJECT DEVELOPMENT

FY17 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>In FY17, \$91,590 of CDBG funds will support the development of new affordable housing units in the city.</p>						   
IMPACT ON OPERATING BUDGET						
<p>There is no direct financial or personnel impact on the Operating Budget.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY17	FY18	FY19	FY20	FY21	TOTAL
Community Development Block Grant	\$91,590	\$0	\$0	\$0	\$0	\$91,590
<b>GRAND TOTAL</b>	<b>\$91,590</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$91,590</b>
FY18-FY21 FUNDING						
<p>As federal funding levels decrease year to year, CDD anticipates that the amount available for new development will fluctuate. However, affordable housing remains a high priority for the City and future allocations for housing will be made through the Affordable Housing Trust Fund.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>In FY16, \$56,590 was used to finance the development and preservation of affordable rental and homeownership units in Cambridge, including completion of rehabilitation at Transition House (left).</p> <p><i>Photo credit: Joel Howe.</i></p>		

# COMMUNITY MAINTENANCE & DEVELOPMENT

## CDD: HOUSING - HOME IMPROVEMENT PROGRAM

FY17 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>The FY17 allocation of \$474,895 in CDBG funding will support nonprofit housing agencies to provide technical and financial assistance to low and moderate-income Cambridge homeowners to facilitate needed repairs and stabilize owner-occupants in their homes.</p>						  
IMPACT ON OPERATING BUDGET						
<p>There is no direct financial or personnel impact on the Operating Budget.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY17	FY18	FY19	FY20	FY21	TOTAL
Community Development Block Grant	\$474,895	\$474,895	\$474,895	\$474,895	\$474,895	\$2,374,475
<b>GRAND TOTAL</b>	<b>\$474,895</b>	<b>\$474,895</b>	<b>\$474,895</b>	<b>\$474,895</b>	<b>\$474,895</b>	<b>\$2,374,475</b>
FY18-FY21 FUNDING						
<p>Depending on federal funding levels, CDD expects to use \$474,896 in future allocations to continue this program.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>FY16 funding provided financial assistance and housing stabilization services to assist 45 residents with home repairs and improvements.</p>			

# COMMUNITY MAINTENANCE & DEVELOPMENT

## CDD: HOUSING - HOUSING MEDIATION PROGRAM

FY17 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>The allocation of \$73,710 in CDBG funding will support an agency to provide housing mediation services such dispute resolution, conflict management, and stabilization services to eligible tenants and property owners to assist in resolving disputes relating to non-payment of rent, health and safety violations, nuisance complaints, and other lease violations.</p>						  
IMPACT ON OPERATING BUDGET						
<p>There is no direct financial or personnel impact on the Operating Budget.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY17	FY18	FY19	FY20	FY21	TOTAL
Community Development Block Grant	\$73,710	\$73,710	\$73,710	\$73,710	\$73,710	\$368,550
GRAND TOTAL	<b>\$73,710</b>	<b>\$73,710</b>	<b>\$73,710</b>	<b>\$73,710</b>	<b>\$73,710</b>	<b>\$368,550</b>
FY18-FY21 FUNDING						
<p>Depending on federal funding levels, CDD expects to use \$73,710 in future allocations to continue this program.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>FY16 funding of \$108,710 supported efforts to mediate or otherwise resolve 85 cases of housing-related conflicts among tenants, multi-family owners, and homeowners and offer assistance for condominium owners in associations with affordable units.</p>		

# COMMUNITY MAINTENANCE & DEVELOPMENT

## CDD: HOUSING - HOUSING REHABILITATION ASSISTANCE PROGRAM

FY17 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>The FY17 allocation of \$337,250 in CDBG funding will support the Housing Rehabilitation Assistance Program, which offers underserved Cambridge youth employment and skills training while engaging them in rehabilitation and development of affordable housing.</p>						  
IMPACT ON OPERATING BUDGET						
<p>There is no direct financial or personnel impact on the Operating Budget.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY17	FY18	FY19	FY20	FY21	TOTAL
Community Development Block Grant	\$337,250	\$337,250	\$337,250	\$337,250	\$337,250	\$1,686,250
GRAND TOTAL	<b>\$337,250</b>	<b>\$337,250</b>	<b>\$337,250</b>	<b>\$337,250</b>	<b>\$337,250</b>	<b>\$1,686,250</b>
FY18-FY21 FUNDING						
<p>Depending on federal funding levels, CDD expects to use \$337,250 in future allocations to continue this program.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
 			<p>FY16 funding of \$337,250 supported 115 young people participating in employment and rehabilitation skills training.</p>			

# COMMUNITY MAINTENANCE & DEVELOPMENT

## CDD: HOUSING - TENANT ORGANIZING SERVICES

FY17 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>The allocation of \$75,000 in CDBG funding will be used to support an agency to provide advocacy services to low and moderate-income tenants to preserve units at risk due to expiring affordable housing restrictions.</p>						  
IMPACT ON OPERATING BUDGET						
<p>There is no direct financial or personnel impact on the Operating Budget.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY17	FY18	FY19	FY20	FY21	TOTAL
Community Development Block Grant	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$375,000
GRAND TOTAL	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$375,000
FY18-FY21 FUNDING						
<p>Depending on federal funding levels, CDD expects to use \$75,000 in future allocations to continue this program.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>FY16 funding was used to assist tenants in buildings facing expiring use restrictions by identifying problems, offering interventions to tenants, and supporting preservation efforts to extend affordability commitments and keep people in their homes.</p> <p><i>Left: Briston Arms Apartments on Garden Street in Neighborhood Nine, where affordable units were recently preserved.</i></p>			

# COMMUNITY MAINTENANCE & DEVELOPMENT

## CDD: TRANSPORTATION - BICYCLE PARKING PROGRAM & SPECIAL PROJECTS

FY17 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>The FY17 allocation of \$70,000 will be divided into two allotments. One portion will be used for the procurement and installation of approximately 120 bicycle parking racks, primarily in business districts, small business nodes in neighborhoods, schools, and other locations based on public requests. The second portion of funding will be used for the installation of seasonal on-street bicycle stalls and special bike parking projects at municipal buildings to encourage employee and visitor cycling.</p>						   
IMPACT ON OPERATING BUDGET						
<p>There is no impact on the Operating Budget.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY17	FY18	FY19	FY20	FY21	TOTAL
Parking Fund Revenues	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
Property Taxes	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$100,000
GRAND TOTAL	<b>\$70,000</b>	<b>\$70,000</b>	<b>\$70,000</b>	<b>\$70,000</b>	<b>\$70,000</b>	<b>\$350,000</b>
FY18-FY21 FUNDING						
<p>Future allocations will be used to continue the procurement and installation of approximately 120 bicycle parking racks per year, the installation of seasonal on-street bicycle stalls, and related projects to encourage employee and visitor cycling.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>FY16 funding was used for the procurement and installation of approximately 120 bicycle racks in spring 2016. Funds will also be used for the purchase of 10 new high quality, next generation bicycle parking stalls.</p> <p><i>Left: New permanent bicycle racks replaced a popular seasonal stall on Main Street.</i></p>			

# COMMUNITY MAINTENANCE & DEVELOPMENT

## CDD: TRANSPORTATION - BICYCLE SPOT IMPROVEMENTS

FY17 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>The FY17 allocation of \$33,000 will be used to fund relatively small but important changes to infrastructure to support bicycling and to improve the safety and comfort of riders. These modifications are aimed at making facilities more attractive for riders of all ages. Projects generally include changes to curbs and other streetscape elements to allow for bicycle lanes and protected bicycle facilities to be installed.</p>						    
IMPACT ON OPERATING BUDGET						
<p>There is no impact on the Operating Budget.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY17	FY18	FY19	FY20	FY21	TOTAL
Property Taxes	\$33,000	\$33,000	\$33,000	\$33,000	\$33,000	\$165,000
GRAND TOTAL	<b>\$33,000</b>	<b>\$33,000</b>	<b>\$33,000</b>	<b>\$33,000</b>	<b>\$33,000</b>	<b>\$165,000</b>
FY18-FY21 FUNDING						
<p>\$33,000 in future allocations will be used to make physical improvements for cycling on an ongoing basis.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>FY16 funding of \$33,000 was used to pave the path around Fort Washington, which acts as an important bicycle and pedestrian connection between lower Vassar Street and Cambridgeport (\$27,500) and to make improvements at bus stops to alleviate bus/bike conflicts (\$5,500, in conjunction with transit improvement funds).</p>			

# COMMUNITY MAINTENANCE & DEVELOPMENT

## CDD: TRANSPORTATION - BUS STOP IMPROVEMENTS

FY17 PROJECT DESCRIPTION							CITY COUNCIL GOALS
<p>In FY17, \$34,000 will be used to construct bus stop improvements such as real-time signage, curb-extension bus stops, or "floating" treatments that direct bicycle traffic behind the bus stop. The intent is to improve customer experience and accessibility, reduce conflicts between buses and other roadway users, and improve the ability of bus operators to pull up to bus stops and provide easy boarding and alighting. This work is one of the priorities of the Transit Advisory Committee.</p>							   
IMPACT ON OPERATING BUDGET							
<p>No impact on the Operating Budget is foreseen at this time. Design work, if needed, could be funded from existing Operating Budget items (Transit Strategic Planning Consultant).</p>							
5-YEAR APPROPRIATION PLAN							
FUNDING SOURCE	FY17	FY18	FY19	FY20	FY21	TOTAL	
Property Taxes	\$34,000	\$34,000	\$34,000	\$34,000	\$34,000	\$170,000	
<b>GRAND TOTAL</b>	<b>\$34,000</b>	<b>\$34,000</b>	<b>\$34,000</b>	<b>\$34,000</b>	<b>\$34,000</b>	<b>\$170,000</b>	
FY18-FY21 FUNDING							
<p>The initial allocation was structured as a three-year program and a process will be undertaken in FY17 to identify future needs. CDD anticipates that bus stop improvements will continue as an ongoing funding priority, as indicated by the work of the Transit Advisory Committee.</p>							
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS			
				<p>FY16 funds were targeted towards installation of real-time signs at bus stops in Inman Square (recommended as part of the Participatory Budgeting process) as well as identifying a bike lane behind bus stop/floating bus stop treatment that could be constructed as a pilot program.</p>			

# COMMUNITY MAINTENANCE & DEVELOPMENT

## CDD: TRANSPORTATION - GRAND JUNCTION PATH

FY17 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>An FY17 appropriation and bond authorization of \$10 million will fund design and construction of a multi-use path/greenway along the eastern Grand Junction railroad right of way from Broadway to the city line. Funds will be used to complete a path design that works with future transit options and includes roadway crossing designs from Massachusetts Avenue north to the Somerville line. Design review would be coordinated with MassDOT and the MBTA, which own and operate trains in the right of way. The design and construction of a multi-use path will provide safe, off-road transportation connections linking Cambridge to existing and planned regional pathways.</p>						    
IMPACT ON OPERATING BUDGET						
<p>There is no direct or personnel impact on the Operating Budget.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY17	FY18	FY19	FY20	FY21	TOTAL
Bond Proceeds	\$200,000	\$1,800,000	\$4,000,000	\$4,000,000	\$0	\$10,000,000
GRAND TOTAL	<b>\$200,000</b>	<b>\$1,800,000</b>	<b>\$4,000,000</b>	<b>\$4,000,000</b>	<b>\$0</b>	<b>\$10,000,000</b>
FY18-FY21 FUNDING						
<p>Design will be completed in FY18 and construction will begin in FY19.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>A feasibility study of the entire Grand Junction Path was completed by the City in 2006. The report indicated that completion of a path with transit on the Grand Junction was feasible, including the area north of Binney Street where this project would focus.</p> <p><i>Left: Grand Junction Binney Street crossing looking north.</i></p>			

# COMMUNITY MAINTENANCE & DEVELOPMENT

## CDD: TRANSPORTATION - TRAFFIC CALMING

FY17 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>An FY17 allocation of \$300,000 from Parking Fund Revenues will be used for the design and construction of traffic calming measures on some of the following: Dudley Street, Roberts Road, Sixth Street, Harvey Street, and Bishop Allen Drive. Projects occur in conjunction with roadway improvement projects, so final determination will be based on DPW roadway projects for the year. The goal of traffic calming projects is to improve the safety and comfort of citizens who are walking, biking, and driving on the streets of Cambridge.</p>						  
IMPACT ON OPERATING BUDGET						
<p>There is no direct or personnel impact on the Operating Budget.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY17	FY18	FY19	FY20	FY21	TOTAL
Parking Fund Revenues	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,500,000
GRAND TOTAL	<b>\$300,000</b>	<b>\$300,000</b>	<b>\$300,000</b>	<b>\$300,000</b>	<b>\$300,000</b>	<b>\$1,500,000</b>
FY18-FY21 FUNDING						
<p>CDD anticipates that an allocation will be made in each year's budget cycle to fund traffic calming projects.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>Prior year traffic calming projects included the Second Street Roadway and Sidewalk Reconstruction project from Gore Street to Charles Street; curb extensions at Otis Street, Thorndike Street, and Spring Street; and a raised intersection at Second and Charles Streets. New crosswalks were installed at all intersecting streets from Charles Street to Cambridge Street.</p> <p><i>Left: Raised intersection on Second Street at Charles Street.</i></p>			

# COMMUNITY MAINTENANCE & DEVELOPMENT

## PUBLIC WORKS: BUILDINGS - ADA ACCESSIBILITY IMPROVEMENTS

FY17 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>In order to continue making public facilities more accessible to people with disabilities, the FY17 allocation of \$50,000 will be used for the following ADA improvements:</p> <ul style="list-style-type: none"> <li>• Replace 20 inaccessible freestanding fire alarm call box pedestals with accessible pedestals for \$15,000.</li> <li>• Ongoing design services for and construction of accessibility upgrades to City Hall public restrooms, including widening doorways and automatic door openers, for \$35,000.</li> </ul> <p>By funding these improvements to public buildings, the City is showing its commitment to providing a high level of public safety and accessibility for all residents and visitors.</p>						    
IMPACT ON OPERATING BUDGET						
This project will not have any negative financial or personnel impact on the Operating Budget.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY17	FY18	FY19	FY20	FY21	TOTAL
Property Taxes	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
GRAND TOTAL	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$250,000</b>
FY18-FY21 FUNDING						
The City plans to continue allocating \$50,000 in future years to continue to improve access to public facilities for people with disabilities.						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>Allocations of \$50,000 have been made for the past 19 years to fund a wide range of projects to improve access for people with disabilities, consistent with ADA requirements.</p>			

# COMMUNITY MAINTENANCE & DEVELOPMENT

## PUBLIC WORKS: BUILDINGS - ENERGY EFFICIENCY IMPROVEMENTS

FY17 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>An allocation of \$100,000 from Resident Parking Sticker Revenue will continue to support the City and School Department's energy efficiency program. The FY17 allocation will be used to continue implementing retro-commissioning recommendations, separating or sub-metering facility utility meters to improve tracking, and installing lighting and HVAC retrofits.</p>						 
IMPACT ON OPERATING BUDGET						
<p>Energy bill savings and reductions in maintenance will occur. Detailed audits will identify the amounts.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY17	FY18	FY19	FY20	FY21	TOTAL
Resident Parking Sticker Revenues	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
GRAND TOTAL	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
FY18-FY21 FUNDING						
<p>Annual funding will continue through FY21.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>Prior year projects included lighting retrofits, building automation system expansion, variable frequency drives, and other equipment upgrades to reduce energy consumption.</p> <p><i>Left: Blower door test at the Kennedy Longfellow School.</i></p>			

# COMMUNITY MAINTENANCE & DEVELOPMENT

## PUBLIC WORKS: BUILDINGS - FLOORING & FURNISHINGS

FY17 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>FY17 funding will support periodic replacement of flooring, carpeting, and furnishings throughout City buildings.</p> <p>During FY17, Public Works plans to address carpet issues at the following locations: City Hall Annex (Community Development areas on the 3rd &amp; 4th floors), Coffon Building (DHSP areas on the 1st &amp; 3rd floors), Citywide Senior Center (3rd floor), Frisoli Youth Center, City Hall (City Clerk's Office), and Public Works (Frazier Building 2nd floor, Streets/Sewer Trailer).</p>						 
IMPACT ON OPERATING BUDGET						
Repairs will reduce the number of service calls made, and will ensure that walking surfaces remain safe and accessible.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY17	FY18	FY19	FY20	FY21	TOTAL
Property Taxes	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
<b>GRAND TOTAL</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$250,000</b>
FY18-FY21 FUNDING						
Future funding will continue to resolve ongoing issues with flooring, carpets, and furnishings that need replacement.						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>Projects funded in FY16 include locations within the Citywide Senior Center, City Hall, and the DPW Frazier Building.</p>			

# COMMUNITY MAINTENANCE & DEVELOPMENT

## PUBLIC WORKS: BUILDINGS - HARVARD SQUARE KIOSK AND PLAZA

FY17 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>An FY17 appropriation and bond authorization of \$4 million will fund the renovations of the Out of Town News Kiosk Building and the adjacent plaza area in Harvard Square. The overall goals of the project are to open up the historic kiosk building for more public use, enhance the historic character of the building, and build on its iconic presence in Harvard Square. The surrounding plaza area will be reconstructed to make it more inviting, enhance pedestrian usage, and improve accessibility.</p>						
IMPACT ON OPERATING BUDGET						
<p>There will likely be an increase in operating costs associated with the operation of the building.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY17	FY18	FY19	FY20	FY21	TOTAL
Bond Proceeds	\$2,000,000	\$2,000,000	\$0	\$0	\$0	\$4,000,000
<b>GRAND TOTAL</b>	<b>\$2,000,000</b>	<b>\$2,000,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,000,000</b>
FY18-FY21 FUNDING						
<p>FY18 funds will complete construction.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>In FY16, \$600,000 was appropriated and authorized to borrow. It funded the design of the renovations.</p>			

# COMMUNITY MAINTENANCE & DEVELOPMENT

## PUBLIC WORKS: BUILDINGS - HVAC SYSTEM RENEWAL PLAN

FY17 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>The FY17 allocation will continue to fund the City's HVAC system renewal program. This program assessed 42 municipal buildings and inventoried more than 700 major HVAC and control components, prioritizing 340 components for phased repairs and/or replacements.</p>						 
IMPACT ON OPERATING BUDGET						
<p>Repair and replacement of obsolete and failing equipment has many benefits: improved occupant comfort, reduced maintenance costs, and reduced energy costs from installation of newer and more efficient equipment.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY17	FY18	FY19	FY20	FY21	TOTAL
Property Taxes	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000
<b>GRAND TOTAL</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$1,250,000</b>
FY18-FY21 FUNDING						
<p>Future allocations will provide for the ongoing replacement and repair of equipment components as they age.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>Funding for years one and two of the plan involved repair or replacement of HVAC equipment in 23 buildings. Completed projects include HVAC upgrades at the Danehy Park Maintenance Building and the Moses Youth Center, updated automatic temperature controls at City Hall Annex and the Russell Youth Center, as well as other mechanical equipment upgrades throughout the City. All replacement equipment is required to be high-efficiency.</p>		

# COMMUNITY MAINTENANCE & DEVELOPMENT

## PUBLIC WORKS: BUILDINGS - MUNICIPAL FACILITIES IMPROVEMENT PLAN

FY17 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>An FY17 appropriation and bond authorization of \$5 million is being requested. The goal of the Municipal Facilities Improvement Plan is to provide and maintain high-performing facilities for staff, occupants, the public, and the broader environment. Phase 1 of the plan evaluated and prioritized more than 40 buildings for capital improvements in areas such as accessibility, climate resilience, energy and environment, building envelope, fire and life safety, historic preservation, HVAC, lighting, and mechanical systems. The City is undertaking this project using an integrated, whole-building approach that engages stakeholders in identifying goals and performance targets, obtains occupant feedback through surveys, and considers the interactions of building systems when developing improvement plans.</p> <p>The FY17 appropriation will fund the first round of construction projects, including roof repairs/replacement at the Citywide Senior Center and recommended upgrades at the City Hall Annex and Kennedy Longfellow School.</p>						  
IMPACT ON OPERATING BUDGET						
Strategic improvements to building systems will result in lower energy and maintenance costs, higher occupant comfort and satisfaction, and preservation of building infrastructure.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY17	FY18	FY19	FY20	FY21	TOTAL
Bond Proceeds	\$7,500,000	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$27,500,000
<b>GRAND TOTAL</b>	<b>\$7,500,000</b>	<b>\$5,000,000</b>	<b>\$5,000,000</b>	<b>\$5,000,000</b>	<b>\$5,000,000</b>	<b>\$27,500,000</b>
FY18-FY21 FUNDING						
Funding will continue through FY21.						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>Prior year funds were used to (1) investigate conditions of 41 buildings, (2) develop methodology and framework for assessing and prioritizing projects, (3) develop a greenhouse gas emissions reduction strategy for municipal buildings, (4) prepare technical studies of the City Hall Annex and Kennedy Longfellow School (in coordination with a new roof and photovoltaic system), and (5) begin design and construction of improvements, including upgrades to the heating system at DPW's Frazier building.</p>			

# COMMUNITY MAINTENANCE & DEVELOPMENT

## PUBLIC WORKS: PARKS - PARK WATER CONSERVATION PROGRAM

FY17 PROJECT DESCRIPTION							CITY COUNCIL GOALS
<p>In FY17, Public Works will begin a five-year program to implement a central control system for park and public area irrigation sites, water plays, and water fountains. This system will enable monitoring and control of this equipment throughout the city and will put Cambridge at the forefront of municipal water conservation among New England municipalities.</p> <p>The City manages 97 irrigated sites (ranging from small planting beds to large fields), 22 water plays, and 52 water fountains. Irrigation provides important community benefits, including beautification and plant health, while water play and fountains provide much needed relief during hot weather. With this new system, any sudden drop in water pressure will automatically shut off leaking equipment. All of these efforts will help conserve water.</p>							
IMPACT ON OPERATING BUDGET							
<p>This project is expected to result in more efficient maintenance and repair processes, and better levels of service (in terms of quality of plantings and reduced downtime).</p>							
5-YEAR APPROPRIATION PLAN							
FUNDING SOURCE	FY17	FY18	FY19	FY20	FY21	TOTAL	
Water Service Charges	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000	
<b>GRAND TOTAL</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$500,000</b>	
FY18-FY21 FUNDING							
<p>Public Works projects that full program implementation will cost approximately \$500,000.</p>							
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS			
				<p>During FY16, Public Works conducted a small pilot program at Riverside Press Park (water play area, community garden water, and park irrigation) and Donnelly Field (irrigation). This pilot was funded through operating funds.</p>			

# COMMUNITY MAINTENANCE & DEVELOPMENT

## PUBLIC WORKS: SEWER/STORMWATER - AGASSIZ

FY17 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>The Agassiz program is an ongoing sewer separation and stormwater program. Funds will support the reconstruction of Newport Road and Roseland Street.</p>						 
IMPACT ON OPERATING BUDGET						
<p>Continued investment in the improvement of sewer and stormwater infrastructure reduces the need for emergency responses to sewer backups and flooding, saving on operating costs.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY17	FY18	FY19	FY20	FY21	TOTAL
Sewer Bond Proceeds	\$2,410,000	\$0	\$1,250,000	\$1,250,000	\$0	\$4,910,000
<b>GRAND TOTAL</b>	<b>\$2,410,000</b>	<b>\$0</b>	<b>\$1,250,000</b>	<b>\$1,250,000</b>	<b>\$0</b>	<b>\$4,910,000</b>
FY18-FY21 FUNDING						
<p>FY19 and FY20 funding will be used for the design of Kirkland Street and Roberts Road.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>In FY14, \$2,910,000 was appropriated and authorized to borrow. \$500,000 was used for the design of Newport Road and Roseland Street.</p> <p><i>Left: Newport Road.</i></p>			

# COMMUNITY MAINTENANCE & DEVELOPMENT

## PUBLIC WORKS: SEWER/STORMWATER - ALEWIFE

FY17 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>Sewer separation in the Alewife area was completed in December 2015. Stormwater from the Huron Avenue and Concord Avenue neighborhoods was removed from the sewer system and now travels through the Alewife Stormwater Wetland to the Alewife Brook, resulting in cleaner stormwater and an 85% reduction in combined sewer overflows to the Alewife Brook.</p> <p>An FY17 appropriation and bond authorization of \$5.5 million will support completion of the street and sidewalk construction, which will continue through 2017. These projects were designed through a comprehensive community process and include new streets, 15 miles of accessible sidewalks, enhanced pedestrian improvements, over 300 new street trees, and over 33,000 linear feet of new water mains.</p>						
IMPACT ON OPERATING BUDGET						
Continued investment in the improvement of sewer and stormwater infrastructure reduces the need for emergency responses to sewer backups and flooding, saving on operating costs.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY17	FY18	FY19	FY20	FY21	TOTAL
Sewer Bond Proceeds	\$9,262,500	\$0	\$0	\$0	\$0	\$9,262,500
<b>GRAND TOTAL</b>	<b>\$9,262,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$9,262,500</b>
FY18-FY21 FUNDING						
No additional funding is anticipated.						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>Previous funding supported sewer separation in the Whittemore Avenue area, construction of the Alewife Stormwater Wetlands, and reconstruction of Fresh Pond Parkway. The MWRA is funding approximately 50% of the overall program costs.</p> <p>With the completion of the sewer separation in the Huron Avenue and Concord Avenue neighborhoods, stormwater now travels through the Alewife Stormwater Wetland (shown on left) before going to the Little River and Alewife Brook.</p>			

# COMMUNITY MAINTENANCE & DEVELOPMENT

## PUBLIC WORKS: SEWER/STORMWATER - CAMBRIDGEPORT

FY17 PROJECT DESCRIPTION	CITY COUNCIL GOALS
<p>An FY17 appropriation and bond authorization of \$4.85 million will fund the design and construction of the Lopez/Cottage connection, and the design of a new stormwater outfall along the alignment of the old Talbot Street combined sewer outfall. The first portion of the connection to the Talbot Street outfall was constructed in 2007/2008.</p>	 

### IMPACT ON OPERATING BUDGET

Continued investment in the improvement of sewer and stormwater infrastructure reduces the need for emergency responses to sewer backups and flooding, saving on operating costs.

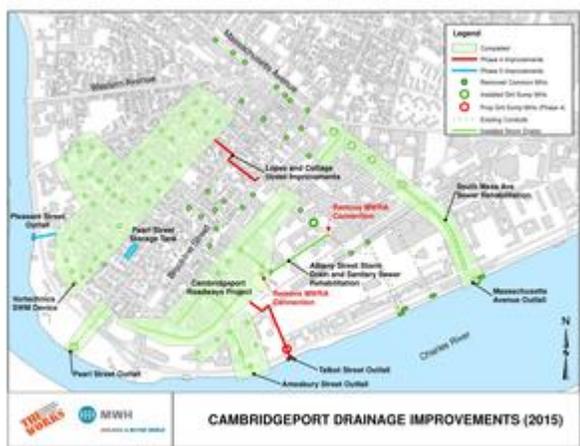
### 5-YEAR APPROPRIATION PLAN

FUNDING SOURCE	FY17	FY18	FY19	FY20	FY21	TOTAL
Sewer Bond Proceeds	\$250,000	\$1,500,000	\$4,500,000	\$1,750,000	\$2,500,000	\$10,500,000
<b>GRAND TOTAL</b>	<b>\$250,000</b>	<b>\$1,500,000</b>	<b>\$4,500,000</b>	<b>\$1,750,000</b>	<b>\$2,500,000</b>	<b>\$10,500,000</b>

### FY18-FY21 FUNDING

Future allocations will fund the construction of the Talbot Street outfall.

PROJECT VISUAL	STATUS OF PRIOR YEAR PROJECTS
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This is a multi-phased program to improve stormwater capacity in the Cambridgeport area. Previously constructed improvements include the removal of common manholes throughout the area, Cambridgeport Roadways Project, South Massachusetts Avenue Project, rehabilitated stormwater outfall at Pearl Street, and a new stormwater outfall at Amesbury Street.

# COMMUNITY MAINTENANCE & DEVELOPMENT

## PUBLIC WORKS: SEWER/STORMWATER - CAPITAL REPAIRS PROGRAM

FY17 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>An FY17 appropriation and bond authorization of \$3.5 million is being requested. The Capital Repairs Program seeks to maintain the quality of the existing sewer and drain infrastructure throughout the city by completing trenchless repairs of older pipes. Typical methods include cured-in-place pipe (CIPP) lining and slip-lining. The goal is to structurally rehabilitate older pipe systems that are showing signs of age in areas where more significant sewer separation and stormwater management projects are not scheduled.</p>						
IMPACT ON OPERATING BUDGET						
<p>Continued investment in the improvement of sewer and stormwater infrastructure reduces the need for emergency responses to sewer backups and flooding, saving on operating costs.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY17	FY18	FY19	FY20	FY21	TOTAL
Sewer Bond Proceeds	\$3,500,000	\$4,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$22,500,000
<b>GRAND TOTAL</b>	<b>\$3,500,000</b>	<b>\$4,000,000</b>	<b>\$5,000,000</b>	<b>\$5,000,000</b>	<b>\$5,000,000</b>	<b>\$22,500,000</b>
FY18-FY21 FUNDING						
<p>Future allocations to this program will be used to continue rehabilitating pipe systems.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>Previous funding supported the creation of the program, repairs of deteriorated pipes, and CIPP lining contracts. Video inspection data for the previous five years has been imported into the InfoWorks program, which uses video inspection to identify defects and develop an overall rating index for each segment of pipe. This rating index is used to develop a prioritization list of locations for rehabilitation. The first lining contract is completed and a second contract is being developed.</p>			

# COMMUNITY MAINTENANCE & DEVELOPMENT

## PUBLIC WORKS: SEWER/STORMWATER - HARVARD SQUARE

FY17 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>The FY17 appropriation and bond authorization of \$3.5 million is being requested. The Harvard Square sewer separation and stormwater management program is a multi-phase project. FY17 funding will be used to clean the existing CAM005 stormwater outfall, construct a new stormwater outfall at Willard Street, and reconstruct Willard Street between Memorial Drive and Brattle Street.</p>						
IMPACT ON OPERATING BUDGET						
<p>Continued investment in the improvement of sewer and stormwater infrastructure reduces the need for emergency responses to sewer backups and flooding, saving on operating costs.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY17	FY18	FY19	FY20	FY21	TOTAL
Sewer Bond Proceeds	\$2,000,000	\$1,500,000	\$0	\$500,000	\$1,675,000	\$5,675,000
<b>GRAND TOTAL</b>	<b>\$2,000,000</b>	<b>\$1,500,000</b>	<b>\$0</b>	<b>\$500,000</b>	<b>\$1,675,000</b>	<b>\$5,675,000</b>
FY18-FY21 FUNDING						
<p>Future funding will be used for Upper Harvard Square improvements and providing improved stormwater conveyance between Brattle Street and Mt. Auburn Street (via Mifflin Place) to carry stormwater to the outfall on University Road.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>FY16 funding of \$800,000 was used for the design of the Willard Street improvements and the new stormwater outfall.</p>			

# COMMUNITY MAINTENANCE & DEVELOPMENT

## PUBLIC WORKS: SEWER/STORMWATER - REMEDIAL CONSTRUCTION

FY17 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>This program is focused on the maintenance of existing sewer and drain infrastructure throughout the city. The program addresses emergency repairs, catch basin repair and replacement, manhole repair and replacement, pipeline repair and maintenance, and the cleaning and inspection of existing sewer and drain infrastructure.</p>						
IMPACT ON OPERATING BUDGET						
<p>Continued investment in the improvement of sewer and stormwater infrastructure reduces the need for emergency responses to sewer backups and flooding, saving on operating costs in that area.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY17	FY18	FY19	FY20	FY21	TOTAL
Sewer Service Charges	\$1,000,000	\$1,000,000	\$2,000,000	\$2,250,000	\$2,250,000	\$8,500,000
<b>GRAND TOTAL</b>	<b>\$1,000,000</b>	<b>\$1,000,000</b>	<b>\$2,000,000</b>	<b>\$2,250,000</b>	<b>\$2,250,000</b>	<b>\$8,500,000</b>
FY18-FY21 FUNDING						
<p>Future allocations for this program will be used to continue maintenance of existing sewer and drain infrastructure.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>Previous funding was used for emergency repair and replacement of existing infrastructure, such as the sewer replacement on Mead Street (shown left).</p>			

# COMMUNITY MAINTENANCE & DEVELOPMENT

## PUBLIC WORKS: SEWER/STORMWATER - RIVER STREET

FY17 PROJECT DESCRIPTION						CITY COUNCIL GOALS
This project will begin in FY19.						 
IMPACT ON OPERATING BUDGET						
Continued investment in the improvement of sewer and stormwater infrastructure reduces the need for emergency responses to sewer backups and flooding, saving on operating costs in that area.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY17	FY18	FY19	FY20	FY21	TOTAL
Bond Proceeds	\$0	\$0	\$3,000,000	\$10,000,000	\$5,000,000	\$18,000,000
Sewer Bond Proceeds	\$0	\$0	\$1,000,000	\$1,875,000	\$9,375,000	\$12,250,000
GRAND TOTAL	\$0	\$0	\$4,000,000	\$11,875,000	\$14,375,000	\$30,250,000
FY18-FY21 FUNDING						
FY19 and FY20 funding will support the design and construction of sewer and drainage infrastructure improvements and surface enhancements on River Street between Memorial Drive and Central Square, including Carl Barron Plaza. Project improvements will include replacement of City utilities (sewer, drain, and water), coordination with private utility companies, full depth roadway reconstruction, new sidewalks, new pedestrian scale streetlights, new street trees, an enhanced bicycle facility, and a redesigned Carl Barron Plaza. A comprehensive community design process will be undertaken to develop the design of this key corridor.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				This project has not been previously funded.		

# COMMUNITY MAINTENANCE & DEVELOPMENT

## PUBLIC WORKS: SEWER/STORMWATER - THE PORT

FY17 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>This multi-phase program will improve infrastructure in the Port neighborhood. The program will rehabilitate existing infrastructure, construct two underground stormwater tanks with over 1 million gallons of storage, reduce flooding in the area, reconstruct the street and sidewalks, and include a 1% for the Arts component.</p>						
IMPACT ON OPERATING BUDGET						
<p>Continued investment in the improvement of sewer and stormwater infrastructure reduces the need for emergency responses to sewer backups and flooding, saving on operating costs.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY17	FY18	FY19	FY20	FY21	TOTAL
Sewer Bond Proceeds	\$8,500,000	\$11,500,000	\$8,100,000	\$13,000,000	\$9,000,000	\$50,100,000
GRAND TOTAL	<b>\$8,500,000</b>	<b>\$11,500,000</b>	<b>\$8,100,000</b>	<b>\$13,000,000</b>	<b>\$9,000,000</b>	<b>\$50,100,000</b>
FY18-FY21 FUNDING						
<p>FY18 funding will be used for the design and construction of a second stormwater holding tank and for installation of conduits within three existing siphons to improve capacity in the system.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>In FY16 \$25,000,000 was appropriated and authorized to borrow.</p> <p>Funding was used for the design and construction of a stormwater holding tank in the City's parking lot on Bishop Allen Drive and reconstruction of neighborhood streets.</p>			

# COMMUNITY MAINTENANCE & DEVELOPMENT

## PUBLIC WORKS: STREETS - COMPLETE STREETS RECONSTRUCTION

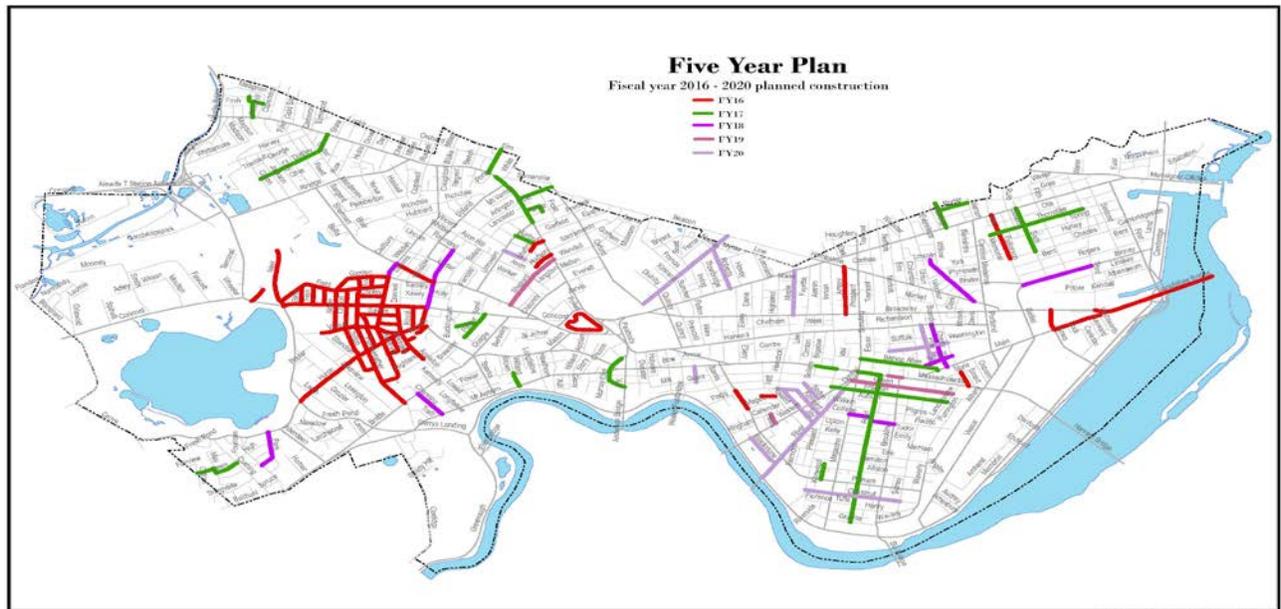
FY17 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>These funds support the Complete Streets and Miscellaneous Sidewalk Programs. Priority is placed on locations where the street and sidewalk are in poor condition; locations serving significant pedestrian populations such as those near parks, squares, libraries, schools, elderly housing, and Senior Centers; requests by the Cambridge Commission for Persons with Disabilities; streets serving bus routes; key bike connections; and locations with tree/sidewalk conflicts. The goal of the program is to provide high quality infrastructure with an emphasis on designing streets for all users.</p> <p>An FY17 appropriation and bond authorization of \$2 million is being requested.</p>						 
IMPACT ON OPERATING BUDGET						
<p>By allocating funds for the reconstruction of streets and sidewalks, the City is reducing street maintenance costs in the Operating Budget.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY17	FY18	FY19	FY20	FY21	TOTAL
Bond Proceeds	\$2,000,000	\$3,000,000	\$2,000,000	\$3,000,000	\$2,000,000	\$12,000,000
Chapter 90	\$2,546,295	\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000	\$12,546,295
Departmental Revenue	\$269,000	\$0	\$0	\$0	\$0	\$269,000
Property Taxes	\$105,000	\$105,000	\$105,000	\$105,000	\$105,000	\$525,000
Street Preservation Offset Fund	\$281,000	\$80,000	\$80,000	\$80,000	\$80,000	\$601,000
<b>GRAND TOTAL</b>	<b>\$5,201,295</b>	<b>\$5,685,000</b>	<b>\$4,685,000</b>	<b>\$5,685,000</b>	<b>\$4,685,000</b>	<b>\$25,941,295</b>
FY18-FY21 FUNDING						
<p>Future allocations to this program will be used to continue reconstructing streets and sidewalks throughout the city.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>In FY16, \$7,959,015 was appropriated for street and sidewalk work throughout the city.</p>		

# COMMUNITY MAINTENANCE & DEVELOPMENT

## ADDITIONAL PROJECT INFORMATION

FY17 Complete Streets construction projects include:

STREETS AND SIDEWALKS			
STREET	FROM	TO	COST
Cemetery - 5-Year Street and Drainage Plan			\$100,000
Appleton	Highland	Brattle	\$125,000
Binney Design	Third	Main	\$100,000
Davenport	Mass Ave	Elm	\$365,000
Dudley 1/2	Mass	Clifton	\$615,000
Fayerweather	Reservoir	Brattle	\$75,000
Franklin	Pleasant	Landsdowne	\$1,531,685
Pearl Street 1/2	Mass. Ave.	Granite	\$1,113,610
6th Street	Cambridge	Charles	\$790,000
Misc. Sidewalks			\$386,000
<b>TOTAL COST</b>			<b>\$5,201,295</b>



# COMMUNITY MAINTENANCE & DEVELOPMENT

## PUBLIC WORKS: STREETS - HARVARD SQUARE SURFACE INFRASTRUCTURE IMPROVEMENTS

FY17 PROJECT DESCRIPTION						CITY COUNCIL GOALS
The FY17 funds will support the completion of the design and reconstruction of the Eliot Loop in Harvard Square.						
IMPACT ON OPERATING BUDGET						
It is expected that maintenance costs will decrease due to improvements						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY17	FY18	FY19	FY20	FY21	TOTAL
Bond Proceeds	\$3,500,000	\$0	\$0	\$0	\$0	\$3,500,000
GRAND TOTAL	\$3,500,000	\$0	\$0	\$0	\$0	\$3,500,000
FY18-FY21 FUNDING						
None is anticipated.						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>In FY16, \$4,000,000 was appropriated and authorized to borrow. \$500,000, funded the design of “The Eliot Loop” in Harvard Square.</p>			

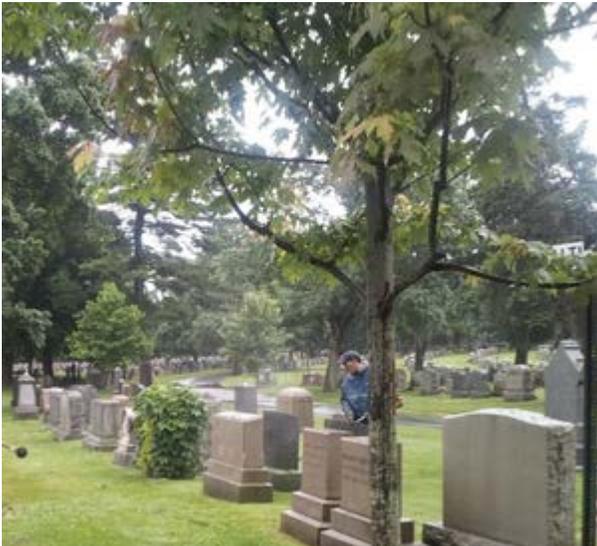
# COMMUNITY MAINTENANCE & DEVELOPMENT

## PUBLIC WORKS: TREES - EMERALD ASH BORER TREATMENT

FY17 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>FY17 funds will be used to continue a proactive plan to protect ash trees that are at risk of developing Emerald Ash Borer (EAB) disease. The EAB insect kills nearly all trees that it infests. \$50,000 is allocated for a contract to treat trees, \$25,000 is allocated to remove trees that are already in poor condition and are vulnerable to infection, and \$25,000 is allocated to replace trees that require removal.</p>						
IMPACT ON OPERATING BUDGET						
<p>Tree maintenance programs will reduce emergency service needs and promote better tree health.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY17	FY18	FY19	FY20	FY21	TOTAL
Property Taxes	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
<b>GRAND TOTAL</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$500,000</b>
FY18-FY21 FUNDING						
<p>Future year funding will continue the EAB treatment program.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>In FY16, \$100,000 was appropriated to fund the EAB treatment program.</p>		

# COMMUNITY MAINTENANCE & DEVELOPMENT

## PUBLIC WORKS: TREES - PARK AND CEMETERY TREE PRUNING

FY17 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>This project will fund an ongoing program to perform structural pruning of trees in City parks and at the Cambridge Cemetery. The emphasis is on overall maintenance of tree health and hazard elimination. The funds will be used for hazard tree removal and allow a pruning cycle of approximately eight years.</p>						
IMPACT ON OPERATING BUDGET						
<p>Preventative maintenance programs reduce emergency service needs and promote better tree health.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY17	FY18	FY19	FY20	FY21	TOTAL
Property Taxes	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
<b>GRAND TOTAL</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$500,000</b>
FY18-FY21 FUNDING						
<p>Future funding will be used to continue park and cemetery tree pruning.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>In FY16, \$100,000 was appropriated to fund park and cemetery tree pruning.</p>		

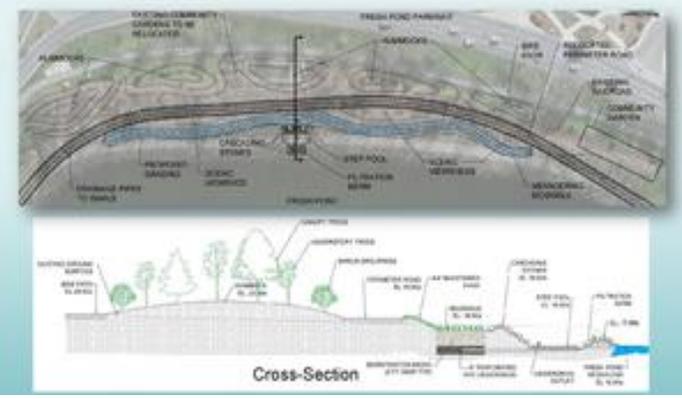
# COMMUNITY MAINTENANCE & DEVELOPMENT

## PUBLIC WORKS: TREES - PUBLIC SHADE TREE INVESTMENT PROGRAM

FY17 PROJECT DESCRIPTION							CITY COUNCIL GOALS
<p>FY17 funds will be used to maintain and grow a healthy, diverse tree canopy in the city. Specifically, these funds will be used to plant new trees in empty tree wells throughout the city and maintain these trees through establishment. The trees will be planted in accordance with new standard specifications that have been developed with the participation of the Committee on Public Planting.</p> <p>This project also aids the City's efforts to mitigate the impact of climate change by reducing urban heat island impacts and increasing carbon sequestration.</p>							
IMPACT ON OPERATING BUDGET							
<p>The funds proposed are adequate to ensure proper care of the trees through establishment, thus reducing the operating costs that would otherwise be needed to care for these trees through the first two years of their growth.</p>							
5-YEAR APPROPRIATION PLAN							
FUNDING SOURCE	FY17	FY18	FY19	FY20	FY21	TOTAL	
Property Taxes	\$225,000	\$100,000	\$100,000	\$100,000	\$100,000	\$625,000	
GRAND TOTAL	\$225,000	\$100,000	\$100,000	\$100,000	\$100,000	\$625,000	
FY18-FY21 FUNDING							
<p>In order to address the number of empty tree wells that exist throughout the city and to ensure adequate care for newly planted trees, additional funds will be provided in the amount of \$100,000 per year to continue to improve the city's urban forest.</p>							
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS			
				<p>This project was not funded in the previous year.</p>			

# COMMUNITY MAINTENANCE & DEVELOPMENT

## WATER: DRAINAGE AND COMMUNITY GARDEN PROJECT

FY17 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>\$600,000 in FY17 funding will be used for phase 1 of the Drainage and Community Garden Project construction and oversight.</p>						
IMPACT ON OPERATING BUDGET						
<p>No financial impact on Operating Budget.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY17	FY18	FY19	FY20	FY21	TOTAL
Water Service Charges	\$600,000	\$750,000	\$0	\$0	\$0	\$1,350,000
<b>GRAND TOTAL</b>	<b>\$600,000</b>	<b>\$750,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,350,000</b>
FY18-FY21 FUNDING						
<p>\$750,000 in FY18 funding will be used for phase 2 of the Drainage and Community Garden Project construction and oversight.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>This project was not previously funded.</p>		

# COMMUNITY MAINTENANCE & DEVELOPMENT

## WATER: FACILITY CLIMATE CHANGE VULNERABILITY ASSESSMENT & ADAPTATION PLAN

FY17 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>A Climate Change Vulnerability Assessment will evaluate the Water Plant's facilities and control structures (floor levels, internal weir heights, outside tank elevations, etc.) to determine their vulnerability to flooding and/or storm surges. Based on the vulnerabilities determined, a mitigation plan will be prepared. The mitigation plan will include preliminary design and cost estimates for the range of resiliency projects recommended.</p>						
IMPACT ON OPERATING BUDGET						
No financial impact on Operating Budget.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY17	FY18	FY19	FY20	FY21	TOTAL
Water Service Charges	\$50,000	\$0	\$0	\$0	\$0	\$50,000
GRAND TOTAL	<b>\$50,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$50,000</b>
FY18-FY21 FUNDING						
No funding in FY18-FY21 is needed.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				This project was not previously funded.		

# COMMUNITY MAINTENANCE & DEVELOPMENT

## WATER: FRESH POND MASTER PLAN IMPLEMENTATION

FY17 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>Various Fresh Pond Reservation priorities will continue to be implemented from the Fresh Pond Master Plan, such as drainage and pathway improvements and source water protection planning.</p>						
IMPACT ON OPERATING BUDGET						
<p>As projects are completed, there is the potential for increased maintenance costs.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY17	FY18	FY19	FY20	FY21	TOTAL
Water Service Charges	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000
<b>GRAND TOTAL</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$1,250,000</b>
FY18-FY21 FUNDING						
<p>Future funds will be used for Fresh Pond Master Plan priorities.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>Prior year funds were used for Fresh Pond Master Plan priorities such as Glacken Slope, Black's Nook, and drainage and community garden renovations.</p>			

# COMMUNITY MAINTENANCE & DEVELOPMENT

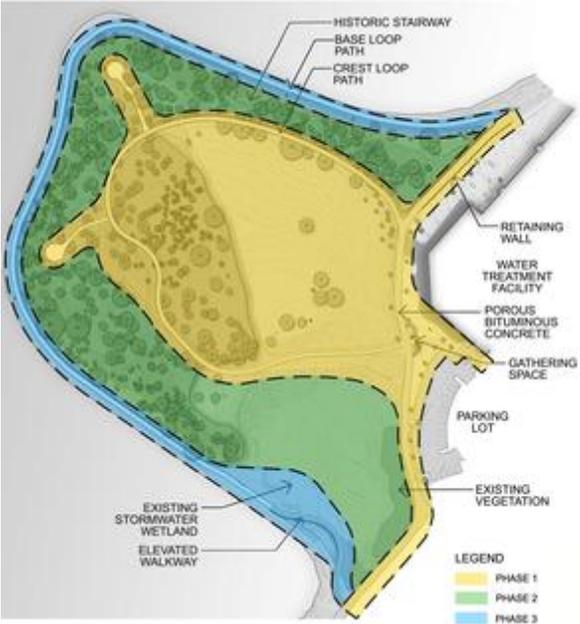
## WATER: KINGSLEY PARK RESTORATION

FY17 PROJECT DESCRIPTION	CITY COUNCIL GOALS
Phase II of the Kingsley Park Restoration will start in FY19.	

IMPACT ON OPERATING BUDGET
As projects are completed, there is the potential for increased maintenance costs.

5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY17	FY18	FY19	FY20	FY21	TOTAL
Water Service Charges	\$0	\$0	\$750,000	\$750,000	\$750,000	\$2,250,000
GRAND TOTAL	\$0	\$0	\$750,000	\$750,000	\$750,000	\$2,250,000

FY18-FY21 FUNDING
Beginning in FY19, these funds will be used for the Kingsley Park Restoration Project, which includes several design and construction phases.

PROJECT VISUAL	STATUS OF PRIOR YEAR PROJECTS
	<p>Funds from previous years were used for Phase I construction and restoration work in Kingsley Park, which was completed in November 2014. Phase I included improvements to accessibility, drainage, nature, species, and historic overlooks, as well as the addition of discovery zones for children.</p>

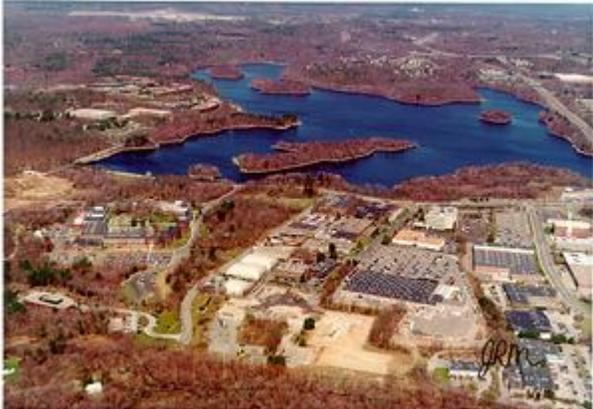
# COMMUNITY MAINTENANCE & DEVELOPMENT

## WATER: PC UPGRADES & RADIO REPLACEMENT

FY17 PROJECT DESCRIPTION						CITY COUNCIL GOALS
FY17 funds will be used to upgrade personal computers (PCs) and replace radios at the Water Department.						\$
IMPACT ON OPERATING BUDGET						
No financial impact on Operating Budget.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY17	FY18	FY19	FY20	FY21	TOTAL
Water Service Charges	\$22,500	\$22,500	\$22,500	\$22,500	\$22,500	\$112,500
GRAND TOTAL	\$22,500	\$22,500	\$22,500	\$22,500	\$22,500	\$112,500
FY18-FY21 FUNDING						
Future funds will be used to upgrade PCs and radios and fulfill other IT needs of the Department.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				Prior year funds were used to upgrade PCs, radios, and other IT equipment.		

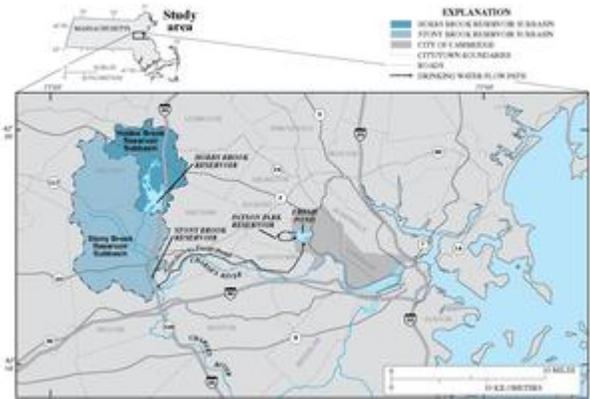
# COMMUNITY MAINTENANCE & DEVELOPMENT

## WATER: RESERVOIR FACILITIES IMPROVEMENTS - UPCOUNTRY

FY17 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>FY17 funds will support Fresh Pond professional signage upgrades, watershed land and Stony Brook Conduit surveying/boundary markers, and to manage encroachments removing vegetation from City-owned easements.</p>						
IMPACT ON OPERATING BUDGET						
<p>There is no anticipated impact on the Operating Budget.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY17	FY18	FY19	FY20	FY21	TOTAL
Water Service Charges	\$100,000	\$250,000	\$310,000	\$210,000	\$185,000	\$1,055,000
GRAND TOTAL	<b>\$100,000</b>	<b>\$250,000</b>	<b>\$310,000</b>	<b>\$210,000</b>	<b>\$185,000</b>	<b>\$1,055,000</b>
FY18-FY21 FUNDING						
<p>FY18-FY21 funding will be used for dam inspections, consultant planning and design services, removing vegetation from City-owned easements, paving of the perimeter road to meet ADA compliance, replacing fencing, and infrastructure improvements such as signage, benches, and bubblers.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>Prior year funds were used for fencing at Stony Brook Reservoir and Trapelo Road Gate House instrumentation.</p>			

# COMMUNITY MAINTENANCE & DEVELOPMENT

## WATER: RESERVOIR GAGING WEATHER STATION MAINTENANCE

FY17 PROJECT DESCRIPTION							CITY COUNCIL GOALS
<p>FY17 funds will be used to cover the costs of maintenance/reporting for the United States Geological Survey (USGS) reservoir gaging stations located upcountry.</p>							
IMPACT ON OPERATING BUDGET							
<p>USGS will contribute funds for maintenance/reporting on the reservoir gaging stations, reducing operating costs for the Department.</p>							
5-YEAR APPROPRIATION PLAN							
FUNDING SOURCE	FY17	FY18	FY19	FY20	FY21	TOTAL	
Water Service Charges	\$180,000	\$180,000	\$180,000	\$180,000	\$180,000	\$900,000	
<b>GRAND TOTAL</b>	<b>\$180,000</b>	<b>\$180,000</b>	<b>\$180,000</b>	<b>\$180,000</b>	<b>\$180,000</b>	<b>\$900,000</b>	
FY18-FY21 FUNDING							
<p>Future funds will be used to cover maintenance for the reservoir gaging weather station located upcountry.</p>							
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS			
				<p>Prior year funds were used to cover the costs of maintenance/reporting for the USGS reservoir gaging stations located upcountry.</p>			

# COMMUNITY MAINTENANCE & DEVELOPMENT

## WATER: VARIABLE FREQUENCY DRIVE INSTALLATION

FY17 PROJECT DESCRIPTION						CITY COUNCIL GOALS
FY17 funds will be used to install variable frequency drives (VFDs) and related equipment on the raw water pump system.						
IMPACT ON OPERATING BUDGET						
VFDs, hydraulics, valves, and ancillary equipment on the raw water pumps will lead to energy savings.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY17	FY18	FY19	FY20	FY21	TOTAL
Water Fund Balance	\$1,500,000	\$0	\$0	\$0	\$0	\$1,500,000
Water Service Charges	\$425,000	\$0	\$0	\$0	\$0	\$425,000
<b>GRAND TOTAL</b>	<b>\$1,925,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,925,000</b>
FY18-FY21 FUNDING						
Project will be completed in FY17.						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			\$2.5 million in prior year funding was used to install VFD systems.			

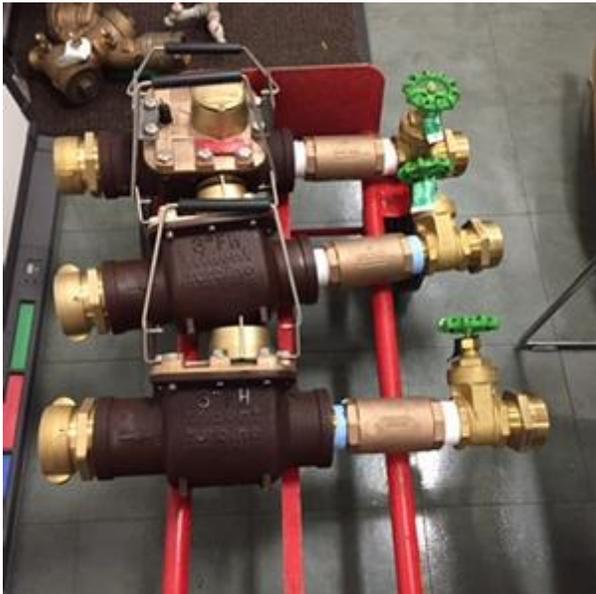
# COMMUNITY MAINTENANCE & DEVELOPMENT

## WATER: WATER FACILITY UPGRADES

FY17 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>This project includes allocations for roof inspections, remote site security, HVAC spare parts, and HVAC improvements.</p>						
IMPACT ON OPERATING BUDGET						
<p>Planned facility upgrades reduce the need for costly emergency repairs.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY17	FY18	FY19	FY20	FY21	TOTAL
Water Service Charges	\$54,000	\$28,000	\$29,000	\$29,000	\$178,000	\$318,000
<b>GRAND TOTAL</b>	<b>\$54,000</b>	<b>\$28,000</b>	<b>\$29,000</b>	<b>\$29,000</b>	<b>\$178,000</b>	<b>\$318,000</b>
FY18-FY21 FUNDING						
<p>Future funding will be used for additional remote site security as well as HVAC facility improvements.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>Prior year funds were used for additional remote site security at the dams and Payson Park as well as HVAC improvements.</p>			

# COMMUNITY MAINTENANCE & DEVELOPMENT

## WATER: WATER METER REPLACEMENT

FY17 PROJECT DESCRIPTION						CITY COUNCIL GOALS
FY17 funds will be used to cover replacement of water meters and meter transmission units (MTUs). Replacement improves the accuracy of measuring water consumption.						<b>\$</b>
IMPACT ON OPERATING BUDGET						
There is no impact on the Operating Budget.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY17	FY18	FY19	FY20	FY21	TOTAL
Water Service Charges	\$200,000	\$200,000	\$320,000	\$320,000	\$320,000	\$1,360,000
GRAND TOTAL	\$200,000	\$200,000	\$320,000	\$320,000	\$320,000	\$1,360,000
FY18-FY21 FUNDING						
Future funds will be used to replace water meters and MTUs.						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>Prior year funds were used to cover replacement of water meters and MTUs.</p>			

# COMMUNITY MAINTENANCE & DEVELOPMENT

## WATER: WATER TREATMENT PLANT EQUIPMENT & SYSTEMS UPGRADES

FY17 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>This project will fund Water Plant instrumentation replacement, high lift pump rebuild, process control and regulatory support engineering services/DEP permitting, PLC upgrade, and lab equipment replacement.</p>						
IMPACT ON OPERATING BUDGET						
<p>Planned maintenance and replacement of Water Plant equipment reduces the need for costly emergency repairs.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY17	FY18	FY19	FY20	FY21	TOTAL
Water Service Charges	\$139,000	\$145,000	\$290,000	\$75,000	\$30,000	\$679,000
<b>GRAND TOTAL</b>	<b>\$139,000</b>	<b>\$145,000</b>	<b>\$290,000</b>	<b>\$75,000</b>	<b>\$30,000</b>	<b>\$679,000</b>
FY18-FY21 FUNDING						
<p>Future funds will be used for plant instrumentation replacement, process control/regulatory support, engineering services/DEP permitting, lab equipment replacement, PLC upgrade/replacement, and high lift pump rebuilding.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>Prior year funds were used for ICP/MS metals analyzer replacement, LT2 second round monitoring, stainless steel pipe testing and repair, plant instrumentation replacement, process control/regulatory support engineering services/DEP permitting, and lab equipment replacement.</p>		

# COMMUNITY MAINTENANCE & DEVELOPMENT

## WATER: WATER WORKS CONSTRUCTION

FY17 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>FY17 funds will be used for Water Works Construction projects, which include repair/replacement of water infrastructure, assistance during emergency repairs and unanticipated needs within the city, fire hydrants, police details, materials, large valve replacement, and a leak detection survey.</p>						  
IMPACT ON OPERATING BUDGET						
<p>Replacement of old water mains reduces the potential of leaks in the system, which in turn reduces potential overtime costs for the Water Department.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY17	FY18	FY19	FY20	FY21	TOTAL
Water Service Charges	\$1,026,500	\$1,271,500	\$1,055,500	\$2,970,500	\$2,951,500	\$9,275,500
GRAND TOTAL	<b>\$1,026,500</b>	<b>\$1,271,500</b>	<b>\$1,055,500</b>	<b>\$2,970,500</b>	<b>\$2,951,500</b>	<b>\$9,275,500</b>
FY18-FY21 FUNDING						
<p>Future funds will be used for Water Works Construction projects and annual leak detection.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>Prior year funds were used for Water Works Construction projects such as water main replacement on Hudson Street, Martin Street, Dudley Street, and Muller Avenue.</p>		

# COMMUNITY MAINTENANCE & DEVELOPMENT

## WATER: WATERSHED CONSULTING SERVICES

FY17 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>FY17 funds will be used for Watershed projects such as water conservation plans, GIS mapping and analysis, and implementation of the DEP Source Water Protection Plan and Kleinfelder Upper Hobbs recommendations. Funds will also support Fresh Pond Reservations/Watershed mobile management and reporting tool, updates of the CWD Hazmat Atlas, a specialized site plan review, and design of hydroelectric renewable energy generation.</p>						 
IMPACT ON OPERATING BUDGET						
<p>Services will have no impact on the Operating Budget.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY17	FY18	FY19	FY20	FY21	TOTAL
Water Service Charges	\$353,000	\$303,000	\$193,000	\$93,000	\$33,000	\$975,000
<b>GRAND TOTAL</b>	<b>\$353,000</b>	<b>\$303,000</b>	<b>\$193,000</b>	<b>\$93,000</b>	<b>\$33,000</b>	<b>\$975,000</b>
FY18-FY21 FUNDING						
<p>Projects will continue through FY21.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>Prior year funding was used for updating the drought management plan, emergency response plan, distribution hydraulic model, and specialized site plan review.</p>			

# HUMAN RESOURCE DEVELOPMENT

## HUMAN SERVICES: DANEHY PARK MAINTENANCE

FY17 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>FY17 funding will support annual Danehy Park infrastructure, repairs, and renovations, including select main and secondary pathways.</p>						  
IMPACT ON OPERATING BUDGET						
<p>These projects will reduce yearly operating and maintenance costs.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY17	FY18	FY19	FY20	FY21	TOTAL
Property Taxes	\$33,000	\$33,000	\$33,000	\$33,000	\$33,000	\$165,000
GRAND TOTAL	<b>\$33,000</b>	<b>\$33,000</b>	<b>\$33,000</b>	<b>\$33,000</b>	<b>\$33,000</b>	<b>\$165,000</b>
FY18-FY21 FUNDING						
<p>Future funding will be used to maintain Danehy Park.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>FY16 funding of \$25,000 was used to renovate the girls' softball field at St. Peter's Field.</p>		

# HUMAN RESOURCE DEVELOPMENT

## HUMAN SERVICES: FRESH POND GOLF COURSE IMPROVEMENTS

FY17 PROJECT DESCRIPTION						CITY COUNCIL GOALS
An FY17 allocation of \$20,000 from Golf Course revenues will be used for exterior fencing improvements at the Fresh Pond Gold Course.						 
IMPACT ON OPERATING BUDGET						
This project should reduce the costs of repair and maintenance calls.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY17	FY18	FY19	FY20	FY21	TOTAL
Departmental Revenue	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$100,000
GRAND TOTAL	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$100,000
FY18-FY21 FUNDING						
Golf Course revenues will be allocated annually for improvement projects.						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			Prior year funding was used for additional pathway improvements at the Fresh Pond Golf Course.			

# HUMAN RESOURCE DEVELOPMENT

## HUMAN SERVICES: HUMAN SERVICES BUILDINGS MAINTENANCE

FY17 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>FY17 funding will be used to do ongoing replacement of furniture, kitchen cabinets, and rugs in Human Service buildings, primarily at Youth Centers and Senior Centers. FY17 priorities include kitchen cabinet replacement at the North Cambridge Senior Center and furniture replacement at the Frisoli Youth Center.</p>						
IMPACT ON OPERATING BUDGET						
<p>This project should reduce the costs of repair and maintenance calls.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY17	FY18	FY19	FY20	FY21	TOTAL
Property Taxes	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$125,000
GRAND TOTAL	<b>\$25,000</b>	<b>\$25,000</b>	<b>\$25,000</b>	<b>\$25,000</b>	<b>\$25,000</b>	<b>\$125,000</b>
FY18-FY21 FUNDING						
<p>This project will be funded through FY21.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
<div style="display: flex; justify-content: space-around;">   </div>				<p>This project was not funded in the previous year.</p>		

# HUMAN RESOURCE DEVELOPMENT

## HUMAN SERVICES: REPLACEMENT OF YOUTH CENTER VAN

FY17 PROJECT DESCRIPTION						CITY COUNCIL GOALS
FY17 funds will replace one of the two 2003 Youth Center passenger vans.						 
IMPACT ON OPERATING BUDGET						
This project should reduce yearly maintenance costs (\$7,700 in FY16).						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY17	FY18	FY19	FY20	FY21	TOTAL
Property Taxes	\$35,000	\$35,000	\$0	\$0	\$0	\$70,000
GRAND TOTAL	<b>\$35,000</b>	<b>\$35,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$70,000</b>
FY18-FY21 FUNDING						
In FY18, \$35,000 will be used to replace the second Youth Center passenger van.						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			This project was not funded in the previous year.			

# HUMAN RESOURCE DEVELOPMENT

## HUMAN SERVICES: WAR MEMORIAL RECREATION CENTER MAINTENANCE

FY17 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>FY17 funding will be used to replace specific fitness equipment at the War Memorial Recreation Center.</p>						   
IMPACT ON OPERATING BUDGET						
<p>This project should help reduce the cost of repair and maintenance calls.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY17	FY18	FY19	FY20	FY21	TOTAL
Departmental Revenue	\$28,000	\$28,000	\$28,000	\$28,000	\$28,000	\$140,000
GRAND TOTAL	\$28,000	\$28,000	\$28,000	\$28,000	\$28,000	\$140,000
FY18-FY21 FUNDING						
<p>Future funding will support continued maintenance of the War Memorial Recreation Center.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>Prior year funding was used for pool filter system improvements at the War Memorial pool.</p>			

# HUMAN RESOURCE DEVELOPMENT

## LIBRARY: MAIN LIBRARY BUILDING MAINTENANCE

FY17 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>The Main Library will replace soft chairs in the adult library, replace chairs in the Teen Room, replace or re-upholster booths in the Teen Room, replace carpeting at the main entrance, and upgrade doors from the garage entry into the building to be fully accessible.</p>						  
IMPACT ON OPERATING BUDGET						
<p>This project will not impact the Operating Budget.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY17	FY18	FY19	FY20	FY21	TOTAL
Property Taxes	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$125,000
GRAND TOTAL	<b>\$25,000</b>	<b>\$25,000</b>	<b>\$25,000</b>	<b>\$25,000</b>	<b>\$25,000</b>	<b>\$125,000</b>
FY18-FY21 FUNDING						
<p>Annual allocations will be used to maintain the Main Library building.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>FY16 funds were used to refinish the wood floors on the ground floor, install electrical floor boxes to accommodate more seating for laptop users, replace all seats in the Information Common, and replace soft furniture in the Children's Room.</p>		

# EDUCATION

## SCHOOL: AMIGOS - BOILER REPLACEMENT/GAS CONVERSION

FY17 PROJECT DESCRIPTION						CITY COUNCIL GOALS
An FY17 appropriation and bond authorization of \$500,000 will be used to replace the boiler at the Amigos School.						 
IMPACT ON OPERATING BUDGET						
New boilers should bring energy savings to the School Department.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY17	FY18	FY19	FY20	FY21	TOTAL
Bond Proceeds	\$500,000	\$500,000	\$500,000	\$500,000	\$0	\$2,000,000
GRAND TOTAL	\$500,000	\$500,000	\$500,000	\$500,000	\$0	\$2,000,000
FY18-FY21 FUNDING						
Future funds will be used to replace one school boiler per year.						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			An FY16 allocation of \$500,000 was used to replace the boiler at the Fletcher Maynard Academy.			

# EDUCATION

## SCHOOL: FLETCHER MAYNARD ACADEMY - EXTERIOR IMPROVEMENTS

FY17 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>An FY17 appropriation and bond authorization of \$2.5 million will be used to fix all grade exterior masonry and exterior wall caulking to repair deterioration, cracking, mortar failure, stress, and other issues. Such repairs should extend the life of the existing facade for approximately 20 years.</p> <p>This project will involve scaffolding some or all of the school building to complete the necessary repairs.</p>						 
IMPACT ON OPERATING BUDGET						
Improvements will reduce everyday repairs and maintenance charged to the Operating Budget.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY17	FY18	FY19	FY20	FY21	TOTAL
Bond Proceeds	\$2,500,000	\$1,500,000	\$0	\$0	\$0	\$4,000,000
GRAND TOTAL	\$2,500,000	\$1,500,000	\$0	\$0	\$0	\$4,000,000
FY18-FY21 FUNDING						
In FY18, \$1.5 million will fund a new roof for Fletcher Maynard Academy. The City is applying for MSBA funding to support this project.						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>In FY16, \$75,000 was used for a building study to identify areas in need of restoration to extend the life of the school building.</p>			

# EDUCATION

## SCHOOL: FURNITURE REPLACEMENTS/SCHOOL FACILITIES MAINTENANCE

FY17 PROJECT DESCRIPTION							CITY COUNCIL GOALS
<p>FY17 funding of \$50,000 will be used to address ongoing needs by replacing aging and broken student desks, chairs, office desks, file cabinets, and cafeteria tables. The funds will also support new and added programs by providing small group tables and one-on-one teaching space.</p>							
IMPACT ON OPERATING BUDGET							
<p>Maintenance done through the Capital Budget should reduce emergency repairs and maintenance charged to the Operating Budget.</p>							
5-YEAR APPROPRIATION PLAN							
FUNDING SOURCE	FY17	FY18	FY19	FY20	FY21	TOTAL	
Property Taxes	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000	
GRAND TOTAL	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$250,000</b>	
FY18-FY21 FUNDING							
<p>Future allocations will continue to address school facility maintenance needs.</p>							
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS			
				<p>In FY16, \$50,000 was used to do deleading at the Longfellow School.</p>			

# EDUCATION

## SCHOOL: KING OPEN AND CAMBRIDGE STREET UPPER SCHOOLS & COMMUNITY COMPLEX

FY17 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>An FY17 appropriation and bond authorization of \$146.6 million will be used to fund design and construction services for the King Open and Cambridge Street Upper Schools &amp; Community Complex. This project includes rebuilding of the Gold Star Pool, School Department Administration offices, current Human Service programs offered at the schools, and the Valente Library. It will also provide for improved traffic circulation and new open space design.</p>						
IMPACT ON OPERATING BUDGET						
<p>Frequent maintenance, repairs, and restoration expenses will be reduced with the development and construction of the schools, library, and pool.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY17	FY18	FY19	FY20	FY21	TOTAL
Bond Proceeds	\$20,000,000	\$60,000,000	\$50,000,000	\$16,600,000	\$0	\$146,600,000
GRAND TOTAL	<b>\$20,000,000</b>	<b>\$60,000,000</b>	<b>\$50,000,000</b>	<b>\$16,600,000</b>	<b>\$0</b>	<b>\$146,600,000</b>
FY18-FY21 FUNDING						
<p>Construction will continue through FY20.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>In FY16, \$11 million was used for design and construction services for the King Open and Cambridge Street Upper Schools &amp; Community Complex. In FY15, \$1.5 million was used for a feasibility study.</p>			

# EDUCATION

## SCHOOL: ROOF REPLACEMENT AT KENNEDY LONGFELLOW SCHOOL

FY17 PROJECT DESCRIPTION						CITY COUNCIL GOALS
The funds will be used to replace the roof at the Kennedy Longfellow School.						
IMPACT ON OPERATING BUDGET						
This project will reduce operating repairs and maintenance calls.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY17	FY18	FY19	FY20	FY21	TOTAL
Bond Proceeds	\$2,200,000	\$0	\$0	\$0	\$0	\$2,200,000
GRAND TOTAL	<b>\$2,200,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,200,000</b>
FY18-FY21 FUNDING						
N/A						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>In FY16, \$4,200,000 was appropriated and authorized to borrow. City staff worked with the Massachusetts School Building Authority (MSBA) on the construction and financing plans for the roof replacement.</p>		

# EDUCATION

## SCHOOL: TOBIN AND VASSAL LANE UPPER SCHOOLS

FY17 PROJECT DESCRIPTION						CITY COUNCIL GOALS
No funding is requested in FY17.						
IMPACT ON OPERATING BUDGET						
N/A						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY17	FY18	FY19	FY20	FY21	TOTAL
Bond Proceeds	\$0	\$0	\$0	\$10,000,000	\$0	\$10,000,000
<b>GRAND TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$10,000,000</b>	<b>\$0</b>	<b>\$10,000,000</b>
FY18-FY21 FUNDING						
Funds in FY20 will be used for design and construction services for the Tobin and Vassal Lane Upper School. Total project cost has yet to be determined.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				N/A		

## **SECTION VII**

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### **APPROPRIATION ORDERS**

# APPROPRIATION ORDERS - OPERATING EXPENDITURES

CITY COUNCIL, CITY OF CAMBRIDGE  
ADOPTED MAY 23, 2016

Introduced by City Manager Richard C. Rossi:

## AN ORDER CONCERNING APPROPRIATION FOR THE FISCAL YEAR BEGINNING JULY 1, 2016

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

DEPARTMENT	SALARIES & WAGES	OTHER ORDINARY MAINT.	TRAVEL & TRAINING	EXTRA-ORDINARY EXPENSES	CITY APPROPRIATION	STATE ASSESSMENT	GRAND TOTAL
<b>GENERAL GOVERNMENT</b>							
City Clerk	\$1,111,980	\$101,110	\$4,420		\$1,217,510		\$1,217,510
City Council	\$1,765,605	\$41,900	\$72,700		\$1,880,205		\$1,880,205
Election Commission	\$1,124,010	\$181,940	\$2,270		\$1,308,220		\$1,308,220
Employee Benefits	\$36,850,630	\$875,700	\$30,000		\$37,756,330		\$37,756,330
Executive	\$1,799,670	\$620,250	\$43,100		\$2,463,020		\$2,463,020
Finance	\$11,997,540	\$4,792,860	\$298,725	\$62,800	\$17,151,925		\$17,151,925
General Services	\$261,300	\$449,435			\$710,735		\$710,735
Law	\$1,562,420	\$443,300	\$214,245		\$2,219,965		\$2,219,965
Mayor	\$506,290	\$136,130	\$29,500		\$671,920		\$671,920
Public Celebrations	\$515,710	\$422,650	\$1,325		\$939,685		\$939,685
Reserve		\$40,000			\$40,000		\$40,000
<b>TOTAL</b>	<b>\$57,495,155</b>	<b>\$8,105,275</b>	<b>\$696,285</b>	<b>\$62,800</b>	<b>\$66,359,515</b>		<b>\$66,359,515</b>
<b>PUBLIC SAFETY</b>							
Animal Commission	\$320,320	\$18,305	\$150		\$338,775		\$338,775
Electrical	\$1,748,215	\$1,006,460	\$5,170	\$50,000	\$2,809,845		\$2,809,845
Emergency Comm.	\$5,172,480	\$149,710	\$15,850	\$4,000	\$5,342,040		\$5,342,040
Fire	\$44,008,905	\$1,385,600	\$589,500	\$110,000	\$46,094,005		\$46,094,005
Inspectional Services	\$3,544,975	\$140,680	\$10,425	\$10,000	\$3,706,080		\$3,706,080
License Commission	\$1,154,030	\$78,955	\$7,355		\$1,240,340		\$1,240,340
Police	\$48,039,315	\$2,202,150	\$337,200	\$567,100	\$51,145,765		\$51,145,765
PRAB		\$700	\$3,000		\$3,700		\$3,700
Traffic, Parking & Transportation	\$8,392,335	\$3,797,040	\$41,000	\$69,000	\$12,299,375		\$12,299,375
Weights & Measures	\$138,920	\$6,780	\$3,245		\$148,945		\$148,945
<b>TOTAL</b>	<b>\$112,519,495</b>	<b>\$8,786,380</b>	<b>\$1,012,895</b>	<b>\$810,100</b>	<b>\$123,128,870</b>		<b>\$123,128,870</b>
<b>COMMUNITY MAINTENANCE &amp; DEVELOPMENT</b>							
Cable Television	\$570,915	\$1,067,995	\$3,450		\$1,642,360		\$1,642,360
Community Dev.	\$6,274,975	\$2,056,915	\$49,095	\$83,100	\$8,464,085		\$8,464,085
Debt Service		\$420,000		\$57,676,295	\$58,096,295		\$58,096,295
Historical Comm.	\$607,080	\$37,110	\$800		\$644,990		\$644,990
Peace Commission	\$142,515	\$9,325	\$2,850		\$154,690		\$154,690
Public Works	\$23,895,665	\$12,565,105	\$120,930	\$600,000	\$37,181,700		\$37,181,700

# APPROPRIATION ORDERS - OPERATING EXPENDITURES

DEPARTMENT	SALARIES & WAGES	OTHER ORDINARY MAINT.	TRAVEL & TRAINING	EXTRA-ORDINARY EXPENSES	CITY APPROPRIATION	STATE ASSESSMENT	GRAND TOTAL
<b>TOTAL</b>	\$31,491,150	\$16,156,450	\$177,125	\$58,359,395	\$106,184,120		\$106,184,120
<b>HUMAN RESOURCE DEVELOPMENT</b>							
Comm. on Women	\$243,405	\$9,535	\$1,025		\$253,965		\$253,965
Human Rights Comm.	\$253,070	\$3,000	\$1,200		\$257,270		\$257,270
Human Services	\$23,726,540	\$4,090,615	\$84,600	\$25,000	\$27,926,755		\$27,926,755
Library	\$7,217,150	\$2,418,775	\$66,650		\$9,702,575		\$9,702,575
Veterans' Services	\$269,745	\$59,800	\$773,000		\$1,102,545		\$1,102,545
<b>TOTAL</b>	\$31,709,910	\$6,581,725	\$926,475	\$25,000	\$39,243,110		\$39,243,110
<b>CITY TOTAL</b>	\$233,215,710	\$39,629,830	\$2,812,780	\$59,257,295	\$334,915,615		\$334,915,615
<b>EDUCATION</b>							
Education	\$142,145,640	\$28,909,780	\$1,009,480	\$729,080	\$172,793,980		\$172,793,980
<b>TOTAL</b>	\$142,145,640	\$28,909,780	\$1,009,480	\$729,080	\$172,793,980		\$172,793,980
<b>INTERGOVERNMENTAL</b>							
Cambridge Health Alliance		\$7,000,000			\$7,000,000		\$7,000,000
Cherry Sheet						\$21,984,465	\$21,984,465
MWRA		\$23,898,855			\$23,898,855		\$23,898,855
<b>TOTAL</b>		\$30,898,855			\$30,898,855	\$21,984,465	\$52,883,320
<b>GRAND TOTALS</b>	\$375,361,350	\$99,438,465	\$3,822,260	\$59,986,375	\$538,608,450	\$21,984,465	\$560,592,915

# APPROPRIATION ORDERS - OPERATING REVENUES

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:

DEPARTMENT	CHARGES FOR SERVICES	FINES & FORFEITS	INTER-GOVT. REVENUE	LICENSES & PERMITS	MISC.-REVENUE	TAXES	GRAND TOTAL
<b>GENERAL GOVERNMENT</b>							
City Clerk	\$247,000		\$19,300	\$40,000		\$911,210	\$1,217,510
City Council			\$14,110			\$1,866,095	\$1,880,205
Election Commission	\$750		\$122,425			\$1,185,045	\$1,308,220
Employee Benefits			\$12,435,425		\$9,520,000	\$15,800,905	\$37,756,330
Executive	\$40,000	\$215,000	\$163,865			\$2,044,155	\$2,463,020
Finance	\$558,950		\$599,320		\$650,000	\$15,343,655	\$17,151,925
General Services		\$4,000	\$94,825			\$611,910	\$710,735
Law		\$97,500	\$50,000	\$2,500		\$2,069,965	\$2,219,965
Mayor			\$32,000			\$639,920	\$671,920
Public Celebrations			\$31,300	\$10,800		\$897,585	\$939,685
Reserve						\$40,000	\$40,000
<b>TOTAL</b>	<b>\$846,700</b>	<b>\$316,500</b>	<b>\$13,562,570</b>	<b>\$53,300</b>	<b>\$10,170,000</b>	<b>\$41,410,445</b>	<b>\$66,359,515</b>
<b>PUBLIC SAFETY</b>							
Animal Commission	\$10,500	\$1,800		\$25,000		\$301,475	\$338,775
Electrical	\$660,000		\$207,865	\$22,935	\$20,000	\$1,899,045	\$2,809,845
Emergency Comm.						\$5,342,040	\$5,342,040
Fire	\$925,750	\$4,000		\$105,000	\$12,000	\$45,047,255	\$46,094,005
Inspectional Services	\$123,500			\$11,776,700	\$103,500	(\$8,297,620)	\$3,706,080
License Commission	\$24,500	\$6,000	\$54,000	\$2,225,200		(\$1,069,360)	\$1,240,340
Police	\$1,546,355	\$3,122,425	\$856,605	\$125,765	\$40,000	\$45,454,615	\$51,145,765
PRAB						\$3,700	\$3,700
Traffic, Parking & Transportation	\$5,662,760	\$5,994,115		\$602,500	\$40,000		\$12,299,375
Weights & Measures	\$38,000	\$1,000	\$17,925			\$92,020	\$148,945
<b>TOTAL</b>	<b>\$8,991,365</b>	<b>\$9,129,340</b>	<b>\$1,136,395</b>	<b>\$14,883,100</b>	<b>\$215,500</b>	<b>\$88,773,170</b>	<b>\$123,128,870</b>
<b>COMMUNITY MAINTENANCE &amp; DEVELOPMENT</b>							
Cable Television	\$1,413,650					\$228,710	\$1,642,360
Community Dev.	\$1,011,395	\$140,000	\$845,695	\$55,000	\$275,820	\$6,136,175	\$8,464,085
Debt Service	\$20,514,750		\$1,679,240		\$1,700,000	\$34,202,305	\$58,096,295
Historical Comm.					\$11,500	\$633,490	\$644,990
Peace Commission			\$23,450			\$131,240	\$154,690
Public Works	\$6,675,820	\$1,058,195	\$1,316,060	\$654,000	\$198,190	\$27,279,435	\$37,181,700
<b>TOTAL</b>	<b>\$29,615,615</b>	<b>\$1,198,195</b>	<b>\$3,864,445</b>	<b>\$709,000</b>	<b>\$2,185,510</b>	<b>\$68,611,355</b>	<b>\$106,184,120</b>
<b>HUMAN RESOURCE DEVELOPMENT</b>							
Comm. on Women			\$9,960			\$244,005	\$253,965
Human Rights Comm.						\$257,270	\$257,270
Human Services	\$3,658,720		\$637,640			\$23,630,395	\$27,926,755
Library		\$85,000	\$440,990			\$9,176,585	\$9,702,575

# APPROPRIATION ORDERS - OPERATING REVENUES

DEPARTMENT	CHARGES FOR SERVICES	FINES & FORFEITS	INTER-GOVT. REVENUE	LICENSES & PERMITS	MISC.-REVENUE	TAXES	GRAND TOTAL
Veterans' Services			\$546,580			\$555,965	\$1,102,545
<b>TOTAL</b>	\$3,658,720	\$85,000	\$1,635,170			\$33,864,220	\$39,243,110
<b>CITY TOTAL</b>	\$43,112,400	\$10,729,035	\$20,198,580	\$15,645,400	\$12,571,010	\$232,659,190	\$334,915,615
<b>EDUCATION</b>							
Education	\$75,000	\$100,000	\$22,604,945		\$717,970	\$149,296,065	\$172,793,980
<b>TOTAL</b>	\$75,000	\$100,000	\$22,604,945		\$717,970	\$149,296,065	\$172,793,980
<b>INTERGOVERNMENTAL</b>							
Cambridge Health Alliance						\$7,000,000	\$7,000,000
Cherry Sheet	\$481,300		\$897,230			\$20,605,935	\$21,984,465
MWRA	\$23,898,855						\$23,898,855
<b>TOTAL</b>	\$24,380,155		\$897,230			\$27,605,935	\$52,883,320
<b>GRAND TOTALS</b>	\$67,567,555	\$10,829,035	\$43,700,755	\$15,645,400	\$13,288,980	\$409,561,190	\$560,592,915

# APPROPRIATION ORDERS - WATER FUND

CITY COUNCIL, CITY OF CAMBRIDGE  
ADOPTED MAY 23, 2016

Introduced by City Manager Richard C. Rossi:

**AN ORDER CONCERNING APPROPRIATION FOR THE FISCAL YEAR BEGINNING JULY 1, 2016**

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

DEPARTMENT	SALARIES & WAGES	OTHER ORDINARY MAINT.	TRAVEL & TRAINING	EXTRA-ORDINARY EXPENSES	CITY APPROPRIATION	STATE ASSESSMENT	GRAND TOTAL
<b>COMMUNITY MAINTENANCE &amp; DEVELOPMENT</b>							
Water	\$6,979,325	\$3,982,800	\$86,580	\$2,920,505	\$13,969,210		<b>\$13,969,210</b>

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

DEPARTMENT	CHARGES FOR SERVICES	FINES & FORFEITS	INTER-GOVT. REVENUE	LICENSES & PERMITS	MISC.-REVENUE	TAXES	GRAND TOTAL
<b>COMMUNITY MAINTENANCE &amp; DEVELOPMENT</b>							
Water	\$13,969,210						<b>\$13,969,210</b>

# APPROPRIATION ORDERS - PUBLIC INVESTMENT EXPENDITURES

CITY COUNCIL, CITY OF CAMBRIDGE  
ADOPTED MAY 23, 2016

Introduced by City Manager Richard C. Rossi:

## AN ORDER CONCERNING APPROPRIATION FOR THE FISCAL YEAR BEGINNING JULY 1, 2016

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

PROJECT	APPROPRIATIONS
<b>GENERAL GOVERNMENT</b>	
Finance: E-Gov Projects	\$3,480,000
Finance: Participatory Budgeting - Five Water Bottle Fill Stations	\$40,000
Finance: Participatory Budgeting - Massachusetts Avenue Bike Safety	\$70,000
Finance: Participatory Budgeting - MBTA #1 Bus Transit Signal Priority	\$250,000
Finance: Participatory Budgeting - New Chairs for CPS	\$102,000
Finance: Participatory Budgeting - Prepared Food Rescue Freezer Van	\$48,000
Finance: Participatory Budgeting - Separate Bike Lanes from Traffic	\$50,000
Finance: Participatory Budgeting - Shape Up Our Squares	\$40,000
Public Celebrations: Public Art Conservation Program	\$30,000
<b>GENERAL GOVERNMENT TOTAL</b>	<b>\$4,110,000</b>
<b>PUBLIC SAFETY</b>	
Fire: Fire Station Facility Maintenance	\$25,000
Police: Life Saving Body Armor Project	\$165,000
Police: Replacement Radios	\$50,000
Police: RWH Public Safety Building Maintenance	\$20,000
Traffic: Traffic Signal Program	\$200,000
<b>PUBLIC SAFETY TOTAL</b>	<b>\$460,000</b>
<b>COMMUNITY MAINTENANCE &amp; DEVELOPMENT</b>	
Cable TV: Media Arts Studio Hi-Definition Upgrade	\$141,330
CDD: Economic Development - Best Retail Practices and Interior Access Programs	\$91,500
CDD: Economic Development - Biomedical Career Training Program	\$99,000
CDD: Economic Development - Microenterprise Workshops	\$32,000
CDD: Economic Development - Storefront Improvements Program	\$175,000
CDD: Housing - Affordable Housing Project Development	\$91,590
CDD: Housing - Home Improvement Program	\$474,895
CDD: Housing - Housing Mediation Program	\$73,710
CDD: Housing - Housing Rehabilitation Assistance Program	\$337,250
CDD: Housing - Tenant Organizing Services	\$75,000
CDD: Transportation - Bicycle Parking Program & Special Projects	\$70,000
CDD: Transportation - Bicycle Spot Improvements	\$33,000
CDD: Transportation - Bus Stop Improvements	\$34,000
CDD: Transportation - Traffic Calming	\$300,000
Public Works: Buildings - ADA Accessibility Improvements	\$50,000

## APPROPRIATION ORDERS - PUBLIC INVESTMENT EXPENDITURES

PROJECT	APPROPRIATIONS
Public Works: Buildings - Energy Efficiency Improvements	\$100,000
Public Works: Buildings - Flooring & Furnishings	\$50,000
Public Works: Buildings - HVAC System Renewal Plan	\$250,000
Public Works: Parks - Park Water Conservation Program	\$100,000
Public Works: Sewer/Stormwater - Remedial Construction	\$1,000,000
Public Works: Streets - Complete Streets Reconstruction	\$3,201,295
Public Works: Trees - Emerald Ash Borer Treatment	\$100,000
Public Works: Trees - Park and Cemetery Tree Pruning	\$100,000
Public Works: Trees - Public Shade Tree Investment Program	\$225,000
Water: Drainage and Community Garden Project	\$600,000
Water: Facility Climate Change Vulnerability Assessment & Adaptation Plan	\$50,000
Water: Fresh Pond Master Plan Implementation	\$250,000
Water: PC Upgrades & Radio Replacement	\$22,500
Water: Reservoir Facilities Improvements - Upcountry	\$100,000
Water: Reservoir Gaging Weather Station Maintenance	\$180,000
Water: Variable Frequency Drive Installation	\$1,925,000
Water: Water Facility Upgrades	\$54,000
Water: Water Meter Replacement	\$200,000
Water: Water Treatment Plant Equipment & Systems Upgrades	\$139,000
Water: Water Works Construction	\$1,026,500
Water: Watershed Consulting Services	\$353,000
<b>COMMUNITY MAINTENANCE &amp; DEVELOPMENT TOTAL</b>	<b>\$12,104,570</b>
<b>HUMAN RESOURCE DEVELOPMENT</b>	
Human Services: Danehy Park Maintenance	\$33,000
Human Services: Fresh Pond Golf Course Improvements	\$20,000
Human Services: Human Services Buildings Maintenance	\$25,000
Human Services: Replacement of Youth Center Van	\$35,000
Human Services: War Memorial Recreation Center Maintenance	\$28,000
Library: Main Library Building Maintenance	\$25,000
<b>HUMAN RESOURCE DEVELOPMENT TOTAL</b>	<b>\$166,000</b>
<b>EDUCATION</b>	
School: Furniture Replacements/Schools Facilities Maintenance	\$50,000
<b>EDUCATION TOTAL</b>	<b>\$50,000</b>
<b>TOTAL</b>	<b>\$16,890,570</b>

# APPROPRIATION ORDERS - PUBLIC INVESTMENT FINANCING PLAN

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

<b>FINANCING PLAN CLASSIFICATION</b>	<b>REVENUE</b>
Chapter 90	\$2,546,295
Community Development Block Grant	\$1,274,945
Departmental Revenue	\$458,330
Parking Revenue Fund	\$650,000
Property Taxes	\$5,680,000
Sewer Service Charges	\$1,000,000
Street Preservation Offset Fund	\$281,000
Water Fund Balance	\$1,500,000
Water Service Charges	\$3,500,000
<b>TOTAL</b>	<b>\$16,890,570</b>

## **SECTION VIII**

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### **GLOSSARY, ACRONYM TABLE, AND INDEX**

# GLOSSARY

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

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

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

**ADOPTED BUDGET.** The resulting budget that has been approved by the City Council.

**AGENCY FUND.** A type of fiduciary fund used to account for resources held in purely a custodial capacity for other governments, private organizations, or individuals.

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

**AMORTIZATION.** The gradual elimination of a liability in regular payments over a specified period of time. Such payments must be sufficient to cover both principal and interest. Also includes the writing off of an intangible asset over its projected life.

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

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

**ARBITRAGE.** The reinvestment of proceeds of tax-exempt securities in materially higher yielding taxable securities.

**ASSESSED VALUATION.** A valuation set upon real or personal property by the City's 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. A balanced budget is a basic budgetary constraint intended to ensure that a government does not spend beyond its means and its use of resources for operating purposes over a defined budget period.

**BASIS OF ACCOUNTING.** Timing of when revenues and expenditures will be recorded for financial reporting purposes – when the transaction is recognized in the financial statements.

**BASIS OF BUDGETING.** Method used to determine when revenues and expenditures are recognized for budgetary purposes.

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

**BONDS AUTHORIZED AND UNISSUED.** Bonds that a government has been authorized to sell but has not sold. Issuance at this point is only contingent upon action by the treasurer.

**BOND COUNSEL.** An attorney or law firm engaged to review and submit an opinion on the legal aspects of a municipal bond or note issue.

**BOND ISSUE.** Generally, the sale of a certain number of bonds at one time by a governmental unit.

# GLOSSARY

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**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 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 ASSETS.** Land, improvements to land, easements, buildings, building improvements, vehicles, machinery, equipment, infrastructure, and all other tangible or intangible assets that are used in operations and that have initial useful lives extending beyond a single reporting period.

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

**CAPITAL EXPENDITURES.** Expenditures which result in the acquisition of, or addition to, fixed assets.

**CAPITAL FUND.** Fund type used to account for financial resources to be used for the acquisition or construction of major capital facilities.

**CAPITAL IMPROVEMENTS PROGRAM.** A comprehensive schedule for planning a community's capital expenditures. It coordinates community planning, fiscal capacity, and physical development. While all of a community's needs should be identified in the program, there should also be a set of criteria that prioritizes expenditures. A capital program is a plan for capital expenditures that extends four years beyond the capital budget and is updated yearly.

**CASH BASIS OF ACCOUNTING.** Revenues are recorded when cash is received and expenses are recognized when cash is paid out.

**CHARGES FOR SERVICES.** (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.

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

**COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR).** Financial report that contains at a minimum, three sections: 1) introductory, 2) financial, 3) statistical and whose financial section provides information on each individual fund and component unit.

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

**DEBT AUTHORIZATION.** Formal approval to incur debt by municipal officials, in accordance with procedures stated in M.G.L. Ch. 44, specifically sections 2, 3, 4 and 6-15.

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

# GLOSSARY

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**DEBT LIMIT.** The general debt limit of a city consists of the normal debt limit, which is 5% of the valuation of taxable property and a double debt limit, which is 10% of that valuation. Cities and towns may authorize debt up to the normal limit without state approval, while debt up to the double debt limit requires state approval. Certain categories of debt are exempt from these limits.

**DEBT SERVICE.** Payment of interest and principal to holders of a government's debt instruments.

**DEFICIT.** The excess of budget expenditures over receipts. The City charter requires a balanced budget.

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

**DEPRECIATION.** A method of allocating the cost of a tangible asset over its useful life. This is done for accounting purposes.

**DIRECT DEBT.** Debt of the government preparing statistical information, in contrast to debt of other, overlapping governments.

**E-GOV.** The City's IT Governance Model. The model is to ensure that IT spending decisions reflect the goals of the City through a set of principles and criteria.

**ENCUMBRANCE.** Obligations in the form of purchase orders and contracts which are chargeable to an appropriation and are reserved.

**ENTERPRISE FUND.** A proprietary fund type used to report an activity for which a fee is charged to external users for goods and services.

**EQUALIZED VALUATIONS (EQVs).** The determination of the full and fair cash value of all property in the Commonwealth that is subject to local taxation. EQVs have historically been used as variables in distributing certain state aid accounts, and for determining county assessments and certain other costs.

**EXCESS LEVY CAPACITY.** The difference between the levy limit and the amount of real and personal property taxes actually levied in a given year. Annually, the council must be informed of excess levying capacity and evidence of their acknowledgement must be submitted to the state Department of Revenue when setting the tax rate.

**EXPENDITURES.** The amount of money, cash, or checks actually paid or obligated for payment from the treasury. Expenditures are categorized in accordance with Massachusetts General Laws and the Uniform Massachusetts Accounting System (UMAS). Categories are Salary and Wages, Other Ordinary Maintenance, Travel and Training, and Extraordinary Expenditures.

**FIDUCIARY FUND.** Funds used to report assets held in a trustee or agency capacity for others and which cannot be used to support the government's own programs. Categories include pension, investment, and agency funds.

**FINES & FORFEITS.** Fines and any associated penalties levied for violations of the municipal code.

**FISCAL YEAR.** The twelve-month financial period used by all Massachusetts municipalities, which begins July 1 and ends June 30 of the following calendar year. The fiscal year is identified by the year in which it ends. Example: July 1 to June 30.

**FREE CASH.** Funds remaining from the operations of the previous fiscal year that are certified by the state Department of Revenue's Director of Accounts as available for appropriation. Remaining funds include unexpended free cash from the previous year, receipts in excess of estimates shown on the tax recapitulation sheet, and unspent amounts in budget line items. Unpaid property taxes and certain deficits reduce the amount of remaining funds which can be certified as free cash.

## GLOSSARY

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**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 2.5% 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.

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

**FUND BALANCE.** The excess of assets of a fund over its liabilities and reserves. Fund balance is classified as non-spendable, restricted, committed, assigned, and unassigned based on the relative strength of constraints that control how specific amounts can be spent.

**GASB 34.** A major pronouncement of the Governmental Accounting Standards Board that requires a report on overall financial health, including trends, prospects for the future, the cost of delivering services and value estimates on public infrastructure assets.

**GASB 54.** A major pronouncement of the Governmental Accounting Standards Board that requires the classification of fund balances based primarily on the extent to which the government is bound to follow constraints on the use of governmental fund resources.

**GENERAL FUND.** The fund serves as the chief operating fund of a government. The general fund is used to account for all financial resources except those required to be accounted for in another fund.

**GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP).** Conventions, rules, and procedures that serve as the norm for the fair presentation of financial statements.

**GENERAL OBLIGATION BONDS.** Bonds issued by a municipality which are backed by the full faith and credit of its taxing authority.

**GEOGRAPHICAL INFORMATION SYSTEM (GIS).** Computerized mapping system and analytical tool that allows a community to raise and sort information on a parcel, area, or community wide basis.

**GOVERNMENTAL FUNDS.** Funds generally used to account for tax-supported activities. There are five different types of governmental funds: the general fund, special revenue funds, debt service funds, capital projects funds, and permanent funds.

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

**HOTEL/MOTEL EXCISE.** Allows a community to assess a tax on short-term room occupancy at hotels, motels, and lodging houses, as well as convention centers in selected cities.

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

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

**INTERGOVERNMENTAL REVENUE.** Includes federal and state grants, other governmental revenue and State Aid revenue. Examples include Cherry Sheet revenue, Community Development Block Grant, and Unrestricted General Government Aid.

# GLOSSARY

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**INTERNAL SERVICE FUNDS.** Proprietary fund type that may be used to report any activity that provides goods or services to other funds, departments, or agencies of the primary government on a cost-reimbursement basis.

**LICENSE AND PERMIT FEES.** The charges related to regulatory activities and privileges granted by government in connection with regulations.

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

**LINE-ITEM BUDGET.** A format of budgeting which organizes costs by type of expenditure such as supplies, equipment, maintenance, or salaries.

**MAJOR FUND.** A fund whose revenues, expenditures, assets, or liabilities (excluding extraordinary items) are at least 10% of corresponding totals for all governmental or enterprise funds and at least 5% of the aggregate amount for all governmental and enterprise funds.

**MASSACHUSETTS CLEAN WATER TRUST (MCWT).** The MCWT improves the water quality in the Commonwealth through the provision of low cost capital financing to cities, towns, and other eligible entities, and maintains stewardship of public funds with prudence, professionalism, and integrity.

**MASSACHUSETTS WATER RESOURCE AUTHORITY (MWRA).** The MWRA is a public authority that provides wholesale water and sewer services to metropolitan Boston area communities.

**MEALS EXCISE.** Local excise option, allowing communities to assess a sales tax on sales of restaurant meals originating in the city by a vendor.

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

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

**NET ASSETS.** The difference between the assets and liabilities of proprietary funds. Classifications include unrestricted, invested in capital, net of related debt, and restricted assets.

**NET ZERO.** A building with zero net energy consumption. The total amount of energy used by the building on an annual basis is approximately equal to the amount of renewable energy created on the site.

**NON-TAX REVENUE.** All revenue coming from non-tax sources including licenses and permits, intergovernmental revenue, charges for services, fines and forfeits, and various other miscellaneous revenue.

**OFFICIAL STATEMENT.** A document prepared for potential investors that contains information about a prospective bond or note issue and the issuer.

**OTHER POST-EMPLOYMENT BENEFITS (OPEB).** Benefits received by an employee when he or she begins retirement, including health care and life insurance premiums, in accordance with state statute and City ordinance.

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

# GLOSSARY

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**PARTICIPATORY BUDGETING.** A democratic process in which residents directly decide how to spend part of a public budget.

**PAY-AS-YOU-GO FUNDS.** The appropriation of current revenues, including Property Taxes and Free Cash, to fund capital improvements, as opposed to incurring debt to cover the costs.

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

**PERFORMANCE MEASURE.** An instrument for determining the degree to which a department or division executes an action or task. The degree of goal fulfillment achieved by programs. The Budget includes FY15 Actual, FY16 Projected, and FY17 Target performance measures.

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

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

**PROGRAM.** Group activities, operations, or organizational units directed to attaining specific purposes and objectives.

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

**PROPOSITION 2½.** A statewide tax limitation initiative petition limiting the property tax levy in cities and towns in the Commonwealth to 2½ percent of the full and fair cash valuation of the taxable real and personal property in that city or town. The statute also places an annual growth cap

of 2½ percent on the increase in the property tax levy.

**PROPRIETARY FUNDS.** Funds that focus on the determination of operating income, changes in net assets, financial position, and cash flows. There are two different types of proprietary funds: enterprise funds and internal service funds.

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

**RATING AGENCIES.** This term usually refers to Moody's Investors Service, Standard and Poor's Corporation, and Fitch Ratings. These are the three major agencies that issue credit ratings on the City's municipal bonds.

**REFUNDING.** Issuance of new debt whose proceeds are used to repay previously issued debt. When interest rates fall, issuers can exercise the call feature of a bond and replace it with another debt instrument paying a lower interest rate.

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

**RESERVED FUND BALANCE.** Portion of a governmental fund's net assets that is not available for appropriation.

**RESTRICTED ASSETS.** Assets whose use is subject to constraints that are either externally imposed by creditors, grantors, or contributors; or imposed by law.

**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

# GLOSSARY

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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 benefits to citizens.

**SPECIAL REVENUE FUND.** Governmental fund type used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specific purposes.

**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.** Short-term interest-bearing note issued by a government in anticipation of tax revenues to be received at a later date. The note is retired from the tax revenues to which it is related.

**TAX RATE.** The amount of tax levy stated per \$1,000 in value of the tax base. There are three classes of taxable property: 1) residential real property,

2) open space land, and 3) all other commercial, industrial, and personal) property, each of which may be taxed at a different rate. Within limits, cities and towns are given the option of determining the share of the levy to be borne by the different classes of property. The share borne by residential real property must be at least 65% of the full rate. The share of commercial, industrial, and personal property must not exceed 175% of the full rate. Property may not be classified until the state department of revenue has certified that all property has been assessed at its full value.

**TRUE INTEREST COST (TIC).** The actual cost of issuing a bond. The TIC is the yearly cost for obtaining debt financing, expressed as a proportion of the total debt amount. All charges related to the bond are included, for example all ancillary fees and costs such as discount points and prepaid interest, as well as factors related to the time value of money.

**UNASSIGNED FUND BALANCE.** The residual classification for the government's general fund and includes all spendable amounts not contained in the other classifications, which normally are restricted or committed.

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

**UNRESTRICTED GENERAL GOVERNMENT AID (UGGA).** The components of local aid including additional assistance and lottery aid, which were combined into this one category, UGGA, in FY10.

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

## ACRONYM TABLE

ACS	American Community Survey
ADA	Americans with Disabilities Act
AV	Audiovisual
BEUDO	Building Energy Use Disclosure Ordinance
BYOB	Bring Your Own Bag Ordinance
BZA	Board of Zoning Appeal
CAC	Cambridge Arts Council
CAD	Computer-aided Design
CAFR	Comprehensive Annual Financial Report
CCSW	Cambridge Commission on the Status of Women
CCTV	Cambridge Community Television
CD	Certificate of Occupancy
CDBG	Community Development Block Grant
CDD	Community Development Department
CEP	Cambridge Employment Program (Human Services Department)
CET	Community Engagement Team (Human Services Department)
CFD	Cambridge Fire Department
CHA	Cambridge Health Alliance; Cambridge Housing Authority
CHC	Cambridge Historical Commission
CHIP	Community Health Improvement Plan
CHRC	Cambridge Human Rights Commission
CIPP	Cured-in-place Pipe
CLC	Community Learning Center (Human Services Department)
CMR	Code of Massachusetts Regulations
CMT	Constant Maturity Treasury
CO	Certificate of Occupancy
COA	Council on Aging (Human Services Department)
CoC	Continuum of Care
COFI	Cost of Funds Index
COLA	Cost of Living Adjustment
COT	Cambridge Office for Tourism (Executive Office)
CPA	Community Preservation Act
CPD	Cambridge Police Department
CPS	Cambridge Public Schools
CRLS	Cambridge Rindge and Latin School
CSI	Community Safety Initiative
CSO	Combined System Overflow
CWD	Cambridge Water Department
CYP	Cambridge Youth Programs (Human Services Department)
d/b/a	Doing business as
DCR	Massachusetts Department of Conservation and Recreation
DEP	Massachusetts Department of Environmental Protection
DGBVPI	Domestic and Gender-Based Violence Prevention Initiative
DHCD	Massachusetts Department of Housing and Community Development
DHSP	Department of Human Service Programs
DOR	Massachusetts Department of Revenue

## ACRONYM TABLE

DPW	Department of Public Works
DV	Domestic Violence
EAB	Emerald Ash Borer
ECC	Emergency Communications Center
ECD	Emergency Communications Department
EDD	Economic Development Division (Community Development Department)
EEOC	Equal Employment Opportunity Commission
EF	Education First
EFT	Electronic Funds Transfer
ELA	English Language Arts
EMS	Emergency Medical Services
EOD	Explosive Ordinance Unit (Police Department)
EOPSS	Massachusetts Executive Office of Public Safety and Security
EPA	U.S. Environmental Protection Agency
EPAC	Emergency Preparedness and Coordination (Fire Department)
EQVs	Equalized Valuations
ESOL	English for Speakers of Other Languages
FBI	Federal Bureau of Investigation
FEMA	Federal Emergency Management Association
FHAP	Fair Housing Assistance Program
FTE	Full-Time Equivalent
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GASB	Government Accounting Standards Board
GFOA	Government Finance Officers Association
GHG	Greenhouse Gas
GIS	Geographic Information System
GLBT	Gay, Lesbian, Bisexual, and Transgender
GPS	Global Positioning System
Hazmat	Hazardous Materials
HMO	Health Maintenance Organization
HOME	HUD HOME Investment Partnerships Program
HUD	Federal Department of Housing and Urban Development
HVAC	Heating, Ventilation, and Air Conditioning
HVE	High-Visibility Enforcement
ICP/MS	Intensively Coupled Plasma Mass Spectrometry
IEP	Individualized Education Plan
ISD	Inspectional Services Department
ISO	Insurance Services Office
IT	Information Technology
ITD	Information Technology Division (Finance Department)
JK	Junior Kindergarten
KOED	King Open Extended Day
LED	Light Emitting Diode
MA	Massachusetts
MAPC	Metropolitan Area Planning Council

# ACRONYM TABLE

MassDOT	Massachusetts Department of Transportation
MBTA	Massachusetts Bay Transportation Authority
MCC	Massachusetts Cultural Council
MCWT	Massachusetts Clean Water Trust
MGL	Massachusetts General Laws
MIT	Massachusetts Institute of Technology
MLC	Municipal Lien Certificate
MMBtu	One Million British Thermal Units
MSBA	Massachusetts School Building Authority
MSPCA	Massachusetts Society for the Prevention of Cruelty to Animals
MSYEP	Mayor's Summer Youth Employment Program (Human Services Department)
MTU	Meter Transmission Units
MV	Motor Vehicle
MWPA	Massachusetts Wetlands Protection Act
MWRA	Massachusetts Water Resources Authority
NRS	Neighborhood Revitalization Strategy
OOM	Other Ordinary Maintenance
OPEB	Other Post-Employment Benefits
OST	Out of School Time
OWD	Office of Workforce Development (Human Services Department)
PB	Participatory Budgeting
PC	Personal Computer
PERAC	Public Employee Retirement Administration Commission
PILOT	Payments In-Lieu-Of Tax
PIO	Public Information Office (Executive Department)
PLC	Programmable Logic Controller
PRAB	Police Review and Advisory Board
PRC	Project Review Committee
PSA	Public Service Announcement
PSAP	Public Safety Answering Position
PTDM	Parking and Transportation Demand Management
RMV	Registry of Motor Vehicles
RSTA	Rindge School of Technical Arts
RWH	Robert W. Healy Public Safety Building
SIU	Special Investigations Unit (Police Department)
SOGI	Sexual Orientation and Gender Identity
SPOF	Street Preservation Offset Fund
SRT	Special Response Team (Police Department)
STEM	Science, Technology, Engineering, and Math
STEAM	Science, Technology, Engineering, Arts, and Math
T-Bill	Treasury Bill
TEU	Traffic Enforcement Unit (Police Department)
TIC	True Interest Cost
TPF	Tactical Patrol Force (Police Department)
TPT	Traffic, Parking & Transportation Department
TSD	Technical Services Division (Police Department)

## ACRONYM TABLE

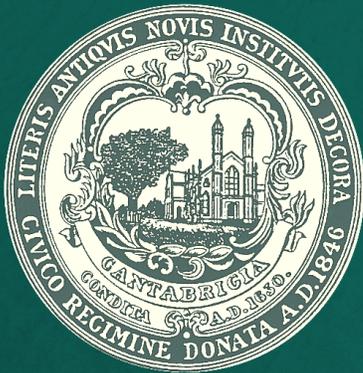
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<b>UASI</b>	Urban Area Security Initiative
<b>UGGA</b>	Unrestricted General Government Aid
<b>US</b>	United States
<b>USGS</b>	United States Geological Survey
<b>VA</b>	U.S. Department of Veterans Affairs
<b>VFD</b>	Variable Frequency Drives
<b>VLRC</b>	Veterans' Life and Recreation Center
<b>VoIP</b>	Voice over Internet Protocol
<b>wifi</b>	Wireless Fidelity (wireless internet)
<b>WTO</b>	Water Treatment Operations
<b>WWI</b>	World War I
<b>YFSU</b>	Youth & Family Services Unit, (Police Department)
<b>YRO</b>	Youth Resource Officer (Police Department)
<b>YWCA</b>	Young Women's Christian Association

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