Annual Budget
2010 - 2011

Submitted by
The City Manager,
Cambridge,
Massachusetts

Mayor Sheila Doyle Russell West Cambridge Youth & Community Center

MAYOR SHEILA DOYLE RUSSELL WEST CAMBRIDGE YOUTH & COMMUNITY CENTER is the culmination of a multi-year effort by parents, neighbors, elected officials and City staff to provide a suitable location for expanded programming for the youth of West Cambridge. This new facility opened in September, 2009. The Center was previously located for many years in an apartment at Corcoran Park, a nearby Cambridge Housing Authority building. The new 30,000 square foot Center will enable local youth to participate in a broad range of activities in this dynamic Huron Avenue facility, designed by Cambridge Seven Associates.

Using sustainable materials and geometric forms, the building incorporates a range of green features, which will enable it to achieve a LEED silver certification. The innovative design includes a full size gymnasium, fitness room, full teaching kitchen, computer study lab, a dance/performance space and an art project/craft room.

The facility also includes a community meeting room and will allow for programming for parents and infants, seniors and adults during school hours. The large performance space on the second floor will accommodate large groups for dance, theatrical performances, movie viewing, community meetings and other gatherings.

The new Center shares the site with the Mt. Auburn VFW, Post 8818, which sold the land to the City and used some of the proceeds to build their own new facility, as part of the structure, at the rear of the property, allowing for the distinct dual uses by youth and veterans from this vibrant Cambridge neighborhood.

Photo: Cambridge Seven Associates

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Cambridge

Massachusetts

For the Fiscal Year Beginning

July 1, 2009

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an Award for Distinguished Budget Presentation to the City of Cambridge for its annual budget for the fiscal year beginning July 1, 2009.

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

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

TABLE OF CONTENTS

		PAGE
I	**BUDGET MESSAGE**	
	City Manager's Submitted Budget Message	I - 1
	SUMMARY: Operating Budget	I - 2
II	**GENERAL INFORMATION**	
	Budget Calendar	II - 1
	Budget Process	II - 2
	Organizational Chart	II - 7
	Glossary	II - 8
	Selected Acronym Table	II - 15
	General Profile of City	II - 18
	Facts on File	II - 20
	Tax Facts	II - 22
	Basis of Accounting and Budgeting	II - 23
	Financial Policies and Guidelines	II - 25
	Investment Policy	II - 27
	Debt Management Policy	II - 32
	Debt Ratio/Debt Limit	II - 35
	Debt Position	II - 36
	Reserve Policy	II - 37
	Appropriation by Function	II - 38
	Appropriation by Statutory Category	II - 39
	Revenue by Source	II - 40
	Public Investment Appropriations	II - 41
	Public Investment Financing Plan	II - 42
	Appropriated Funds Chart	II - 43
	General Fund Analysis	II - 44
	General Fund/Three Year History	II - 45
	Water Fund Analysis	II - 46

Water Fund/Three Year History ..... II - 47
Parking Fund Analysis ..... II - 48
Parking Fund/Three Year History ..... II - 49
Projected Fund Balances ..... II - 50
Health Claims Trust and Stabilization Funds ..... II - 53
Position Chart ..... II - 55
Position List ..... II - 56

III FINANCIAL PLAN

SUMMARY: OPERATING AND CAPITAL BUDGETS ..... III - 1
Five Year Revenue Budget Chart ..... III - 3
Major Revenue Sources ..... III - 4
Operating Budget
Summary ..... III - 17
Taxes
Summary ..... III - 19
Real Property Tax ..... III - 20
Personal Property ..... III - 21
Motor Vehicle Excise Tax ..... III - 22
Hotel/Motel Tax ..... III - 23
Corporation Excise ..... III - 24
Meals Excise ..... III - 25
Interest on Taxes ..... III - 26
In-Lieu-of-Taxes ..... III - 27
Licenses & Permits
Summary ..... III - 29
Licenses ..... III - 30
Permits ..... III - 33
Fines and Forfeits
Summary ..... III - 35
Charges for Service
Summary ..... III - 37
Parking Fund ..... III - 38
Water Fund ..... III - 40
Sewer Service Charge ..... III - 41
Fees Summary ..... III - 43
Administration Fees ..... III - 44

Public Safety Fees ..... III - 46
Electrical Fees ..... III - 47
Human Services Fees ..... III - 48
Childcare Fees ..... III - 50
Hearing Fees ..... III - 51
Other Charges ..... III - 52
Intergovernmental Revenue
Summary ..... III - 53
Federal Grants ..... III - 54
State Grants ..... III - 55
State Cherry Sheet ..... III - 56
School & Local Aid ..... III - 57
Education Reimbursements ..... III - 58
General Government ..... III - 59
Miscellaneous Intergovernmental Revenue ..... III - 61
Miscellaneous Revenue
Summary ..... III - 63
Interest Earnings ..... III - 64
Rent/Sale of Property ..... III - 65
Free Cash ..... III - 66
Other Miscellaneous Revenue ..... III - 67

IV **SERVICE PROGRAMS**
SUMMARY: GENERAL GOVERNMENT ..... IV - 1
Mayor ..... IV - 2
Executive ..... IV - 6
Tourism ..... IV - 12
Affirmative Action ..... IV - 15
Public Information ..... IV - 18
Employees' Committee on Diversity ..... IV - 20
City Council ..... IV - 21
City Clerk ..... IV - 24
Law ..... IV - 29
Finance
Summary ..... IV - 32
Administration ..... IV - 37
Budget ..... IV - 39

Personnel ..... IV - 42
Assessing ..... IV - 46
Purchasing ..... IV - 50
Auditing ..... IV - 52
Revenue ..... IV - 55
Treasury ..... IV - 58
Information Technology Department ..... IV - 61
Employee Benefits
Summary ..... IV - 65
Pensions ..... IV - 68
Insurance ..... IV - 70
Collective Bargaining ..... IV - 72
General Services ..... IV - 73
Election Commission ..... IV - 77
Public Celebrations ..... IV - 82
Reserve ..... IV - 90
SUMMARY: PUBLIC SAFETY ..... IV - 91
Animal Commission ..... IV - 92
Fire ..... IV - 96
Police
Summary ..... IV - 113
Leadership ..... IV - 122
Operations ..... IV - 126
Support Services ..... IV - 137
Traffic, Parking & Transportation
Summary ..... IV - 144
Traffic Control ..... IV - 148
Parking Control ..... IV - 152
Support Services ..... IV - 157
Police Review & Advisory Board ..... IV - 158
Inspectional Services ..... IV - 161
License Commission ..... IV - 165
Consumer Council ..... IV - 171
Sealer of Weights & Measures ..... IV - 175
Electrical ..... IV - 178
Emergency Management ..... IV - 181
Emergency Communications ..... IV - 182

SUMMARY: COMMUNITY MAINTENANCE AND DEVELOPMENT ..... IV - 191
Public Works
Summary ..... IV - 192
Administration ..... IV - 200
Public Ways ..... IV - 210
Solid Waste ..... IV - 214
Parks & Urban Forestry ..... IV - 221
Cemetery ..... IV - 224
Public Buildings ..... IV - 226
Vehicles & Equipment ..... IV - 229
Off Hours ..... IV - 231
Energy ..... IV - 232
Water
Summary ..... IV - 240
Administration ..... IV - 243
Source of Supply ..... IV - 246
Distribution & Transmission ..... IV - 251
Community Development
Summary ..... IV - 253
Administration ..... IV - 258
Community Planning ..... IV - 260
Housing ..... IV - 265
Economic Development ..... IV - 269
Environmental and Transportation ..... IV - 272
Contingency ..... IV - 276
Historical Commission ..... IV - 277
Conservation Commission ..... IV - 284
Peace Commission ..... IV - 288
Cable TV ..... IV - 295
Debt Service ..... IV - 299
SUMMARY: HUMAN RESOURCE DEVELOPMENT ..... IV - 303
Library
Summary ..... IV - 304
Main Library ..... IV - 311
Branch Libraries ..... IV - 312

Human Services
Summary ..... IV - 313
Grants ..... IV - 318
Administration ..... IV - 322
Workforce Development ..... IV - 326
Planning & Development ..... IV - 330
Community Schools ..... IV - 341
Recreation ..... IV - 344
Elderly Services/Council on Aging ..... IV - 348
Childcare ..... IV - 352
Golf Course ..... IV - 358
Community Learning Center ..... IV - 359
Youth Programs ..... IV - 362
Commission on the Status of Women ..... IV - 366
Human Rights Commission ..... IV - 371
Veterans' Benefits/Services ..... IV - 375
SUMMARY: EDUCATION ..... IV - 381
Schools ..... IV - 382
SUMMARY: INTERGOVERNMENTAL ..... IV - 385
Massachusetts Water Resources Authority ..... IV - 386
Cherry Sheet ..... IV - 387
Cambridge Public Health Alliance ..... IV - 389

V PUBLIC INVESTMENTS
Public Investment/Summary ..... V - 1
Public Investment Appropriation Chart ..... V - 8
Public Investment Financing Plan Chart ..... V - 9
Public Investment Appropriations 2006-2011 Chart ..... V - 10
Public Investment Fund (In Thousands) ..... V - 11
Summary 2011-2015 Appropriation Plan ..... V - 12
Detail 2011-2015 Financing Plan ..... V - 14
Summary 2011-2015 Financing Plan ..... V - 15
SUMMARY: GENERAL GOVERNMENT ..... V - 17
Acquisition of Personal Computers ..... V - 18
Technology Upgrades ..... V - 19
SUMMARY: PUBLIC SAFETY ..... V - 21
Fire Vehicles/Equipment ..... V - 22

Fire Station/Renovations ..... V - 23
Public Safety/Replacement of Street Lights ..... V - 24
SUMMARY: COMMUNITY MAINTENANCE AND DEVELOPMENT ..... V - 25
Public Building Renovations ..... V - 26
Public Works Equipment ..... V - 27
Streets/Sidewalks Reconstruction ..... V - 28
Parks & Cemetery Tree Pruning ..... V - 30
Parking Improvements ..... V - 31
Water System Improvements ..... V - 33
Sewer Reconstruction ..... V - 35
Traffic Calming Design/Construction ..... V - 37
Harvard Square Tunnel Improvements ..... V - 38
Harvard Square Surface Improvements ..... V - 39
Kendall Square Surface Improvements ..... V - 40
Façade Improvement Program ..... V - 41
Employment Program Fund ..... V - 42
Housing Rehabilitation & Development ..... V - 43
Neighborhood Business Development ..... V - 44
Public Art ..... V - 45
Public Art Conservation & Maintenance ..... V - 46
SUMMARY: HUMAN RESOURCE DEVELOPMENT ..... V - 47
Library equipment Renovations ..... V - 48
Parks & Recreation ..... V - 49
Accessibility Improvements ..... V - 50
SUMMARY: EDUCATION ..... V - 51
School Equipment/Renovations ..... V - 52

VI **APPROPRIATION ORDERS**
Appropriation Orders ..... VI - 1
Index ..... VI - 7

THIS SPACE RESERVED FOR COUNCILLORS' NOTES

CITY OF CAMBRIDGE • EXECUTIVE DEPARTMENT

Robert W. Healy, City Manager *Richard C. Rossi, Deputy City Manager*

SUBMITTED BUDGET MESSAGE

April 26, 2010

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

I herewith submit for your consideration the proposed FY11 Operating and Capital Budgets for the City of Cambridge, as well as the proposed FY12 - 15 Capital Plan.

The proposed Operating Budget of $459,705,025 represents an increase of $13,879,220, or 3.1%, over the FY10 adjusted budget. The budget increase is largely attributable to a 3.0% cost of salary increases for employees, a 7.4% increase in employee health insurance, a 3.0% increase in employee pension costs, a 2.0% increase in Massachusetts Water Resource Authority and State assessments, and a debt service increase of 4.6%. Also, $1.2 million has been added to the budget to cover the cost of a 53rd pay period in FY11 for employees who are paid on Thursdays. In addition, the Operating Budget reflects a net decrease of 1 full-time position. Overall, the City has reduced 28 full-time positions since FY03 while being able to provide programmatic and operational staffing for the new major facilities the City has opened over the last two years.

This Budget accomplishes the following:

1) Maintains City and school services that citizens have come to expect and provides for a strong capital plan, which provides stability and reinvestment in our community that is important during these difficult times and, given the current economic climate and the fiscal challenges facing many cities and towns in the Commonwealth, is a major achievement; and

2) Achieves the above with a moderate increase in the property tax levy in spite of a continued reduction in State Aid, which supports the City Council Goal of "evaluating expenditures with a view of maintaining a strong fiscal position and awareness of the impact on taxpayers."

SUMMARY: OPERATING BUDGET (all funds)

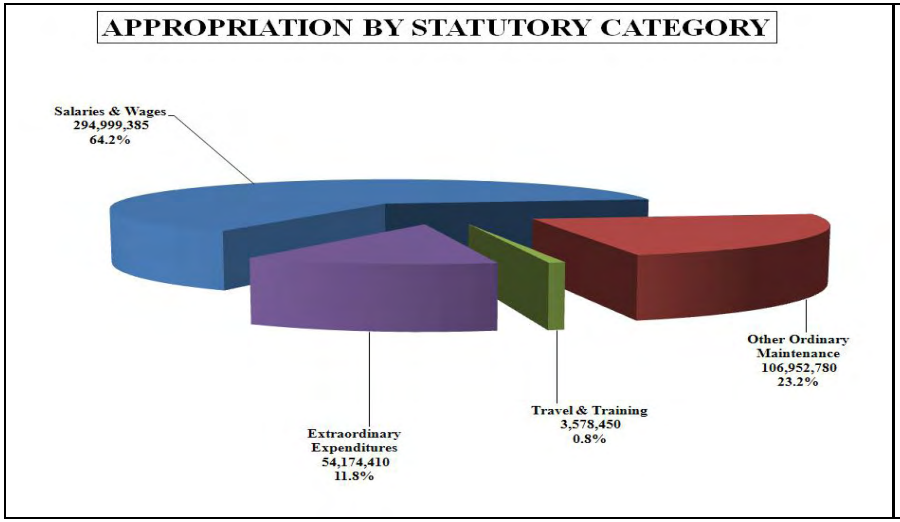
FY09 ACTUAL	FY10 PROJECTED	PROGRAM EXPENDITURES	FY11 BUDGET
$36,193,740	$42,126,395	General Government	$47,778,775
95,516,055	97,754,775	Public Safety	101,163,395
94,466,270	97,184,375	Community Maintenance & Development	98,891,195
26,022,715	28,911,780	Human Resource Development	30,102,300
128,964,805	133,004,570	Education	137,492,275
41,020,245	43,215,420	Intergovernmental	44,277,085
$422,183,830	$442,197,315		$459,705,025

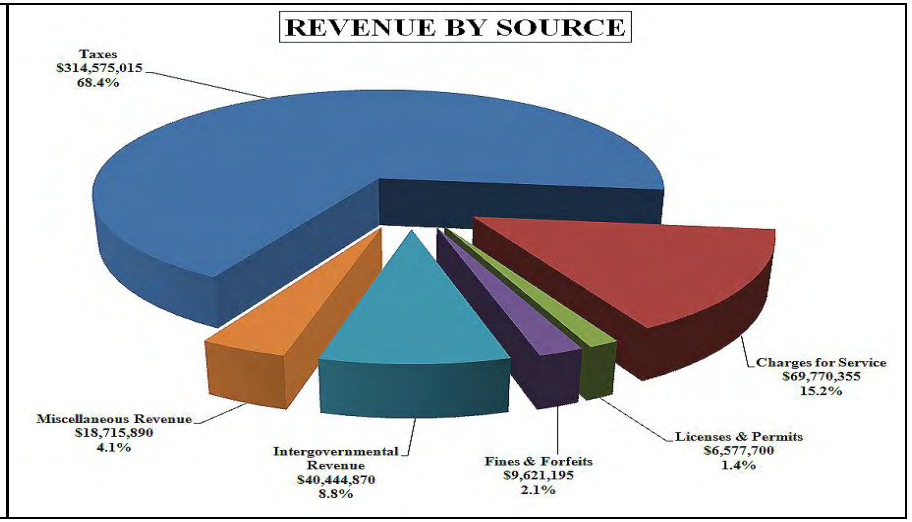
FINANCING PLAN	FY11 BUDGET
Taxes	$314,575,015
Licenses & Permits	6,577,700
Fines & Forfeits	9,621,195
Charges for Service	69,770,355
Intergovernmental Revenue	40,444,870
Miscellaneous Revenue	18,715,890
	$459,705,025

SUMMARY: CAPITAL BUDGET

PROGRAM EXPENDITURES	FY11 BUDGET
General Government	$265,000
Public Safety	675,000
Community Maintenance & Development	19,490,015
Human Resource Development	1,355,000
Education	600,000
	$22,385,015

FINANCING PLAN	FY11 BUDGET
Property Taxes	$1,850,000
Parking Fund	775,000
Sewer Service Charge	800,000
Water Service Charge	1,750,000
Block Grant	1,552,580
Chapter 90	1,933,435
Street Preservation Offset Fund (SPOF)	260,000
MWRA Grant	576,410
MWRA Interest	417,590
Bond Proceeds	12,450,000
Golf Course Fees	20,000
	$22,385,015





TOTAL OPERATING BUDGET $459,705,025

FY11 State Aid revenue projections to the City are based on the Governor's FY11 State Budget released in January 2010, except for Unrestricted General Government Aid (UGGA) and Chapter 70 School Aid, which did not reflect any reductions. The Proposed City Budget uses the State Aid estimates for UGGA and Chapter 70 School Aid provided by the Senate Committee on Ways and Means in March 2010 based on an agreement reached by House of Representative and Senate leaders. Amounts for other State Aid categories were not part of this agreement. This translates into a 4% reduction in these two local aid categories. A reconciliation of these Budget Proposals regarding State Aid reductions will take place over the next several weeks as the State Budget process evolves. However, if these reductions are smaller than estimated, adjustments will be made in the fall of 2010 when the City Manager submits his recommendations to the City Council to set the final property tax levy amount as part of the tax rate setting process.

The City estimates receiving $1,122,325 less in FY11 than it did in FY10 (budget to budget) for these two major local aid categories, for a total of $26,935,840. These two local aid categories represent 5.9% of the total FY11 Operating Budget. However, there are additional net decreases in other state aid categories equaling $65,300, which brings the total decrease to $1,187,625 for FY11.

The spending plan for the Operating and Capital Budget, as submitted, including non-budget items such as overlay reserve, calls for a total FY11 property tax levy of $285,647,600, a $16,984,615 or a 6.3% increase. It should be noted that if there was not a reduction to the UGGA and Chapter 70 School Aid categories of $1.1 million, our estimated property tax levy increase would be 5.9% in FY11 or 5.4% if it were not for the additional cost of funding the 53rd pay period in FY11.

The actual tax levy is determined in September 2010, when the City Council votes on the City Manager's property tax and classification recommendations. It is anticipated that the City will be able to use increased non-property tax revenues, such as parking fund revenue, meals excise, free cash or other revenues, at a higher level than what is included in the FY11 Budget, once actual FY10 receipts and final state aid figures are known to lower the property tax levy. Because of the policies followed by the City Council, the City has been able to accumulate significant reserve balances, including free cash, and has an excess levy capacity of $98.6 million. The City has developed a financial strategy, which takes into consideration the possibility of the current economic challenges, in order to mitigate the impact on the operating and capital budgets. This has afforded the City the flexibility to proceed cautiously without major reductions in services.

Despite our ability to manage our resources to provide services and infrastructure improvements, Cambridge faces the same challenges as other cities and towns with regard to municipal financing and reliance on the property tax. The City receives approximately 62% of its revenues from the property tax. Fortunately, Cambridge has been able to stay below the Proposition 2 ½ property tax levy limit because of its ability to generate non-property tax revenues, new construction growth, controlled budget growth and the prudent use of reserves. In addition, the City has been able to achieve a low property tax rate and an overall lower residential property tax bill than surrounding communities. In fact, over the last five years, on average, 80% of residential property owners have seen a reduction, no increase or an increase of less than $100 in their tax bill.

As I noted to the City Council at this time last year, I believe that we were in a difficult period for both the FY10 and FY11 Budget cycles, which has proved to be true. While we have been able to absorb operating and programmatic costs associated with our new facilities, cover increased salary, fringe benefit and debt service costs and absorb significant State Aid reductions, we will need to continue to work to identify cost reduction opportunities and non-property tax revenue increases to ensure the FY12 Budget reflects a modest increase in the property tax levy.

Budget Process

The FY11 Budget Process began in early Fall 2009, as it became apparent that state revenues were below estimates and more than likely, that mid-year cuts in State Aid to cities and towns might be made in the current fiscal year, which would carryover into FY11. Fortunately, these mid-year reductions did not materialize as they did in FY09 when the City lost $2.6 million in State Aid.

The City Manager utilized the same process used for the FY10 Budget Process. This included the City Manager and senior staff meeting individually with Department Heads of the largest departments to review current year revenues and expenditures and to discuss and plan strategies to reduce costs for FY10 and FY11. This process allowed the City Manager to provide feedback early in the process on suggestions for potential recommendations before they were fully developed and before formal budget hearings were convened to review departmental budget submissions. As was the case for the FY10 Budget Process, this exercise reinforced for Department Heads that the FY11 Budget Process would be difficult. This meant recognizing that operating budgets would need to be reduced, including positions, in part to deal with reduced State Aid but also to absorb salary and non-salary cost increases.

While the FY11 Budget maintains the current level of services and covers increased costs including those associated with the new facilities, with a modest increase in the property tax levy, savings were required to be identified. As noted, the FY11 Budget contains a net reduction of 1 full-time position. The Departments which reflect position reductions are: Electrical (1); Cable TV (1); Emergency Management (1); Public Works (1); and Water (1). The Departments that reflect position additions are: Library (1); License-Consumer Council (1); Fire (1); and Election (1).

A similar process was used again in the review of unexpended Capital Budget balances, as an enhancement to our prior practice. Prior to the start of the Capital Budget process, the City Manager met with City Department Heads to review unexpended balances contained in existing capital budgets to determine if the balances could be reallocated to other areas or were sufficient to provide funding in FY11 for ongoing projects. Also, a review of existing projects funded from property taxes was conducted at the same time to explore opportunities for reducing or delaying FY11 requests.

Supporting New Facilities

In FY09, the City celebrated the opening of the new state-of-the-art Public Safety Facility, which houses the Police and Emergency Communications Departments, and the renovated War Memorial Recreation Center. In FY10, the City celebrated the opening of the New Main Library and the Mayor Sheila Doyle Russell West Cambridge Youth and Community Center, which is featured on the Budget Cover. The Youth and Community Center, includes youth programming space, athletic facility space and a large theatre/performance space, which enables a wide variety of users to enjoy a large community gathering space. The new Main Library features a Cambridge History room, Children's Room, Young Adults Room and a computer training room, as well as performance and meeting spaces. Also, the phased renovations to the Cambridge Rindge and Latin School (CRLS) are under way. The citizens of Cambridge will benefit from these new facilities for decades to come.

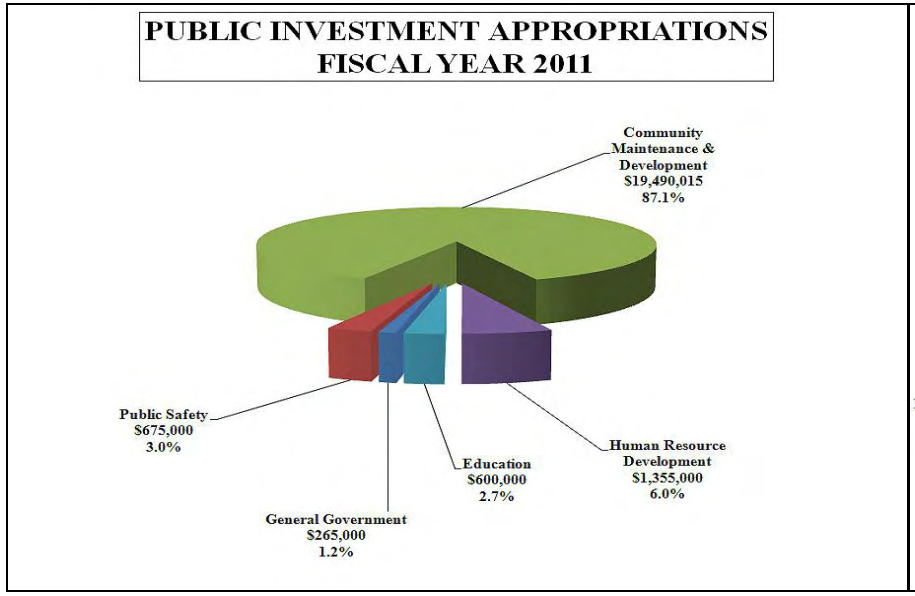
In anticipation of the opening the new Main Library, a Facilities Manager position was created though not funded in FY10, but is funded in the FY11 Budget now that the new facility is operational.

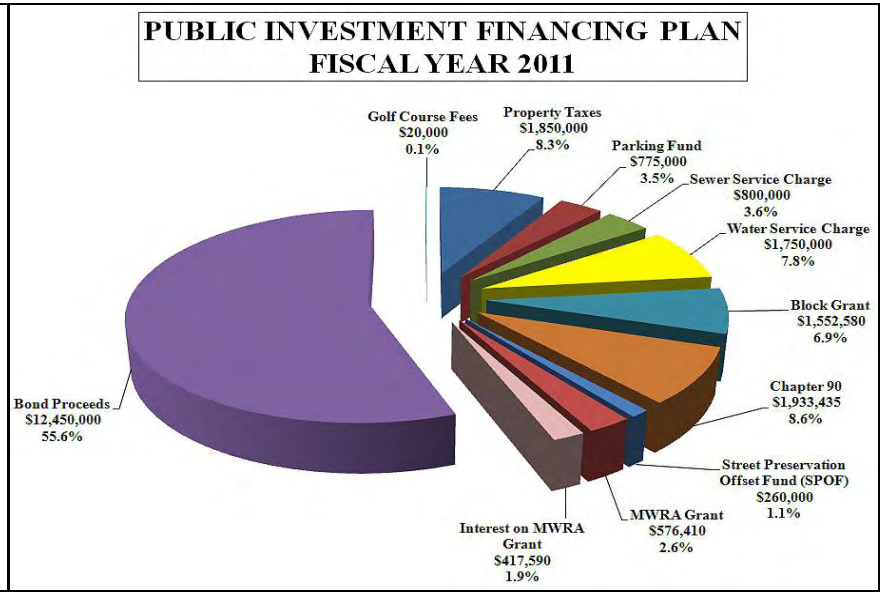
In order to promote cost efficiencies in the operations of the new library facility, several measures have been implemented, which include a patron self-checkout, purchasing the majority of library materials pre-processed, and acquiring software to manage time limits and printing use on public access computers. In addition, funds to cover increased operating costs to support programmatic and facility operations have been included in the FY11 Budget. $178,450 has been added as a result of increased programmatic and facility expenditures necessary for the operation of this considerably larger building (approximately 102,000 square feet) and includes funding for building maintenance contracts, energy, Minuteman Network fees, and supplies used for the processing of books and computer discs. Also, the book acquisition budget has been increased by $53,525 to comply with the Massachusetts Board of Library Commissioners standards.

Public Investment (Capital) Budget

The FY11 proposed Capital Budget totals $22,385,015, a decrease of $22,265,765 or 49.9% over the previous year. Although the total Capital Budget has decreased substantially in FY11, the Property Tax allocation shown in the FY11 financing plan has increased from its FY10 level of $1,000,000 to $1,850,000, due primarily to the nonrecurring funding ($700,000) for the acquisition for "toters" needed to implement "single stream" recycling. While the Sewer component of Bond Proceeds has decreased substantially from $14,290,000 in FY10 to $5,250,000 in FY11, the amount appropriated from Property Tax-supported debt has increased from $1,000,000, to $7,200,000 in FY11, to fund surface improvement projects in Harvard ($2,000,000) and Kendall (Phase 1 Design, $500,000) Squares, as well as the first phase of the Harvard Square Tunnel Improvement Project ($2,500,000), and building renovation projects including improvements to the East Cambridge and Inman Square Fire Stations ($250,000), design costs for the replacement of the roof at the Ryan Garage ($100,000), improvements to the HVAC system at the Central

Square Library ($550,000), and renovations to several elementary schools ($600,000). An additional $700,000 in Bond Proceeds has been allocated to fund the replacement of the existing artificial turf soccer field at Danehy Park as well as resurfacing the 400 meter running track.





Property Tax Levy and Reserves

In the past five fiscal years, we have been able to produce budgets that have reflected an average annual increase of 3.8% in the property tax levy. In FY10, this resulted in having approximately 80.5% of residential taxpayers receiving a property tax bill that was lower, the same as or only slightly higher (less than $100) than the previous year.

The spending plan for the Operating and Capital Budgets, as submitted, including non-budget items such as overlay reserve, calls for a total FY11 property tax levy of $285,647,600, a $16,984,615 or 6.3% increase from FY10. This percentage increase is below the 7.1% increase that was included in our five-year financial projections that were presented to the major credit rating agencies in January 2010. 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 this process.

As noted above, the actual tax levy is determined in the fall as part of the tax rate setting process. It is important to realize that when determining a homeowner's property tax bill, there are three major factors. The first is the Budget, which determines the levy amount required. The remaining two, which will not be known until the fall, include individual property valuation changes and residential/commercial mix.

The FY11 Budget continues to use reserves and other non-property tax revenue to reduce the increase in the property tax levy in the following ways:

- The FY11 Budget includes the use of $8.3 million from the City's (Debt) Stabilization Fund to offset the impact of increasing debt service costs on the property tax levy. We anticipate using the remaining balance in future years to offset property tax levy increases for increased debt service costs.
- $2,000,000 in overlay surplus balances accumulated from prior fiscal years is again being used to lower the tax levy increase.
- It is estimated that the City will again use $9 million in Free Cash in FY11, as it did in FY10, to lower the property tax levy increase, which is consistent with the City's financial plan.
- The FY11 Budget includes the use of $250,000 Water Fund Retained Earnings to reduce the water rate.
- The Parking Fund Revenues are providing $8,110,355 to support the Operating Budgets of various departments.
- The Health Claims Trust Fund is providing $7,000,000, an increase of $250,000, to support the Health Insurance Budget.
- The FY11 Budget uses $1.2 million from the School Debt Stabilization Fund to offset the drop-off in Massachusetts School Building Authority reimbursements prior to the completion of principal and interest payments on related bond issues for two elementary schools, as well as to cover a portion of the debt costs of the War Memorial Recreation Center.

State Aid

A summary of the current State Aid situation was discussed earlier in the section.

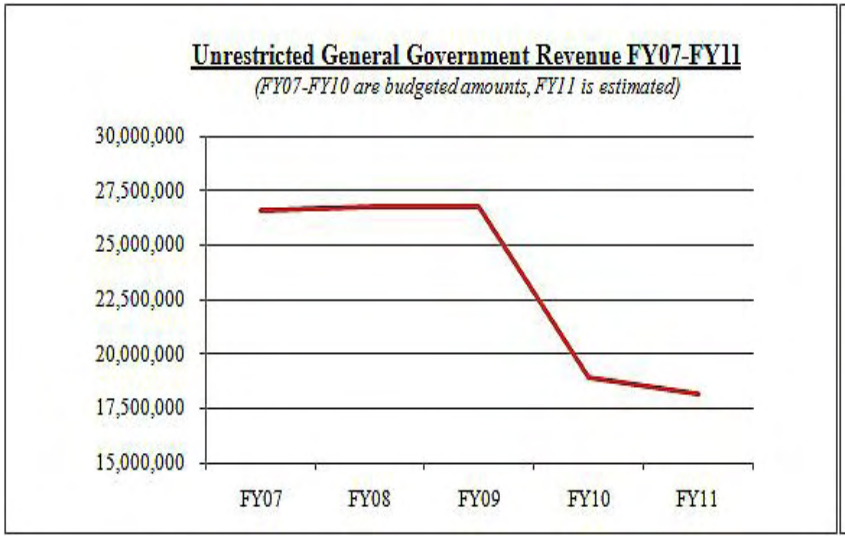
Local Aid refers primarily to distributions from the Commonwealth to municipal general revenue for Chapter 70 education aid, additional assistance and lottery aid. In FY10, lottery and additional assistance revenues were combined and renamed to Unrestricted General Government Aid (UGGA). The amount of Local Aid funds to be distributed is listed on each community's cherry sheet along with other, relatively smaller, Commonwealth programs such as library aid, veteran's benefits, police career incentive, school lunch and other reimbursements. School building reimbursements, which were once part of the Cherry Sheet, were removed when a new authority (School Building Authority) was created to administer the program in place of the State Department of Education.

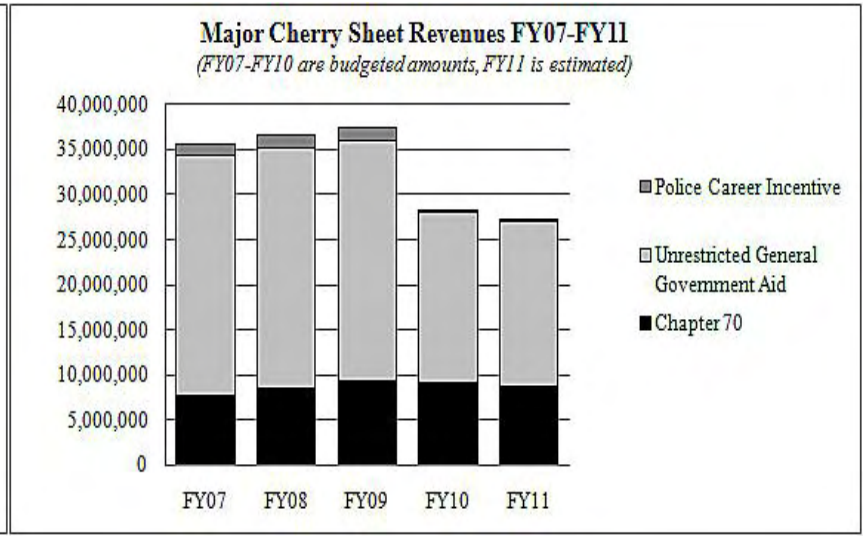
In FY10, the City is scheduled to receive $18,927,800 in UGGA and $9,130,365 in School Aid/Chapter 70 for a total of $28,058,165 or 6.3% of the FY10 Adopted Budget.

In FY11, the City is projecting to receive $18,170,690 in UGGA and $8,765,150 in School Aid/Chapter 70, for a total of $26,935,840. This is $1,122,325 less than the City received in FY10 (budget to budget) for these two major local aid categories. These two local aid categories represent 5.9% of the total FY11 Operating Budget. However, there are additional net decreases in other state aid categories equaling $65,300, which brings the total decrease to $1,187,625 for FY11. Total State Aid is estimated at $29,034,040 for FY11.

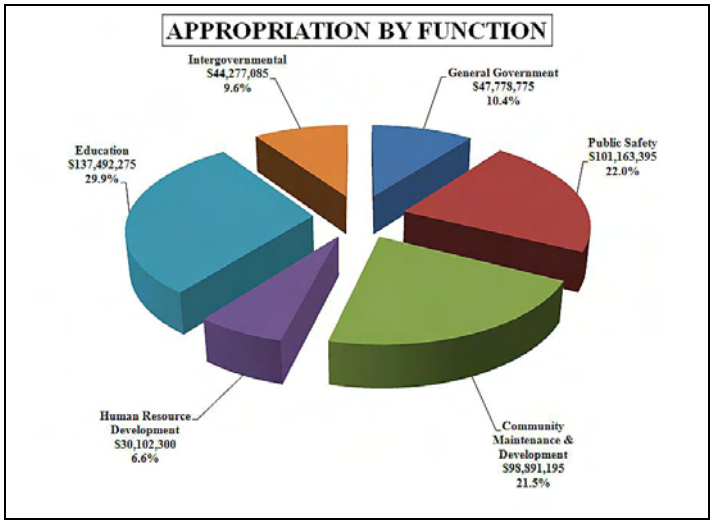
State Aid over the last five years has been significantly reduced. For example, in FY07, the City received $26,623,055 in UGGA and $1,159,950 in Police Career Incentive Reimbursements, for a total of $27,783,005. Police Career Incentive Reimbursements have been significantly reduced in the last two fiscal years. Using the estimated FY11 amounts, the City is receiving $8,452,365 less in UGGA and $1,052,440 less in Police Career Incentive reimbursements than it did in FY07, for a total loss of $9,504,805 or 34.2%. School Aid/Chapter 70 revenues were $7,772,240 in FY07 and increased to $9,316,695 in FY09 before being reduced over the last two fiscal years to an estimated $8,765,150.

If the City received the same amount of UGGA in FY11 as it did in FY07, the estimated property tax levy increase would only be 3.2%, or 2.8% if there had been no reduction in the Police Career Incentive Reimbursement amount from FY07.





In keeping with the practice of recent years, the proposed FY11 Budget closely links the operating and capital expenditure plans with priorities established by the City Council for FY10 and FY11. Department heads have carefully reviewed their budget narratives, accomplishments, goals and performance measures and have made significant modifications to them to demonstrate their department's efforts to address the City Council's goals and objectives. While I encourage readers to review each department's budget in detail, the following section highlights the proposed spending plan to implement City Council priorities.



INTEGRATING CITY COUNCIL PRIORITIES WITH THE PROPOSED BUDGET

Since 1996, the City Council has conducted an in-depth biennial process to develop and produce its Goals for the City. Since 2000, the process has included a statistically valid telephone survey of the opinion of Cambridge residents with regard to City services and City government. The process also includes an opportunity for Cambridge citizens to gather to voice their concerns and opinions about what the City Council should focus on in setting its goals. In FY09, the Government Operations and Rules Committee hosted a "World Café" - an interactive conversational format that allowed diverse and creative points of view about Cambridge's needs to emerge - as the public comment opportunity of the process. The enthusiastic reaction of the participants persuaded the City Council that the World Café should be repeated as an annual City event to foster community. The City Council used the information from the survey and the World Café in a two-session facilitated discussion hosted by the Government Operations Committee. The City Council focused on ensuring that each of their broad, visionary, multi-year objectives were delineated by SMART shorter terms goals (Specific, Measurable, Attainable, Results-oriented and Time-bound). The Goals listed below were adopted by the City Council on February 2, 2009 and reflect the priorities of the City Council for fiscal years 2010 and 2011. The Council Objectives and Goals provide guidance to the City Administration during the annual budget planning process. The following pages provide highlights of the Budget in support of these Goals.

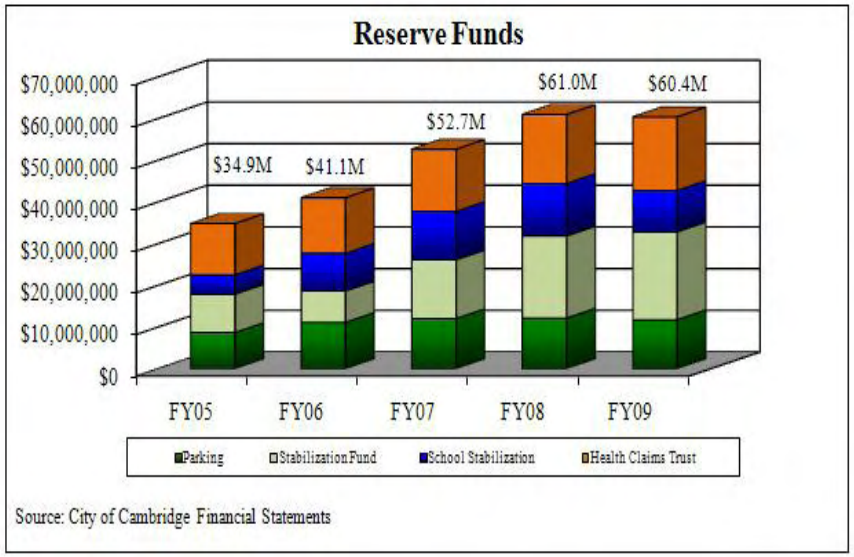
As part of the City Council's goal setting process last year, it articulated its Mission Statement as follows:

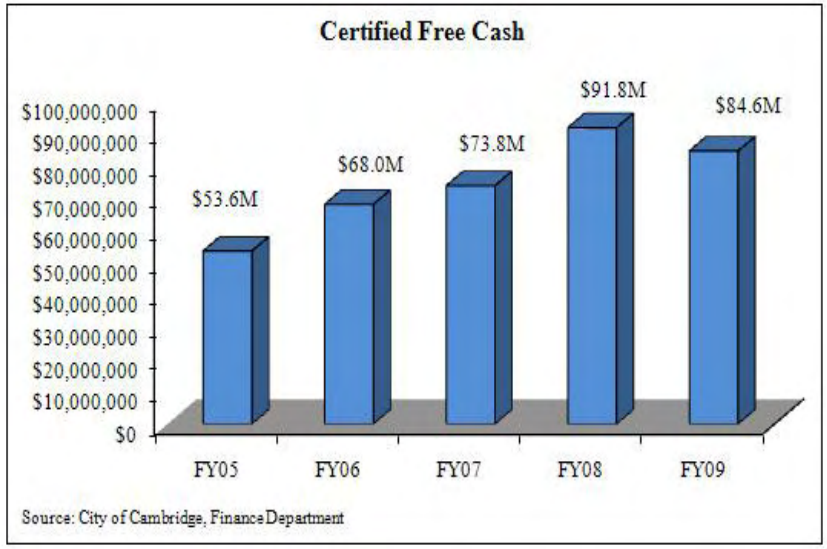
"The City of Cambridge is dedicated to improving the quality of life for everyone in our community in an environment of excellence while maintaining a strong fiscal position including awareness of the impact on taxpayers."

- ***EVALUATE CITY EXPENDITURES WITH A VIEW OF MAINTAINING A STRONG FISCAL POSITION AND AWARENESS OF THE IMPACT ON TAXPAYERS.***

The FY11 Budget reflects a 3.1% increase, which would be 2.8% if not for the one-time cost of funding a 53rd pay period in FY11 for employees who are paid on Thursdays. Despite the increased costs related to health and pension costs, debt service and salary increases, the cost of a 53rd pay period in FY11 for employees who are paid on Thursdays and continued decreases in State Aid, the FY11 Budget reflects a modest property tax levy increase of 6.3% while maintaining City services and providing for improvements to our infrastructure. This percentage increase is below the 7.1% increase that was included in our five-year financial projections that were presented to the major credit rating agencies in January 2010. As noted, the final property tax levy amount will not be determined until the City Council votes on the City Manager's property tax and classification recommendations in September 2010.

The City's excess tax levy capacity, an extremely important indicator of the City's financial health, is $98.6 million. The excess levy capacity reflects the difference between the amount raised from property taxes and the amount that legally could be raised from taxes. Cambridge continues to have the largest excess levy capacity in the Commonwealth. In addition, the City has been able to maintain or increase fund balances in a variety of its funds that include the Parking Fund, Water Fund, Stabilization Fund, Health Claims Trust and Free Cash. As noted in the previous section, the FY11 Budget utilizes the City's reserves as part of its fiscal planning strategy. The following charts reflect the City's Reserve Fund and Free Cash balances for the past five years.





By continuing the fiscal policies adopted by the City Council, which include maintaining the City's positive reserves and free cash balances and conservatively managing expenditure and property tax levy growth, the City has been able to deal with fiscal and other economic challenges in FY10 and FY11 in a responsible manner with a limited impact on service delivery. This includes proceeding with a public investment program that will result in a projected increase in our annual tax supported bonding costs. Without the use of the Debt Stabilization Fund in FY11, the cost of property tax supported debt would be $8.3 million higher ($29.4 million vs. $21.1 million). Cambridge is unique in its ability to maintain services while improving our infrastructure in these challenging economic times. It is not uncommon to see neighboring communities requiring Proposition $2^{1/2}$ overrides for Operating Budgets and/or for Debt Exclusions in order to fund capital projects.

The achievement of a lower property tax levy increase than projected was emphasized early in the budget process with the issuance of strict budget guidelines to City Department Heads for the development of the Operating and Capital Budgets. Department Heads were given very clear direction on the preparation of their budget submissions in relation to cost increases and the impact on the property tax levy. As noted, this year the process included sessions with the largest departments very early in the process to identify reduction or cost savings opportunities.

The Budget process again included a review of all vacancies, with Department Heads required to describe the operational impact on their department if vacant positions were reduced. No initial increases in non-salary budgets were allowed, except for energy costs and operational costs related to the new facilities opened in FY10. All operating items known to be increasing were to be absorbed within existing budgets and Department Heads were required to document the impact on their Operating Budget if cost increases were absorbed in their existing budget.
And lastly, supplemental requests were required to have a corresponding reduction.

City and school officials have worked collaboratively early in the Budget process to establish a financial guideline that could be adhered to by the School Committee without requiring additional resources later in the process. It should be noted that the estimated FY11 reduction of $365,215 in School Aid/Chapter 70, which is a funding source for the School Budget, has been absorbed within the City Budget. The School Department Budget, adopted by the School Committee, reflects an increase of 2.9% in FY11.

The Capital Pay-As-You-Go Budget (capital requests funded from property taxes) for FY11 is $1,850,000, an increase from the $1,000,000 budgeted in FY10. The following guidelines were put in place: departments were instructed to submit Pay-As-You-Go capital requests that were equal to or less than the approved/funded amount received in FY10. All requests that exceeded the FY10 amount were required to be designated as "supplemental requests." Departments that did not receive a Pay-As-You-Go appropriation in FY10 could submit an FY11 request but it was required to be submitted as a supplemental request. The addition of new large projects financed through bond proceeds, which were not already part of the FY11-14 plan, was restricted.

In conjunction with the sale of $33.2 million in bonds in February 2010, the City of Cambridge continued to be one of approximately 23 cities in the United States to receive a "AAA" rating from the nation's three major credit rating agencies. The City's AAA bond rating allowed the City to sell these bonds at the low interest rate of 3.08%. It should be noted that the interest rate received by Cambridge is approximately a sixth of a percentage point lower than the interest rate received in comparison to other bond sales conducted that day by other Triple A communities and approximately one-half of a percentage point lower than communities with the next highest rating grade. This difference is attributable to the credit market's favorable view of Cambridge as a very secure credit.

In its rating opinion, Moody's Investor Services noted, "the assignment of Moody's highest quality long-term rating reflects an exceptionally strong and resilient financial position which positions the city to weather uncertain economic conditions more favorably than most similarly-sized cities. Additional factors supporting the Aaa rating are management's consistently conservative approach to budgeting, a large and diverse tax base with a significant tax-exempt sector and a favorable debt profile supported by healthy enterprise systems and historically strong commonwealth school building aid. Although Moody's expects local governments' recovery from the recession to lag the general economic recovery, Cambridge is expected to maintain a healthy financial position in the near term. The city continues to benefit from high financial flexibility and robust reserve levels, which position it to absorb several years of flat or declining state aid and local revenues with only moderate declines in reserves. Cambridge's strong management team has historically followed prudent fiscal strategy and beginning in fiscal 2008 has formally adopted fiscal policies in its annual budget. Steady revenue streams, generated by its substantial and economically vibrant tax base, provide a notable degree of flexibility to address future budgetary challenges. Notably, for the third consecutive year the adopted fiscal 2010 budget includes formal investment, debt and reserve policies that had historically informally guided and maintained the city's financial health."

In its rating opinion, Fitch Ratings noted that their rating rationale was based on the following: "the city's exceptional financial management is reflected in consistently strong financial results and reserve levels; The stable presence of higher education, healthcare, biotechnology and life sciences industries underpins a deep, diversified and wealthy economy; and Debt levels are expected to remain manageable, aided by the city's rapid amortization rate."

Standard & Poor's reaffirmed its "strong" Financial Management Assessment (FMA) of the City. An FMA of "strong" indicates that practices are strong, well embedded and likely sustainable. The strong rating indicates that the government maintains most best practices deemed critical to supporting credit quality and that these are well embedded in the government's daily operations and practices. Formal policies support many of these activities, adding to the likelihood that these practices will continue into the future and transcend changes in the operating environment or personnel.

Section II of this document again contains policies on investment practices, debt management and fund balance reserves for approval by the City Council. This practice is recommended by the rating agencies and the Government Finance Officers Association (GFOA).

Listed below are some additional activities that demonstrate the City's achievement of this City Council Goal.

- The FY10 Adopted State Budget provided cities and towns in the Commonwealth the opportunity to replace some or all of their loss in local aid by allowing, for the first time, an allocation of 0.75% of the Meals Excise upon local acceptance for local use, and has allowed a local option to increase the room occupancy excise by 2%. Both options were approved by the City Council in July 2009, which is expected to yield $2.7 million in revenue in FY10. The FY11 Budget uses $10,990,000 from these two sources, which is an increase of $1,800,000.
- The Health Care Task Force, which was established in FY10, continues to review health plan costs and opportunities to provide employees with wellness initiatives. In FY10, this resulted in a recommendation to increase employee reimbursements for weight loss and fitness memberships, as well as achieving $500,000 in budget savings due to changes in plan design. In FY11, $300,000 in budget savings has been realized due to changes in plan design.

- Establishment of a working group to take advantage of accessing entitlement and competitive funds that became available to the City through the American Recovery and Reinvestment Act (AARA) of 2009, which has resulted in the City receiving a total of $6.5 million. Some of the larger awards include: $1.3 million for Homeless Prevention and rapid Re-Housing Programs; $1.1 million for Energy Efficiency and Conservation Programs; $1.2 million for the School Age IDEA Grant; and $.9 million for a Community Development Block Grant (CDBG) entitlement grant to support street and sidewalk improvements and job training programs.

- The Other Post Employment Benefits (OPEB) Working Group continues to oversee the implementation of GASB 45, which in FY10 included overseeing and analyzing the results of the second OPEB actuarial study. The Working Group made recommendations to the City Manager to accept Chapter 479 of the Acts of 2008, which provides for the establishment of an OPEB liability trust fund. This trust fund is in an irrevocable trust and its assets can only be used to fund the OPEB liability. The Working Group also recommended providing initial funding to the OPEB liability trust fund through a $2 million transfer from the Health Claims Trust account. Both recommendations were submitted to and approved by the City Council in December 2009.

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

- Every two years, the Cambridge Retirement Board performs an actuarial study to determine the level of yearly contributions needed to fully fund the Pension System's actuarial accrued liability by the year 2030, as required by the Commonwealth of Massachusetts. The latest study indicated that the City would fully fund its liability by 2013. Obviously, market conditions have changed since the completion of the study. An updated study is under way and is expected to be completed by mid-year.

- In FY08, the City successfully completed the tri-annual Department of Revenue (DOR) certification of real and personal property valuation process. Cambridge successfully completed a "mini" valuation process, which is required in the interim years by the DOR, to provide a statistical validation of values. The next DOR full certification process will take place in FY11. The Assessing Department is actively preparing for this full certification process.

- The Investment Oversight Committee continued to review cash investments on a quarterly basis. It monitored cash balances to ensure that cash was invested with safety and diversification taking priority over the best rates.

- Received, for the 25th consecutive year, the GFOA Award for excellence in preparation of the FY10 Operating and Capital budgets, as well as the GFOA Certificate of Achievement for Excellence in Financial Reporting for the 24th consecutive year.

- Continued to coordinate the development of formal investment, debt service and reserve policies adopted by the City Council. This, coupled with existing financial management practices, has resulted in part in Standard and Poor's continued Financial Management Assessment (FMA) of the City as "strong." An FMA of "strong" indicates that practices are strong, well embedded and likely sustainable.

- Increased Personal Property data collection and audit verification, which increased the tax base for FY10 by $1,164,000.
- Continued collaboration with other members of the Metropolitan Area Planning Council to execute cooperative bids for recycled paper, road salt, fuel, office products, vehicles and the bike share program to achieve cost savings and strategically expanded the City's role in School Department bids for goods, services and capital projects, in an effort to leverage increased volume for better value.
- Continued to create standards for online credit card payments and to develop a review process for expanding the number of City programs accepting credit card payments. Expanded remote electronic deposit of checks by more departments, which has resulted in more timely deposits of funds.

In addition, the City has been able to achieve cost savings through position reductions and consolidations to reduce costs in this Budget. This includes the merging of the functions of the Emergency Management Department with the Fire Department's Division of Emergency Preparedness and Coordination (EPAC). This merger was a result of a phased plan begun in FY10 and will result in the emergency management functions being better integrated with other public safety agencies, as well as achieving costs savings. Also, a vacant part-time telephone operator position has been reduced as a result of the full implementation of an automated call attendant telephone answering system. The Electrical Department has reduced a vacant Assistant Electrician position, which was primarily responsible for managing telephone maintenance. These responsibilities have been absorbed by existing Electrical Department staff. The same efficiencies have been achieved by the Cable TV, Public Works and Water Departments, which have reduced vacant positions through attrition.

Overall, increases other than for salaries and wages, fringe benefits, energy and debt service were kept to a minimum. However, the budget does contain some increases to cover new initiatives and operational and programmatic requirements related to the new facilities, but they are limited due to the continued emphasis on keeping the property tax levy increase as low as possible. These increases are highlighted in the sections below.

- ***PRESERVE AND CREATE AFFORDABLE HOUSING FOR LOW, MODERATE AND MIDDLE-INCOME RESIDENTS, INCLUDING FAMILIES.***

With the voters' acceptance of the Community Preservation Act (CPA) surcharge in 2001, the City's affordable housing program is now funded by a portion of the proceeds from the 3% property tax surcharge levied under the CPA. CPA funds may only be used for certain affordable housing, open space and historic preservation purposes. In addition, the City receives a matching amount from the state and has received approximately $40.7 million from this source since the inception of the program. Since these funds are deposited into trust funds established for the three CPA purposes, there are no direct allocations contained in this budget document.

Since the implementation of the CPA in FY02, $92.2 million has been appropriated/reserved for housing ($73.8 million), open space ($9.2 million) and historic preservation ($9.2 million). FY11 local revenues from the CPA are expected to be up slightly based on a higher property tax levy. In addition to the CPA funds raised locally, the City receives state matching funds, which will be available in October 2010. In prior years, the City received a 100% state match. However, the percentage match has decreased as a result of decreasing collections of fees at the Registry of Deeds and the increased number of communities participating in the program. The Department of Revenue estimates that the balance in the state trust fund will be sufficient to provide a first round match of approximately 29% of the surcharge levied by each city and town.

The Community Preservation Act Committee will be making its recommendations on the use of the FY11 CPA revenues of approximately $9.4 million from all sources during the upcoming months. Recommendations will be forwarded to the City Council for appropriation prior to the setting of the tax rate.

The City, through its prior budget allocations to the Affordable Housing Trust and its current allocations through the CPA, has created or preserved in excess of 3,000 units of affordable housing since the end of rent control in 1995.

The FY11 Operating Budget for the Housing Division contained in the Community Development Budget supports a multitude of activities in support of this goal. The Housing Division supports the development of affordable rental and homeownership opportunities, education, counseling and financial assistance for first-time homebuyers; preservation of the long-term affordability of existing affordable housing; low-interest loans to homeowners to make improvements which protect the housing stock; initiatives to increase access to affordable housing, such as inclusionary and incentive zoning; support of the City's non-profits in the development and management of affordable housing; coordination with the federal and state governments to leverage additional resources; and provision of planning assistance and public information related to housing issues.

The FY11 Capital Budget contains continued funding for Housing Rehab and Development Programs in the amount of $1,052,580. This funding, which is combined with funds from the federal HOME program, Affordable Housing Trust Fund and other public and private sources, finances renovations to existing housing units and the development of new ones for low and moderate income Cambridge residents.

During FY10, the Community Development Department achieved the following in support of this City Council Goal.

- Completed the sale of more than 40 affordable homeownership units to first-time homebuyers. Units were acquired through the City's First-time Homebuyer Financial Assistance program, the non-profit housing development program and the City's Inclusionary Housing program. Through these programs, more than 260 families have become homeowners in the past five years.

- Completed 34 new affordable homeownership units in Area Four at two sustainable developments on Main and Harvard Streets. Worked with non-profit housing developers and the Cambridge Housing Authority (CHA) to preserve or create 155 affordable rental units. Substantial rehabilitation began on 12 affordable rental units on Pine Street, while substantial upgrades were completed on 16 rental units on Harvey Street. New projects include a 40-unit building on Putnam Avenue, which moved through the permitting process in FY10 and will be under construction in FY11.

- Through the Affordable Housing Trust, the City made a substantial financial commitment to CHA for the preservation and revitalization of 45 units at Jackson Gardens and replacement of 60 existing units at Lincoln Way with 70 new units.

- Assisted more than 40 households through the City's low-interest home improvement loan programs, helping to make home improvements affordable to households and stabilizing the residency of low and moderate-income homeowners.

- Worked with private developers to create 7 new affordable units through the City's Inclusionary Housing program. Inclusionary housing units are located in neighborhoods throughout the city and include both rental and first-time homebuyer units.

- Educated 530 Cambridge residents about homeownership at monthly workshops and provided one-on-one counseling to more than 120 individuals, increasing access to homeownership opportunities for Cambridge residents. In addition to the homebuyer education classes, special classes were offered on topics including post-purchase homeowner education, multi-family homeownership, and understanding and repairing credit to prepare for homeownership. Translators to serve speakers of Spanish, Portuguese and Haitian Creole were available on request.

The City Council Objectives and Goals statements contain the following goals.

SMART Goals

➢ **New affordable housing pilot programs which focus on moderate income residents affected by development, including municipal employees.**

The City offers several programs for moderate and middle-income residents, including the First-time Homebuyer Financial Assistance program, which provides up to $130,000 toward the purchase of a first home. City staff also market resale units to eligible buyers. In addition, the anticipated redevelopment of the Binney Street corridor in East Cambridge will include housing opportunities for families earning up to 120% of area median income, which may include opportunities for City employees and neighborhood residents.

➢ **Reports from Cambridge universities on their current housing for staff and their plans for increasing housing for their staff as part of the Planning Board Town/Gown discussions, beginning with the 2010 Town/Gown report**s.

This year, the universities included a discussion of their existing and proposed housing for staff and faculty as part of their Town Gown reports for 2009, which were submitted in December 2009. Cambridge College, Lesley University and MIT do not provide housing for staff and faculty (with the exception of the Lesley and MIT presidents' houses). The MIT investment company owns approximately 175 units in Cambridge, some of which are occupied by staff or faculty. Harvard University owns about 1,936 rental units in the city that are open to affiliates and their families; Harvard estimates that 427 faculty and staff live in that housing stock. In addition, Harvard owns 142 condominium units in Cambridge, which are available for purchase by qualifying faculty and staff. None of the schools indicated any plans to expand the supply of faculty or staff housing at this time.

➢ **A demographic analysis of future needs and an assessment of preferred housing types for senior housing by June 30, 2010.**

As part of the Aging in Community Initiative, the Community Development and Human Service Departments have begun to analyze the longer term housing needs of seniors in the community. Beginning with a demographic analysis of the City's population, an overview of existing housing options and a review of current mobility trends for seniors, this analysis will be supplemented with findings from the 2010 Census. An initial report is anticipated in June 2010.

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

The proposed FY11 Budget contains a recommended School Budget of $137,492,275, an increase of $3,928,395 or 2.9% over the current year. In addition, $600,000 has been budgeted in the Capital Budget to fund a variety of building projects, including building envelope repairs and energy efficiency projects in collaboration with the Department of Public Works for school buildings which are not expected to undergo major renovations in the near future. City and School officials worked closely early in the budget process to arrive at the above budget allocation. For additional information on the FY11 School Budget, please go to page IV-382, or visit the Cambridge Public Schools Web page www.cpsd.us.

In addition to the recommended funds for the School Department, the City's Operating Budget continues to fund a wide array of programs and activities, which support not only this City Council Goal and Objective but other ones as well. For example, within the Department of Human Services Programs (DHSP), the FY11 Budget continues to support the following:

- $127,340 to continue funding for the Baby University program, Cambridge's version of the Harlem Children's Zone's Baby College, which works with parents of children birth to age 3 to enhance their parenting skills.

- The Inclusion Initiative has been budgeted at $400,895, which reflects an increase of $60,000.

- The Childcare and Family Support Services Division, which provides six licensed Pre-School programs and seven licensed After School Programs and the Center for Families. Together these programs serve 285 children in licensed programs and approximately 500 families in family support services.

- The King Open Extended Day Program (KOED), which provides a positive and safe out-of-school time setting that promotes the social, emotional and intellectual development of children.

- The Community Learning Center (CLC) supports the above City Council Goal as well as the Goals of valuing diversity and fostering community. The Community Learning Center, located at 19 Brookline Street, provides adult basic education classes to more than 1,000 adults each year.

- The Community Schools Division, which provides a network of neighborhood services offering educational, cultural, social and recreational opportunities for all age groups.

- The Cambridge Connections Program (Early Learning Initiative), which provides outreach and literacy related programming to at risk and underserved linguistic and other minority families with young children.

- The Office of Workforce Development (OWD) whose mission is to expand employment and training opportunities for Cambridge youth and adult residents. It does so by developing partnerships with employers, community-based organizations, the schools and post-secondary

institutions. Through a combination of direct service, program coordination and outreach efforts, OWD services reach over 1,000 residents and businesses each year.

- The Transitional Jobs program was successfully implemented for disengaged adults who lack the skills to secure and retain employment, offering them a temporary job, intensive case management, soft skills development and job search assistance to help find unsubsidized employment after program completion.

- The Mayor's Summer Youth Employment Program (MSYEP) places 900 youths each summer in jobs throughout the city and offers workshops to increase participants' skills and career/college readiness. This includes collaborating with regional and state workforce development staff to take advantage of federal stimulus funding and state funding for at-risk youth. In addition, the MSYEP collaborated with DPW, the Youth Centers, MIT and Friends of Alewife Reservation to support a variety of projects that introduced teens to environmental issues and careers.

- The Youth Center Division, which offers programs through a network of five youth centers located in different neighborhoods of the city. The centers include classroom space, meeting rooms, gymnasiums and easy access to parks and fields and are enhanced with opening of the new West Cambridge Youth and Community Center.

Lastly, the Community Development Department (CDD) sponsors the Employment Program Fund ($350,000) through the Just-A-Start (JAS) Rehabilitation Assistance Program, which trains and employs Cambridge youth to provide a range of low-cost housing rehabilitation, energy conservation and de-leading services throughout Cambridge and for the Cambridge Housing Authority.

The City Council Objectives and Goals statements contain the following goals.

SMART Goals

- **By June 30, 2010, a plan to increase the percentage of children entering kindergarten with the appropriate skills and "ready to learn."**

  Working in collaboration with the School Department, the early childhood community and the City Council's Human Services Committee, the Department of Human Service Programs developed a pilot Baby University parenting program designed to help parents better promote their children's physical, emotional and educational development.

- **A long-term capital assessment of the elementary schools, undertaken in collaboration with the School Committee in FY10 (in order to prepare school buildings to meet educational needs of the 21st century).**

  $200,000 has been allocated in the FY12 Capital Budget to conduct a feasibility study of school facilities and programs in order to develop a comprehensive school renovation plan. This initiative will include the City Manager and the Public Investment Committee working with the appropriate City and school officials.

- **A long-term home for the Community Learning Center (CLC) by FY12.**

  The City Manager's Office is actively engaged in finalizing the siting of a long-term home for the Community Learning Center at the old Police Station located at 5 Western Avenue, in collaboration with the Cambridge Housing Authority (CHA). The CHA is looking to enter into a long-term lease arrangement for its offices with the City at this site in order to provide it with a permanent location with predicable rental costs. The City and the CHA are completing legal, construction and financing analyses in order to finalize a plan so that the design process for renovating the building can begin. In addition to housing CHA offices and the CLC, the Multi-service Center will also be located in this renovated building.

- ***FOSTER COMMUNITY AND SUPPORT NEIGHBORHOOD VITALITY. SUPPORT OPPORTUNITIES FOR CITIZENS TO PARTICIPATE IN SETTING CITY PRIORITIES AND TO KNOW EACH OTHER WITHIN THEIR NEIGHBORHOODS AND ACROSS THE CITY.***

- ***VALUE AND SUPPORT THE RACIAL, SOCIOECONOMIC, CULTURAL AND RELIGIOUS DIVERSITY OF OUR CITY.***

The proposed FY11 Operating Budget continues to support and maintain the venues and activities in which citizens have the opportunity to know each other within neighborhoods and across the city, which also promotes the racial, cultural and socioeconomic diversity of Cambridge. This includes support for two senior centers, youth programs, five youth centers, youth leagues, arts gatherings, public celebrations and events, library programs and branches, community policing and outreach programs, neighborhood planning and community meetings, oral history publications, a public health network, community schools and the scores of parks and play areas located throughout the city.

In addition, the FY11 Budget contains support for facilities, roadways, sewer and water system improvements and other public investment projects, which also contribute to the preservation and enhancement of neighborhoods. Also, the City has made a major investment in a new state-of-the-art public safety facility to house police and emergency communications operations, major renovations to the Main Library and War Memorial Recreation Center and construction of a new West Cambridge Youth and Community Center.

In addition, the Budget supports a Class 1 rated Fire Department with neighborhood fire stations and an accredited ambulance service.

As you review the listing of annual neighborhood events listed below, its broad scope represents our commitment to the fostering of community and neighborhood vitality.

Another way that the Budget supports these City Council Goals is through committing significant resources to a variety of major open space projects. The City has renovated several parks, including Donnelly Field, Lowell Park, Squirrel Brand Park, Dana Park, Gold Star Mothers Park, Alden Park, Russell Field Complex, William G. Maher Park, Jill Brown-Rhone Park at Lafayette Square, Father Callanan Playground at the Tobin School, Trolley Square Plaza, Greene-Rose Heritage Park, Clement Morgan Park and the Alexander Kemp Playground at the Cambridge Common. New park areas recently completed include the off-leash dog run at Danehy Park, and the new City park on Memorial Drive at Western Avenue in the Riverside neighborhood.

In addition, the following FY11 Budget allocations support these two goals.

- An allotment of $700,000 contained in the FY11 Capital Budget to provide funding to replace the existing artificial turf on the soccer field at Danehy Park and for the resurfacing the running track.

- An allocation of $475,000 from Parking Fund revenues will be used to fund parking garage repairs as well as traffic signal repairs and upgrades.

- The Capital Budget contains $2,383,435 for street and sidewalk reconstruction at various locations throughout the city. In addition, $2.5 million has been budgeted for improvements to the Harvard Square Tunnel, $2 million for additional surface improvements in Harvard Square and $500,000 for design services for Kendall Square surface improvements. Also, $300,000 will be used for the design and construction of traffic calming measures.

- In order to continue the program of making public facilities more accessible to people with disabilities, $50,000 has been recommended in the Capital Budget.

- An allocation of $35,000 has been included in FY11 to continue the seasonal flower program that includes construction of new planting sites as well as enhancement of high profile intersections.

- An increase of $81,930 for veterans' benefits based on the FY10 projected costs and estimated FY11 increases, is included in the FY11 Veterans' Budget. The veterans' benefits budget is $627,000 with this increase. It is anticipated that the state will reimburse the City for a portion of these cost increases.

- $10,000 has been added in the Human Services Budget to keep the DCR pool located on Rindge Avenue open until Labor Day.

The City Council Objectives and Goals statements contain the following goals.

<u>SMART Goals</u>

➢ **An annual World Café to engage citizens from different backgrounds and neighborhoods to discuss the state of the City and its priorities.**

In developing their biannual goals, the City Council works through an in-depth process to ascertain the concerns and opinions of citizens and to develop those concerns and interests into measurable goals and objectives. Since 2000, in even-numbered years, this process has included a statistically valid telephone survey of Cambridge residents with regard to City services and City government as well as an opportunity to gather together to voice their opinions about what the City Council should focus on in setting its goals. In 2008, the Council's Government Operations and Rules Committee hosted a World Café – an interactive conversational format that allowed diverse and creative viewpoints about Cambridge's needs to emerge - as the public comment opportunity. In 2009-2010, the City staff and City Council worked with a group

of neighborhood representatives to host a 3-session Climate Congress, to develop recommendations on how the City can address locally the challenges of climate change. It is expected that another World Café type of event will take place in 2010 as part of the goal setting process.

- **Forty annual neighborhood events that foster community and support neighbors getting to know each other (e.g., block parties).**

The City sponsors, supports, permits and enables a wide range of neighborhood events that foster community. These events include outdoor and indoor special events, neighborhood meetings to discuss public safety or infrastructure improvements, and workshops that bring people together on specific topics. Among these are:

Special events: The City permits approximately 75 **outdoor** special events during the year, many sponsored by Business Associations, nonprofits and private organizations. In addition, the Traffic Department issues approximately 50 permits for block parties per year. **Newly listed events are italicized.** The outdoor annual events include: *Alzheimer's Memory Walk; An Ras Mor Road Race;* Area IV Pride Day; ArtsCentral; *Bastille Day;* Bicycle Commuter Appreciation Day; *Boston Police Run to Remember Race; Brotherhood of St. John Run to Home Base Road Race;* Cambridge Arts Council events including the Summer in the City concerts; Cambridge Bicycle Ride; Cambridge Community Chorus; *Cambridge Friends School Music Festival;* Cambridge River Festival; Caribbean Carnival; Ch*inese New Year Celebration*, City Dance Party; CityRun Road Race; CitySmart neighborhood events; Commute a Better Way Day; Danehy Park Family Day; *Day of Portugal Parade;* Domestic Violence Candlelight Vigil; DHSP outdoor Family/Community Movie Events; DPW Road Show; *Dragon Boat Festival;* Family Fun Days; *Fletcher-Maynard Academy School Carnival;* Fresh Pond Day; *Harvard Square Sparklefest; Hasty Pudding Man and Woman of the Year; Head of the Charles Regatta*; Hoops N' Health; Mayfair; *Household Hazardous Waste Collection Days;* Inman Square Movie Night, *Make Music Harvard Square;* Oktoberfest; Patriot's, Memorial and Veterans' Day observances; *Poet Populist Event; Rabies Clinic for Dogs; Saint Anthony's Feast*; *Saints Constantine and Helen Greek Church Festival;* Saints Cosmas and Damian Feast; Santa Lucia Feast; *Saint Sava Church Festival; Santo Christo Feast;* Shop Inman by Moonlight; Taste of Cambridge; *Tommy Doyle's Charity Road Race; Urban Ag Fair and River Sing; Walk for Haiti; Walk for Literacy; Walkathon for Starlight Ministries;* and Water Week.

Many City supported **indoor** events occur annually including: Area IV Health Fair; Cambridge Arts Council Gallery events; Cambridge Science Festival; Family Literacy Fun Day; City Scholarship Award Ceremony; DHSP indoor Family/Community Movie Events; Employee's Committee on Diversity's Black History Month events; Fresh Pond Stewardship Awards; Go Green Awards; Holocaust Memorial; *John Madden Football Tournament*, Men's Health Breakfast and National Fair Housing event.

In addition, there are a wide range of annual events coordinated by the Office of the Mayor, which include: Back To School community events; Black History Month; Boys Group Event; Boy Scout kickoff Breakfast; CPS Graduations; CRLS Tolerance Education event; December Holiday Party; EID Muslim celebration of the end of Ramadan; Gay Pride Celebration; GLBT Town Meeting; Haitian Flag Day; Harvard and MIT Senior Picnics; Italian Heritage Month; Latino History Month; Mayor's Cup Youth Baseball Tournament; Mayor's Girls Group Graduation; Mayor's State of the City Event; National Public Health Week reception; Police Auxiliary Dinner; Saint Patrick's Day; School Receptions with family liaisons and teachers; Senior Town Meeting; and Women's History Month.

Other community building events include: Block Parties at Moore and Frisoli Youth Centers; 4 events through Center for Families (including 2 family dances); Haunted House at Frisoli Youth Center and Halloween Neighborhood events at most Community Schools;

Latkes Party; Outdoor youth basketball leagues; and Charity and Youth Golf Tournaments. In addition, the Community Schools celebrated their 40th anniversary in 2010 and held events bringing together residents from every neighborhood of the city.

Public Safety: Neighborhood Sergeants meetings are held at least twice a year in each of the City's 13 neighborhoods. More meetings are held as needs or interests require. All public safety departments have participated in critical incident response training regarding a school-based incident. The collaborative team training included participants from the Police Department, Fire Department, Emergency Medical Services, City Officials and School Department personnel. This training exercise has allowed the City to better prepare for and respond to a real critical incident and enhance communication among agencies. This collaborative team training concept will continue in FY11.

Infrastructure Improvements/Other: The Department of Public Works (DPW) conducts public meetings as part of major sewer and drainage improvements, working in coordination with the Community Development Department (CDD) when opportunities exist for significant surface infrastructure improvements. During the past year, DPW completed a series of public meetings and surveys of neighbors in the Whittemore Avenue area, where construction on significant sewer separation started in spring 2010. More recently, CDD has begun work with a citizen advisory committee, as well as public meetings and neighborhood walks, in order to engage the community in planning for the surface improvements associated with upcoming sewer infrastructure improvements along Western Avenue. The DPW anticipates a similar level of citizen engagement during other sewer and drainage improvements in the areas of Huron Avenue between Fresh Pond Parkway and Lakeview Avenue. The Department also regularly hosts construction information meetings for neighbors about a range of smaller infrastructure projects.

CDD holds park planning community meetings as part of the process of designing park renovations. Recent meetings were held on upcoming improvements to Sennott Park. Many of CDD's ongoing activities also build and foster community, including: monthly First Time Homebuyer Workshops; a series of Business Development Workshops (September through May); ongoing Neighborhood Studies; and the work of the Bicycle, Pedestrian and Climate Action Committees. In addition, in FY10, CDD conducted a number of outreach meetings on topics of current interest, including the new Stretch Energy Code, ways to support Aging in the Community, and plans to improve access to and enjoyment of the Charles River.

- **A pilot "Get to Know Your Neighbor" campaign in 4 neighborhoods by June 30, 2010.**

The Cambridge Police Department (CPD), in collaboration with the Department of Human Services, Cambridge Housing Authority, Margaret Fuller House and the North Cambridge Crime Task Force, coordinated an initiative to foster community and re-energize neighborhood vitality through community outreach and activities focused especially on several housing developments in Area IV and North Cambridge. Members of the Police and Human Services Departments and affiliated organizations worked with five (5) local areas to create an initiative that allowed neighbors to get to know each other as well as an opportunity for forums to advise neighbors on available resources in the community. This initiative included the following areas in its "Door-to-Door" outreach campaign: Newtowne Court/Washington Elms; Fresh Pond Apartments/Jefferson Park; Walden Square; and Lincoln Way.

The door-to-door campaign involved various housing developments and staff from various City departments, who introduced themselves, identified resources that are needed by the community and advised the community about resources that are currently available. These door-to door-campaigns included information about forums that were held within the community, on employment for youth in the summer, on

summer camp and other resources for children and families, the transitional job program, crime updates and CPD's community policing programs that support neighborhood initiatives. This outreach initiative will continue in FY11 with a focus on some additional neighborhoods and continued follow up with neighborhoods already involved in the initiative.

- **A report by a citizen/business/staff task force on Improving Sidewalk Activity by June 30, 2010.**

A Task Force was established by the City Manager, bringing together business owners, residents and City staff to discuss ways to increase outdoor and sidewalk activity and generally improve nightlife. Two Special Events Workshops were held in FY10 to inform the public about how to permit outdoor events. The City, in collaboration with the Cambridge Office of Tourism, will be creating a centralized, web-based community calendar that will include City-sponsored as well as neighborhood and privately initiated events and activities. The Task Force will continue to meet to explore other opportunities in FY11.

The City's Five Year Street and Sidewalk Plan places a priority on widening sidewalks and increasing the number of traffic calming devices, in order to support improved sidewalk activity and neighborhood vitality throughout the city. These projects will enliven sidewalk activity while enabling better access for all citizens. Locations include Prospect Street, Brookline Street, Brattle Street, Blanchard Road, Appian Way, Cameron Avenue, Cedar Street and Middlesex Street.

The License Commission continues to meet with neighborhood and business groups regarding all applications for additional sidewalk patios, on both public and private property, with and without alcohol service. To date, the City Manager has approved 19 alcohol service restaurants to lease public space adjacent to their restaurants as well as many additional non-alcohol serving restaurants. Sidewalk dining, which is now permitted from March 1 though November 30, has been positively received by Cambridge businesses, residents and visitors for its revitalizing of the streetscape and the opportunity it provides to enjoy the good weather, while dining at one of Cambridge's many fine restaurants. City staff has implemented improvements to the approval process for the outdoor dining program to promote increased sidewalk activity while enhancing the environment for pedestrians. The improvements resulted from discussions with the Pedestrian Committee and the Commission for Persons with Disabilities.

- **A complete plan for Aging in the Community by June 30, 2010 (including services and physical aspects, housing options, retail, transportation, green space, for all incomes).**

During FY10, the Community Development and Human Service Departments continued to develop a plan for Aging in the Community. City staff presented initial findings to many neighborhood groups, including the Agassiz Neighborhood Council, Area IV Coalition, Cambridgeport Neighborhood Association, East Cambridge Planning Team, Mid-Cambridge Neighborhood Association and the North Cambridge Stabilization Committee. City staff continued bimonthly meetings with service providers and neighborhood groups to share information and planning around Aging in Place. A draft report is anticipated by the end of FY10.

- **Annual report to the City Council on affirmative action adherence leading to a Plan (with measureable goals) to increase racial and cultural diversity in City employment. First report by June 30, 2010.**

  Comparing U.S. Census labor market data with the City's workforce, the Director of the City's Affirmative Action Office (AAO) assists departments in establishing hiring goals to increase participation in the City's labor force which reflects the race, ethnicity and other protected status of the labor market from which such employees are drawn. As part of this effort, the AAO Director works with departments to determine measurable affirmative action goals for hiring people with protected status. The Affirmative Action Director will assist departments in recruiting and hiring processes to ensure a diverse pool of qualified applicants. The Affirmative Action Director, in cooperation with the Affirmative Action Advisory Committee (AAAC) and the Personnel Department, has begun assisting and advising those departments that reflect under-utilization in any of the eight (8) EEO-4 categories. The first report will be issued by the end of FY10.

- **An increased level of recruitment and opportunities for membership on boards and commissions.**

  The City publicizes vacancies on Boards and Commissions through distribution of news releases to the Cambridge Chronicle, Boston Metro, CCTV and City TV 8. Vacancy notices are also posted on the City's Website and Common Ground Intranet site. In addition, an article about Boards and Commissions will be included in the Spring-Summer 2010 issue of the CityView newsletter that is direct mailed to over 48,000 Cambridge households. Departments responsible for staffing some of the Commissions and Boards may also publicize through additional distribution lists. The City Manager will continue to emphasize this recruitment effort to all Department Heads and monitor for compliance with this goal.

- ***PROMOTE A HEALTHY ENVIRONMENT BY ADOPTING ENVIRONMENTALLY SOUND AND ENERGY EFFICIENT PRACTICES THROUGHOUT THE COMMUNITY.***

City Departments continue to implement strategies to demonstrate progress in achieving this City Council Goal. A good example of this commitment is the Cambridge Employee GreenSense program, an interdepartmental working group engaging 70 "Energy Champions" to promote energy-efficient practices in their departments. There have been 4 quarterly tips disseminated to departments, which include: **Turn It Off!** - Turn off unnecessary lights and equipment; **Power Down** - Shut down your computer and other office equipment at the end of the day; **Summer Sense** - Reduce "peak demand" in summer months; and **Use Your (Green Senses)** - Report air and water leaks. There has been a 5% reduction in electricity consumption during the first year of GreenSense.

In addition, the Cambridge Energy Alliance, a groundbreaking effort to reduce energy consumption, is now providing services to all sectors of the community, including advice on energy conservation and renewable energy. All recently constructed municipal building projects were built or renovated according to green building principals embodied in the U.S. Green Building Council's Leadership in Energy Efficient Design (LEED) certification program.

The FY11 Capital Budget includes $700,000 to purchase approximately 16,000 recycling toters for 1-5 unit residences as part of the launching of the Single Stream curbside recycling (SSR) program in Cambridge, scheduled for fall 2010. In this program, all recyclable materials, including clean papers, cardboard and containers can be placed together in a wheeled toter to be provided by the City. Under this program, residents will be

able to recycle more materials including all cardboard, empty pizza boxes, big plastic items (laundry baskets, buckets, toys) and empty coffee cups.

Other examples that demonstrate the City's ongoing progress to achieve this goal include:

- Exceeded the City Council's goal of planting 500 trees by June 30, 2010, while meeting the Council goal of providing sufficient width to accommodate street trees whenever possible in all street and sidewalk reconstruction. The Department planted over 550 new trees, including 150 trees that were installed during sidewalk improvement projects. In addition, $100,000 has been added in the FY11 Budget to support tree pruning of street, park and cemetery trees.

- Received the National Arbor Day Foundation Tree City USA award for the 17th consecutive year, as well as the Foundation's more prestigious Growth Award for the 2nd consecutive year.

- Collected nearly 100,000 pounds of food waste in the drop-off program, more than doubling last year's total.

- Received $150,000 in American Reinvestment and Recovery Act funds to perform a pilot study of improving stormwater quality through vacuum street sweeping.

- Coordinated an inter-departmental effort to provide for energy efficiency improvements at municipal buildings using $760,000 in US Department of Energy funding under the Energy Efficiency and Conservation Block Grant program. During the next 3 years, this funding will be used to reduce energy use at up to 15 buildings through upgrades such as the replacement of old boilers with high-efficiency condensing units, lighting upgrades and occupancy sensors, HVAC controls, and various operations & maintenance modifications. Many improvements will leverage additional funding through NStar energy rebates.

- $550,000 has been included for the HVAC upgrade at the Central Square Library. This upgrade will replace the heating and cooling units, which will improve indoor air quality.

- The Cambridge Clean Air Cab Policy continues to flourish this fiscal year, with the addition of 6 more taxicabs converting to hybrids, bringing the total to 19 on the road. Grants of $10,000 continue to be issued from the sale of the hybrid medallion in 2009. The total grants to date top $190,000, with a goal of issuing $60,000 more before the end of the fiscal year. These conversions should bring at least 10% of the total number of taxicabs in the city into use as hybrids, making it one of the most successful green fleet programs in the country.

- The FY11 Budget supports the purchase of 20% of the City's electrical load from renewable sources through a $34,000 increase in the FY11 Budget.

- Completed the first year of CitySmart, a grant-funded social marketing program to encourage residents to switch from driving to more sustainable modes such as walking, biking or taking public transit. Over 600 Cambridgeport households received targeted information.

- Ridership on EZRide, the City- and business-supported shuttle service, continued to increase, climbing 9% over 2008 totals, with daily ridership numbers exceeding 1,600 passengers. Continued to assist businesses with developing transportation demand management programs. The FY11 Budget includes $10,500 to cover the increased cost of the City share of the operation of the EZ Ride Shuttle.

- Funds have been included in the FY11 Capital Budget to continue the reconstruction of the City's sewer and surface drainage system in the amount of $7,044,000. Projects included in this program are funded through a combination of general obligation bonds and current sewer revenues. In addition, $1,750,000 has been included in the Capital Budget for water system improvements.

The City Council Objectives and Goals statements contain the following goals.

SMART Goals

➢ **Green Jobs recommendations developed by January 1, 2010.**

Working with the a Green Jobs Task Force, the Community Development and Human Services Departments developed a pilot Green Jobs Program with an emphasis on training for jobs in energy efficiency and weatherization, and green building maintenance. The first participants began their training in spring 2010.

➢ **500 newly planted city trees per year by June 30, 2010.**

In FY10, the DPW will have planted approximately 550 street trees, exceeding the City Council goal of planting 500 trees, while meeting its goal of providing sufficient sidewalk width to accommodate street trees whenever possible on all street and sidewalk reconstruction.

➢ **A comprehensive green zoning regulation plan for sustainable development by June 30, 2011, which includes noise issues.**

A Green Building/Zoning Task Force, which included business and neighborhood representatives, a Planning Board member, participants from the universities and staff from the Community Development Department, forwarded recommendations to the City Council on new green building standards, zoning incentives to include green roofs in building projects and ways to remove zoning impediments to more energy efficient practices. The Council will be considering these recommendations during 2010.

➢ **Sufficient sidewalk width to accommodate street trees when possible in all street and sidewalk reconstruction.**

The Department of Public Works (DPW), as part of their planning process for street improvements, continues to prioritize balancing the need for sufficient sidewalk width with the goal of maximizing the number of new trees that can be planted during sidewalk reconstruction projects. In order to maintain adequate sidewalk width as part of sidewalk reconstruction, DPW will continue to emphasize back-of-sidewalk opportunities, where street trees can be planted on private property within 20 feet of the sidewalk, at no cost to homeowners. Moreover, in order to better protect our urban forest, the City has adopted more stringent tree protection requirements as part of all construction projects.

- ***PROMOTE DOING BUSINESS IN CAMBRIDGE AND WORK TO STRENGTHEN MUTUALLY BENEFICIAL PARTNERSHIPS WITH BUSINESSES AND UNIVERSITIES.***

Cambridge has been fortunate that it has been able to operate within the confines of Proposition 2½. It is important to understand that new development is one of the keys to our continued success, as well as the ability to generate non-property tax revenues while controlling expenditure growth. It is also important to maintain a reasonable tax rate for both commercial and residential property owners and reliable water and sewer services at affordable rates. By achieving these goals, Cambridge will continue to be a place where individuals and businesses want to visit and/or locate.

Throughout this document, you will find references to the payments in lieu of tax (PILOT) agreements that the City has negotiated with Harvard University and MIT. Not only do these agreements provide additional revenue to the City each year, but they also provide long-term revenue protection and stability. In addition, the City has formed many partnerships with local businesses. For example, the City expanded public plantings and partnerships around the maintenance of public spaces.

The Cambridge Office for Tourism (COT), with a budget of $407,700, is a non-profit agency that receives City funding and serves as the central clearinghouse for all tourism marketing and visitor information in Cambridge. The FY11 budget includes an additional $52,700 to enhance its presence on the Internet through advertising and promotions. This funding increase fulfils a commitment to the restaurant and hotel community that a portion of additional revenues generated by the City from the acceptance of local option meals and hotel/motel excises in July 2009 would be used to support the COT activities. The COT seeks to enrich the City of Cambridge by promoting its many special attractions and cultural amenities for the enjoyment of both residents and visitors. By coordinating tourism marketing efforts, the COT seeks to increase recognition of Cambridge as an important component of the Greater Boston destination, thereby developing a stable and consistent tourism base in the local economy.

The Economic Development Division of the Community Development Department provides support to the Cambridge business community through a variety of programs and activities. A healthy business climate not only benefits individual enterprises, but also generates jobs, tax revenue and supports an array of goods and services. The Division provides services in the following areas: commercial district revitalization (including the Façade Improvement and Best Retail Practices programs); technical assistance to existing and start-up entrepreneurs through an extensive series of workshops, such as “Steps to Starting Your Own Business” and “E-Marketing;” support for women- and minority- owned businesses; programs to encourage workforce development, especially in the biotech and emerging environmental fields; and real estate information in support of the City’s development districts and neighborhood retail areas. Other activities include:

- Worked with the Mayor and various City departments to convene a Green Jobs Task Force, charged with researching and developing a green collar jobs program. The resulting Green Jobs Program was launched in April 2010, offering training in energy efficiency and weatherization, and green building maintenance.
- Held a large meeting of Central Square residents and businesses to discuss ways to enhance the economic vitality of the square. In preparation for this event, staff conducted an intercept survey with more than 340 respondents. Subsequent focus group discussions were held in April 2010.

- Through the Retail Best Practices Program, assisted 40 Cambridge retailers and provided 11 matching grants for interior and marketing improvements to businesses. Through the Façade Improvement Program, provided matching grants for 10 commercial storefronts and provided architectural design services to 10 additional businesses.
- Provided assistance to 125 existing Cambridge business owners and potential entrepreneurs through educational workshops including "Using Social Media to Market your Business," "Introduction to Quickbooks," "Pricing Strategies" and "Web-based Business Development."
- Supported Just-A-Start's Cambridge Biomedical Careers program through which 18 Cambridge residents upgraded their skills in preparation for jobs in the local health care and bio-medical sectors.
- Participated in the world's largest biotechnology conference, "Bio2010," held in Chicago, to attract additional life sciences companies to Cambridge.
- Provided training to various biotechnology agencies to highlight security concerns that are faced by these private companies as well as advice on how businesses can respond to security threats. Training was also focused on how businesses can prepare for a police, fire and medical response.

The City continues to support within the Capital Budget the Façade Improvement Matching Grant Program ($100,000). An additional, $150,000 in the Capital Budget supports a wide range of economic development workshops and programs that include: the Retail Best Practices Program ($20,000), Biomedical Careers Program ($81,000) and small business workshops ($49,000).

SMART Goals

➢ **A report to the City Council's Economic Development Committee on successful nightlife campaigns in 3 communities across the US by June 30, 2010.**

The Economic Development Division of CDD, with the assistance of the License Commission Chair, is researching nightlife campaigns in Austin, Texas; Berkeley, California; Atlanta's Buckhead area, Georgia; Madison, Wisconsin; and New Haven, Connecticut. These communities have major universities, similar demographics, good to adequate public transit, proximity to other major metropolitan communities and the perception of substantial nightlife activity. A report summarizing findings will be complete by June 2010.

➢ **A set of zoning initiatives and negotiation to sustain and expand ground floor retail.**

During FY11, the Community Planning Division of CDD will consider zoning recommendations on ways to sustain and expand successful ground floor retail as part of the ongoing North Mass Ave Corridor Study effort.

➢ **All neighborhood studies undertaken by CDD to include a discussion of appropriate retail mix and recommendations for achieving that mix.**

All neighborhood studies facilitated by Community Development now include an inventory of existing retail spaces, a discussion of the desired retail and a strategy to achieve that mix.

OUTLOOK AND CONCLUSION

As it appears that the current economic crisis is slowly diminishing, the City should be proud but humbled, that we have survived relatively well in comparison to other municipalities both locally and nationally, while our City continues to move forward. Some communities may never fully recover from the fiscal devastation that has occurred over the last two years. Sometimes it is easy to forget how fortunate we are and how quickly circumstances can change. As I mentioned earlier in my message, we have planned for a time when State Aid and non-property tax revenues would stop increasing. Fortunately, we have been prudent in maintaining a healthy excess property tax levy capacity, saving and building our reserves and prudently managing our budget growth, which has allowed us to maintain our City services.

The City Council was wise to increase the balance in the City's Debt Stabilization Fund in FY08 and FY09 with an $8 million dollar appropriation each year from Free Cash. The balance in the Debt Stabilization Fund is projected to be $13.2 million as of June 30, 2010. The use of the Debt Stabilization Fund has allowed the impact of the increased property tax supported debt costs for the five major capital projects to be partially mitigated. Likewise, the School Stabilization Fund, which is projected to have a balance of $7.2 million as of June 30, 2010, will be used to partially fund the War Memorial renovation project. Our sound financial practices have left the City with substantial reserves including $84.6 million in Free Cash, $98.6 million in excess levy capacity, $12.0 million in Parking Fund balances, $6.4 million in Water Fund balances and balances in other reserve accounts. This Budget strategically uses these reserves to lessen the increase of the property tax levy. While the above factors are important, as we continue to navigate through these difficult economic times, we also need to continue to expand our non-property tax revenues.

Because of sound financial practices of this and previous City Councils and our continued strong financial condition, we have been able, in this Budget, to maintain both City and School services, provide operating and programmatic support for the new facilities we have recently opened, address City Council Goals and Objectives and continue to support a very ambitious public investment program. Because of the level of continued fiscal uncertainty, we have proceeded cautiously in the development of the FY11 Budget. This will also be the case for FY12.

The following issues will impact future City budgets in the near term: 1) The Commonwealth and the federal government remain vital financial partners in the delivery of our services. The significant reductions in the level of state support over the past two years has made it difficult for the City to absorb them without impacting the property tax levy, even with limited growth in our budget. As resources from the American Recovery and Reinvestment Act begin to disappear in FY12, which have been used by the State to balance its budget, cities and towns will continue to be vulnerable to reductions in State Aid. 2) As the projected total federal budget deficit continues to grow to unprecedented levels, at some point there will be a need to reduce federal spending, which will impact us through a reduction in direct federal grants or a reduction in federal through state grant programs. 3) The City will soon receive the results of our actuarial study regarding our unfunded pension liability. Currently, the City is scheduled to fully fund its pension liability in 2013, well before the 2030 deadline. While we expect this 2013 date to be extended because of the decline in the Stock Market since 2008, the results of the new study are important since it will determine the new date the City will fully fund its pension liability at our current contribution rate and it will provide an analysis of the increased funding levels required to achieve full funding well before the required deadline. It is the City's intention to use the excess appropriations that will result when the pension liability is met to fund the City's Other Post Employment Benefits (OPEB) liability. 4) The City and Schools will begin the process of developing an Elementary School reconstruction plan. The ultimate size and scope of the plan will have an impact on our budget and overall Capital Budget for other projects. 5)

The City and Schools have been able to negotiate a number of labor contracts which call for no salary increase in FY12. It is the goal of the City to negotiate the same terms with the remaining bargaining units, which are unsettled, in FY12. This will help mitigate the increase in the property tax levy in the FY12 Budget. These are some of the issues the City will be facing over the next few years.

The long-term outlook for Cambridge continues to be very strong as long as we continue to manage our resources wisely. This has been confirmed by our continued AAA bond rating at a time when some communities have seen a reduction in their ratings. We will continue to use our five year financial and capital plan, debt and reserve policies and the City Council Goals as a blue print for our long-range planning to maintain stability and predictability in our budgeting and financial planning processes. As we are aware, Cambridge is not insulated from current economic realities, but we have positioned ourselves well to respond to these challenges in order to preserve the high level of municipal services which residents have come to expect, as well as meet the needs of our infrastructure.

I believe we have responded to the City Council's Goal of producing an FY11 Budget which reflects a 3.1% increase and a moderate growth in the property tax levy. The growth in the property tax levy has again been impacted by reductions in State Aid. Because the City Council and City Administration continue to operate with the same basic principles/lessons which have served us well in the past, we have been able to weather these difficult economic times. These principles include: 1) understanding that failure to make difficult decisions today will lead to even more difficult decisions in the future; 2) being realistic in our expectations both in good and bad economic times, which has resulted in us being able to manage our resources wisely, and; 3) developing effective short and long term financial, economic and programmatic planning strategies.

I am confident that we can continue to provide the wide array of services that our residents have come to expect, while working through these difficult economic times.

Very truly yours,

Robert W. Healy
City Manager

THIS SPACE RESERVED FOR COUNCILLORS' NOTES

BUDGET CALENDAR

December 2009	Preliminary budget meetings between City Manager, finance staff and heads of the largest Departments.
December 9, 2009	Briefing on FY11 budget guidelines and schedule with City Manager and Department Heads. Distribution of budget notebook and materials to Departments. Meeting of departmental finance personnel with budget staff.
December 7, 2009 through December 18, 2009	All personnel analysis sheets reviewed for accuracy. All corrections placed on the personnel analysis sheets. All personnel analysis sheets returned to the Budget Office.
January 2010	Additional budget reviews with City Manager, finance staff and heads of the largest Departments. Capital balance review between City Manager, finance staff and Department Heads.
January 11, 2010	Deadline for budget submission to the City Manager. Department benchmarks updated as of 12/31/09.
January 25, 2010 through March 12, 2010	Formal department presentations to the City Manager
March 13, 2010 through March 30, 2010	City Manager and Budget staffs conduct final review of departmental budgets.
April 26, 2010	Submission of the City Manager's Budget to the City Council. Department benchmarks updated as of 3/31/10.
May 5, 2010 through May 21, 2010	Dates for public hearing on FY11 Budget.
May 24, 2010	Projected Budget Adopted by City Council.
June 9, 2010	Deadline for City Council adoption of the Budget.
June 30, 2010	City Manager's transmittal of chart of accounts and allotment plan (based on departmental work-plans) to the City Auditor for execution.
July 1, 2010	Begin execution of FY11 allotment plans.

BUDGET PROCESS

The preparation of the Annual Budget for the City of Cambridge is governed by the provisions of Chapter 44 of the Massachusetts General Laws. The budget cycle for FY11 was initiated in November 2009. At that time budget staff met with the City Manager and Finance Director to update the City's 5-year financial projections in order to establish general budgetary guidelines and limitations for the coming year.

For FY11, the Budget staff continued to work with Departments on refining the budget format adopted in FY97, which emphasizes quantifiable and concise narratives. The emphasis during the FY11 budget cycle was on the further integration of City Council goals and objectives with departmental goals and performance measures. This is the 15th year of the format, which allows the City Manager and the City Council to better quantify City services. This format is based on a system of goals and measures that are quantifiable and calculate selected unit costs of services where applicable. Working within this framework has facilitated the continuing refinement of the budget document. In the FY11 budget, some goals and measures were eliminated, replaced and/or expanded, resulting in goals and measures that are more comprehensive, significant or illustrative of the services and programs provided by City departments. Through continued use and constant updating, the budget continues to evolve into a more comprehensive document containing a goals and measures system that accurately reflects data concerning City systems.

Prior to meeting with all department heads and fiscal personnel, the City Manager and finance staff met with the heads of the largest departments to review current year revenues and expenditures in anticipation of mid-year cuts in State Aid that would carry over into FY11 and to make recommendations to achieve cost reductions and revenue enhancements. The primary objective of these meetings was to emphasize that the FY11 budget process would again be more difficult than those of recent years. Additional follow-up meetings were held prior to departmental budget hearings. Also, a similar process was used to identify available capital balances to determine whether they could be reallocated to other areas, or were sufficient to provide funding in FY11 for ongoing projects. After these meetings were held, the City Manager convened the annual citywide budget meeting attended by all department heads and finance personnel. At this meeting the City Manager gave a general overview of the state of the economy, discussed the budget format and outlined specific guidelines for the preparation of individual department budgets, taking into consideration recommendations derived from the sessions with the heads of the largest departments. The City Manager emphasized the need to reduce the growth in budgets by eliminating positions and identifying other cost reductions so that the following fixed cost increases may be absorbed without having an adverse effect on the total budget: COLA, Pensions and Health Insurance costs can increase as required; and all non-personnel operating items known to be increasing due to contractual terms must be absorbed within the budget and not knowingly under-budgeted, except for costs associated with the opening of the new facilities in FY10. The City Manager's guidelines also included the following: major contracts for services must be reviewed to ensure that departments have sufficient funds to meet contractual needs; budgets are to be level funded; extraordinary expenditures must be revised and one time items from the current year eliminated; departments should expect that reductions can be made during the review process; and the supplemental request process remained the same, with requests for new or expanded services submitted separately outside the base budget. If a request for supplemental funds was submitted, it was necessary to identify a corresponding decrease before this request could be considered. It was emphasized that the FY11 goal was to submit a budget to the City Council that supports Council

priorities and the programmatic and operational needs associated with the new facilities. A particular emphasis has been placed on the goal to evaluate all expenditures with a view of maintaining the strong fiscal condition that the City has experienced over the past several years and alleviating the impact on the taxpayers. Each department subsequently met with the Budget staff to review the budget format and to aid in the development of goals and performance measures. These operating budgets, which include expenditure and revenue estimates and significant departmental accomplishments of the previous budget year, were submitted to the City Manager by January 11, 2010.

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

It is important to note that at this stage of the process in past years the City Manager has increased or decreased the budget based on the priorities of the City Council and the Administration. However, due to the need to control overall budget increases with particular attention paid to those financed through property taxes, supplemental requests generally were not funded unless a corresponding decrease was identified and built into the FY11 budget, except for programmatic and operational increases related to the new facilities.

From mid-March through late-April, the Budget and City Manager's staff finalized the Annual Budget document for submission to the City Council. By state law, the budget must be submitted to the City Council within 170 days after the Council organizes in early January. The City Manager will submit the FY11 Budget to the City Council on April 26, 2010.

From May 5 – May 21, the City Council will hold a series of public hearings to solicit citizen participation regarding departmental budget requests. The City Council has the jurisdiction to make reductions, but cannot increase the proposed budget without the consent of the City Manager. Following submission of the budget, the City Council has 45 days in which to act (June 9.) The City Council is projected to adopt the FY11 Budget on May 24, 2010. The Annual Budget for FY11 becomes effective July 1, 2010.

BUDGET PROCEDURE

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

CHAPTER 44, SECTION 31A. REPORT OF ESTIMATED EXPENSES; PERIOD COVERED; CONTENTS. Every officer of any city except Boston having charge of, or jurisdiction over, any office, department or undertaking, requesting an appropriation shall, between November first and December first of each year, furnish the mayor and the city auditor, or officer having similar duties, on forms provided by the city auditor or officer having similar duties, and approved by the bureau of accounts in the department of corporations and taxation, detailed estimates of the full amounts deemed necessary for the next fiscal year for the ordinary maintenance of the office, department or undertaking under his charge or jurisdiction, and for expenditures other than the ordinary maintenance, with the amounts, if any, expended for similar purposes during the preceding fiscal year and during the first four months of the then current fiscal year, and an estimate of the amounts required to be expended for such purposes during the last eight months of the then current fiscal year, giving explanatory statements of any differences between the amount of any estimate for the next fiscal year and the amount expended or estimated to be required as aforesaid.

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

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

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

CHAPTER 44, SECTION 33A. SALARY PROVISIONS IN BUDGET; REQUIREMENTS AND LIMITATIONS. The annual budget shall include sums sufficient to pay the salaries of officers and employees fixed by law or by ordinance. Notwithstanding any contrary provision of any city charter, no ordinance providing for an increase in the salaries and wages of municipal officers and employees shall be enacted except by a two-thirds vote of the City Council, nor unless it is to be operative for more than three months during the calendar year in which it is passed. No new position shall be created or increase in rate made by ordinance, vote or appointment during the financial year subsequent to the submission of the annual budget unless provision therefor has been made by means of a supplemental appropriation. No ordinance, vote or appointment creating a new position in any year in which a municipal election is held shall be valid and effective unless said ordinance, vote or appointment is operative for more than three months during said municipal election year.

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

(1) Ordinary maintenance, which shall also include debt and interest charges matured and maturing during the next fiscal year, and shall be subdivided as follows:

    (a) Salaries and wages of officers, officials and employees other than laborers or persons performing the duties of laborers; and
    (b) Ordinary maintenance not included under (a): and

(2) Proposed expenditures for other than ordinary maintenance, including additional equipment the estimated cost of which exceeds one thousand dollars.

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

The city council may by majority vote make appropriations for the purposes recommended and may reduce or reject any amount

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

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

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

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

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

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

The provisions of this section shall apply, in any city adopting the Plan E Form of government under chapter forty-three, only to extent provided by section one-hundred-and-four of said chapter. Neither the annual budget nor appropriation orders based therein shall be in such detail as to fix specific salaries of employees under the direction of boards elected by the people, other than the city council.

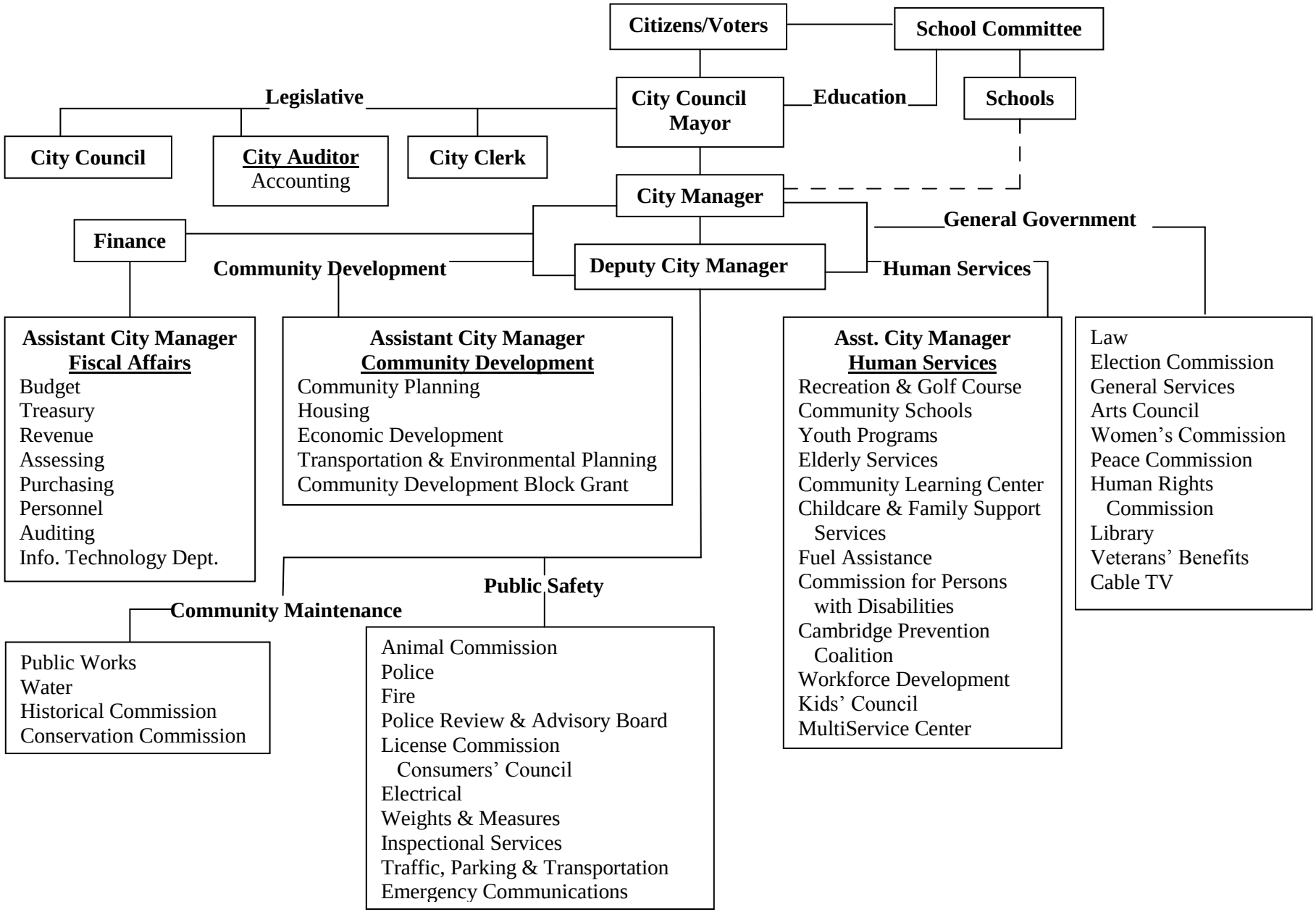
The city council may, and upon written request of at least ten registered voters shall, give notice of a public hearing to be held on the annual budget, prior to final action thereon, but not less than seven days after publication of such notice, in a newspaper having general circulation in the city. At the time and place so advertised, or at any time or place to which such public hearing may from time to time be adjourned, the city council shall hold a public hearing on the annual budget as submitted by the mayor, at which all interested persons shall be given an opportunity to be heard for or against the proposed expenditures or any item thereof.

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

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

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

ORGANIZATIONAL CHART
City of Cambridge, Massachusetts



GLOSSARY

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

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

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

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

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

Advance Refunding Bonds. Bonds issued to refund an outstanding bond issue prior to the date on which the outstanding bonds become due or callable. Proceeds of the advance refunding bonds are deposited in escrow with a fiduciary, invested in U.S. Treasury Bonds or other authorized securities, and used to redeem the underlying bonds at maturity or call date and to pay interest on the bonds being refunded or the advance refunding bonds.

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

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

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

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

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

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

Balanced Budget. A budget in which receipts are greater than (or equal to) expenditures. A requirement for all Massachusetts cities and towns. A balanced budget is a basic budgetary constraint intended to ensure that a government does not spend beyond its means and its use of resources for operating purposes does not exceed available resources over a defined budget period.

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

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

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

Bonds Authorized and Unissued. Bonds that a government has been authorized to sell but has not sold. Issuance at this point is only contingent upon action by the treasurer.

Bond Counsel. An attorney or law firm engaged to review and submit an opinion on the legal aspects of a municipal bond or note issue.

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

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

Budget Basis of Accounting. The City's General Fund budget is prepared on a basis other than generally accepted accounting principles (GAAP basis). The actual results of operations are presented on a "budget (cash) basis" to provide a meaningful comparison of actual results with the budget. See Basis of Accounting and Budgeting on page 23 in Section II.

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

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

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

Capital Expenditures. Expenditures which result in the acquisition of or addition to fixed assets. See Section V.

Capital Improvements Program. A comprehensive schedule for planning a community's capital expenditures. It coordinates community planning, fiscal capacity and physical development. While all of a community's needs should be identified in the program, there should also be a set of criteria that prioritizes expenditures. A capital program is a plan for capital expenditures that extends four years beyond the capital budget and is updated yearly.

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

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

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

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

Cost-Benefit Analysis. Decision-making tool that allows a comparison of options based on the level of benefit derived and the cost incurred for each different alternative.

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 capital, etc.). Sometimes debt burden is used in referring to debt service costs as a percentage of the annual budget.

Debt Limits. The general debt limit of a city consists of the normal debt limit, which is 5% of the valuation of taxable property and a double debt limit, which is 10% of that valuation. Cities and towns may authorize debt up to the normal limit without state approval, while debt up to the double debt limit requires state approval. It should be noted that there are certain categories of debt which are exempt from these limits.

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

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

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

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

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

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

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

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

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

FY09 Actual. FY09 actual numbers provided by departments based on the departments internal tracking methods.

FY10 Budget. Numbers stated in the FY11 budget document as the FY10 proposed figure for the performance measure. An "n/a" indicates a new measure or one previously not budgeted.

FY10 Projected. Estimate of what will be achieved in FY10 based on year-to-date performance.

FY11 Proposed. Estimated FY11 performance set by the department.

Fiduciary Fund. Repository of money held by a municipality in a trustee capacity or as an agent for individuals, private organizations, other governmental units, and other funds. These include expendable trusts, non-expendable trusts, pension trusts, and other agency funds.

Financing Plan. The estimate of revenues and their sources that will pay for the service programs outlined in the annual budget.

Fiscal Year. The twelve month financial period used by all Massachusetts municipalities which begins July 1 and ends June 30 of the following calendar year. The fiscal year is identified by the year in which it ends. Example: July 1, 2010 to June 30, 2011 is FY11.

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

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

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

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

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

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.

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

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

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

Geographical Information System (GIS). Computerized mapping system and analytical tool that allows a community to raise and sort information on a parcel, area or community wide basis.

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

Governmental Funds. Funds generally used to account for tax-supported activities. There are five different types of governmental funds: the general fund, special revenue funds, debt service funds, capital projects funds and permanent funds.

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

Hotel/Motel Excise. Allows a community to assess a tax on short-term room occupancy at hotels, motels and lodging houses, as well as convention centers in selected cities.

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

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

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

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

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

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

Massachusetts Water Pollution Abatement Trust (MWPAT). A statewide revolving fund that commenced operations in 1990 to address necessary environmental actions outlined in the Federal Clean Water Act. This fund revolves by the MWPAT issuing large pooled bond issues for various environmental construction projects and then loaning these funds to communities, with subsidies from the state reducing the debt service payments for these communities.

Meals Excise. Local excise option, allowing communities to assess a sales tax on sales of restaurant meals originating in the city by a vendor.

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

N/A. The information is not available or not applicable. See FY10 Budget.

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

Official Statement. A document prepared for potential investors that contains information about a prospective bond or note issue and the issuer.

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

Pay-As-You-Go Funds. The appropriation of current revenues, including Property Taxes and Free Cash, to fund capital improvements, as opposed to incurring debt to cover the costs.

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

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

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

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

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

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

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

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

Proposition 2½. A statewide tax limitation initiative petition limiting the property tax levy in cities and towns in the Commonwealth to 2½ percent of the full and fair cash valuation of the taxable real and personal property in that city or town. The statute also places an annual growth cap of 2½ percent on the increase in the property tax levy.

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

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

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

Refunding Bonds. The retirement of an existing bond issue through the sale of a new bond issue. When interest rates have fallen, issuers may want to exercise the call feature of a bond and replace it with another debt instrument paying a lower interest rate.

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

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

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

Revaluation. A reasonable and realistic program to achieve the fair cash valuation of property, in order to ensure that each taxpayer in the community pays his or her share of the cost of local government in proportion to the value of their property.

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

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

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

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

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

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

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

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

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

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

Unrestricted General Government Aid (UGGA). The components of local aid that include 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.

SELECTED ACRONYM TABLE

Affirmative Action Advisory Committee	AAAC
Arlington-Belmont-Cambridge	ABC
Accessible Cambridge Transportation	ACT
Americans with Disabilities Act	ADA
American Institute of Architects	AIA
Advanced Life Support	ALS
Automatic Meter Reading	AMR
American Recovery and Reinvestment Act	ARRA
Automotive Service Excellence	ASE
Advancement Via Individual Determination	AVID
Boston Area Rape Crisis Center	BARC
Boston Convention and Exhibition Center	BCEC
Bunker Hill Community College	BHCC
Board of Zoning Appeal	BZA
Campus Alcohol Advisory Boards	CAAB
Commission on Accreditation of Ambulance Service	CAAS
Cambridge Arts Council	CAC
Computer Aided Dispatch	CAD
Cambridge Auxiliary Fire Department	CAFD
Comprehensive Annual Financial Report	CAFR
Commission on Accreditation for Law Enforcement Agencies	CALEA
Computer Assisted Mass Appraisal	CAMA
Computer Assisted Management of Emergency Operations	CAMEO
Cambridgeport Artists' Open Studios	CAOS
Cambridge & Somerville Program for Alcoholism Rehabilitation	CASPAR
Cambridge Business Development Center	CBDC
Community Crisis Response Team	CCRT
Cambridge Community Television	CCTV
Community Development Block Grant	CDBG
Community Development Department	CDD
Commercial Driver's License	CDL
Cambridge Energy Alliance	CEA
Corporate Emergency Access System	CEAS
Comprehensive Emergency Management	CEM
Cambridge Employment Program	CEP
Community Emergency Response Team	CERT
Chlorofluorocarbons	CFC's
Cambridge Health Alliance	CHA
Cambridge Historical Commission	CHC
Children In Need of Services	CHINS
Cambridge Human Rights Commission	CHRC
Cambridge Alcohol Advisory Board	CLAB
Community Learning Center	CLC
Cambridge Leadership Network	CLN
Cambridge Neighborhood Apartment Housing Services	CNAHS
Council on Aging	COA
Cost-Of-Living-Allowances	COLA
Criminal Offender Record Information	CORI
Cambridge Office for Tourism	COT
Community Preservation Act	CPA
Cambridge Police Department	CPD
Cambridge Public Library	CPL
Cambridge Police Review and Advisory Board	CPRAB
Cambridge Public Schools	CPS
Consumer Product Safety Commission	CPSC
Cambridge River Festival	CRF
Cambridge Rindge and Latin School	CRLS
Cambridge Request System	CRS
Cathode-Ray Tube	CRT
Combined Sewer Overflow	CSO
Cambridge Veterans' Organization	CVO
Cambridge Water Department	CWD
Massachusetts Department of Conservation and Recreation	DCR
Direct Digital Control	DDC
Draft Environmental Impact Report	DEIR
Massachusetts Department of Environmental Protection	DEP
Massachusetts Department of Housing and Community Development	DHCD
Department of Human Services and Programs	DHSP

U.S. Department of Energy or Massachusetts Department of Education	DOE
Massachusetts Department of Revenue	DOR
Department of Public Works	DPW
Department of Social Services	DSS
Domestic Violence-Free Zone	DVFZ
Domestic Violence Task Force	DVTF
Department of Youth Services	DYS
Emergency Action Plan	EAP
Emergency Communications and 911 Center	ECC
Equal Employment Opportunity	EEO
Equal Employment Opportunity Commission	EEOC
U.S. Department of Energy, Energy Information Administration	EIA
Energy Information System	EIS
Emergency Medical Services	EMS
Emergency Operating Center	EOC
Massachusetts Executive Office of Environmental Affairs	EOEA
Water System Emergency Operating Plan	EOP
Emergency Preparedness and Response	EP&R
U.S. Environmental Protection Agency	EPA
Early Retirement Incentive	ERI
English for Speakers of Other Languages	ESOL
Federal Emergency Management Association	FEMA
Fats, oils and grease	FOG
Fresh Pond Advisory Board	FPAB
Full-time equivalent	FTE
Generally Accepted Accounting Principles	GAAP
Government Accounting Standards Board	GASB
Greater Boston Convention and Visitors Bureau	GBCVB
Gay, Bisexual, Lesbian and Transgender	GBLT
General Education Degree	GED
Geographic Information System	GIS
Global Positioning System	GPS
Help America Vote Act	HAVA
High Efficiency Particulate Air	HEPA
High frequency	HF

High Intensity Florescent	HIF
Home Improvement Program	HIP
Health Insurance Portability and Accountability Act	HIPAA
Health Maintenance Organization	HMO
Homeowners' Rehab, Inc.	HRI
Human Resources Management System	HRMS
Federal Department of Housing and Urban Development	HUD
Heating, Ventilation and Air Conditioning	HVAC
In Case of Emergency	ICE
Inspectional Services Department	ISD
Insurance Services Office	ISO
Intensive Studies Program	ISP
Information Technology	IT
Information Technology Department	ITD
Just-A-Start	JAS
King Open Extended Day	KOED
Kilowatt Hour	KwH
Lifetime Empowerment and Awareness Program	LEAP
Light Emitting Diode	LED
Leadership in Energy and Environmental Design	LEED
Local Emergency Planning Committee	LEPC
London Interbank Offered Rate	LIBOR
Leading Pedestrian Interval	LPI
Lead-Safe Cambridge	LSC
Library Services and Construction Act	LSCA
Long Term 2 Enhanced Surface Water Treatment Rule	LT2ESWTR
Massachusetts Association of Conservation Commissions	MACC
Metropolitan Area Planning Council	MAPC
Minority Business Enterprise	MBE
Massachusetts Board of Library Commissioners	MBLC
Massachusetts Bay Transportation Authority	MBTA
Massachusetts Commission Against Discrimination	MCAD
Massachusetts Comprehensive Assessment System	MCAS
Metropolitan District Commission	MDC
Massachusetts Emergency Management Agency	MEMA
Massachusetts General Laws	MGL
Massachusetts Institute of Technology	MIT

Municipal Lien Certificate	MLC
Metro-Region Conservation Agents Association	MRCAA
Minority Student Achievement Network	MSAN
Middle School Partnership	MSP
Mayor's Summer Youth Employment Program	MSYEP
Massachusetts Water Pollution Abatement Trust	MWPAT
Massachusetts Water Resources Authority	MWRA
National Academy of Emergency Medical Dispatch	NAEMD
National Association for the Education of Young Children	NAEYC
Neighborhood Conservation Districts	NCD
No Child Left Behind	NCLB
National Endowment for the Arts	NEA
New England Foundation for the Arts	NEFA
New Economy Taskforce	NET
National Football League	NFL
National Incident Management System	NIMS
North Cambridge Artists' Open Studios	NoCA
National Pollution Discharge Elimination System	NPDES
National Union Catalogue of Manuscript Collections	NUCMC
Non-Violent Communication	NVC
Office of Campaign and Political Finance	OCPF
Other Postemployment Benefits	OPEB
Occupational Safety and Health Administration	OSHA
Overtime	OT
Office of Workforce Development	OWD
Program in Afterschool Education and Research	PAER
Public Art Youth Council	PAYC
Public Employee Retirement Administration Commission	PERAC
Police Executive Research Forum	PERF
Payments In-Lieu-Of Tax	PILOT
Public Information Officer	PIO
Peace and Justice Corps	PJC
Problem Oriented Policing	POP
Proportional Representation	PR
Police Review and Advisory Board	PRAB
Parking and Transportation Demand Management	PTDM
Post Traumatic Stress Disorder	PTSD

Radio Amateur Civil Emergency Service	RACES
Rape Aggression Defense	RAD
Rehabilitation Assistance Program	RAP
Record Management System	RMS
Registry of Motor Vehicles	RMV
Reaching Out About Depression	ROAD
Rindge School of Technical Arts	RSTA
State and Local Assistance	S/LA
Student Awareness and Fire Education	SAFE
Superfund Amendment and Reauthorization Act	SARA
Substance Abuse Services for Seniors	SASS
School Building Assistance	SBA
Supervisory Control and Data Acquisition	SCADA
Self Contained Breathing Apparatus	SCBA
Safe Drinking Water Act	SDWA
School Improvement Plans	SIP
State Office of Minority & Women Business Assistance	SOMWBA
Sex Offender's Registration Information	SORI
Street Preservation Offset Fund	SPOF
School Resource Officers	SRO
Stage 2 Disinfection Byproduct Rule	Stage2DBPR
Students Teaching and Advocating Respect	STARS
Treasury Bill	T-Bill
Transportation Demand Management	TDM
True Interest Cost	TIC
Technical Services Division	TSD
Urban Area Security Initiative	UASI
Unrestricted General Government Aid	UGGA
Urban Park and Recreation Recovery	UPARR
Underground Railway Theater	URT
Vulnerability Assessment or U.S. Department of Veterans Affairs	VA
Veterans of Foreign Wars	VFW
Volunteers In Police Service	VIP'S
Voice over Internet Protocol	VoIP
Wireless Fidelity	WiFi
Young Men's Christian Association	YMCA

A GENERAL PROFILE OF THE CITY OF CAMBRIDGE

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

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

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

- Cambridge residents live closely together; only 10 US cities with a population over 50,000 are denser (Source: 2000 US Bureau of Census).

- Cambridge is a city of 13 neighborhoods, ranging in population from 673 (Cambridge Highlands) to 13,072 (Mid Cambridge) (Source: 2000 US Bureau of Census). Most neighborhoods have their own political and community organizations. Residents often participate vocally in City debates. In addition, there are six Commercial Districts and five R&D/Industrial districts which form the basis of the City's business community.

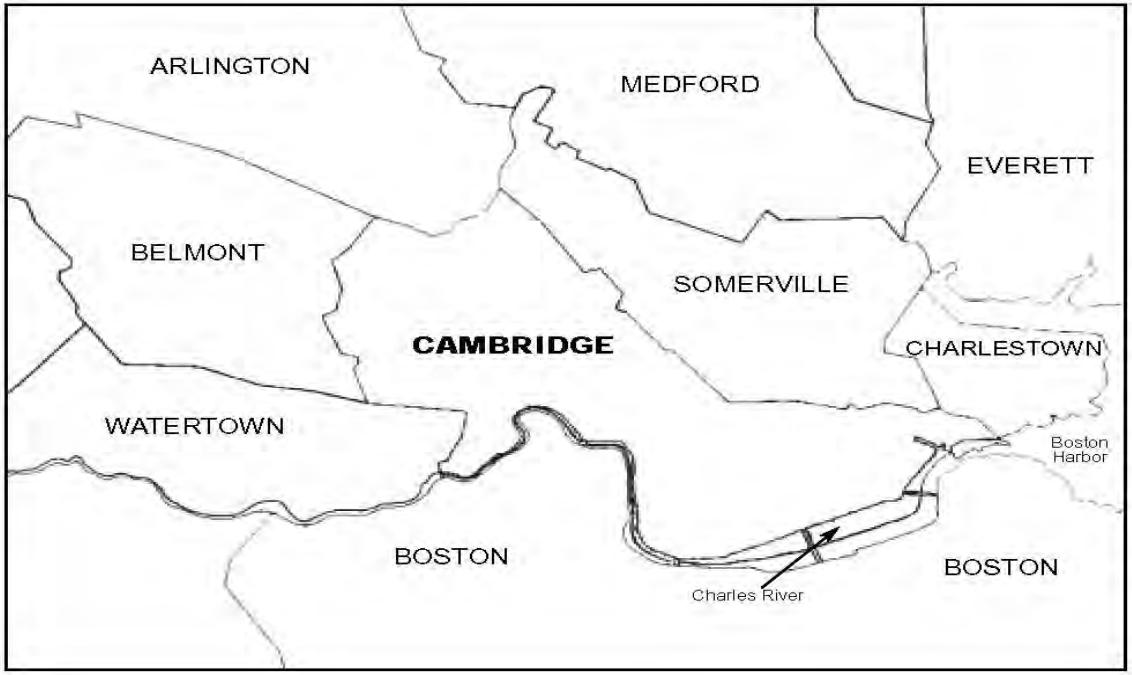
- Cambridge is diverse ethnically. Sixty-eight percent of all residents are white; 12% are black; 12% are Asian; and 8% are other races, including American Indian, Pacific Islander, or two or more races in combination. Seven percent (7%) of all residents are of Hispanic background (Source: 2000 US Bureau of Census).

- Cambridge is a city of renters. 71.7% of all households rent; 28.3% own. Approximately 8.6% of homes are single family; 14.4% are two families; 11.3 % are three families; 8.8% are in 4-8 unit buildings; 30.7% are buildings of 9 or more units; 21.2% of units are condominiums; 3.2% are mixed use residential / commercial; and 1.8% are rooming houses. 14.4% of all units are publicly owned or subsidized. (Source: 2003 Community Development Department).

- A majority of all local jobs are in services (86%). Service employment is dominated by education, business including research and development and computer/software, engineering, government and management, and health services. Nine percent (9%) of all jobs are in retail and wholesale trade; 5% are in manufacturing and construction. The largest employers in Cambridge include (1) Harvard University, (2) MIT, (3) City of Cambridge, (4) Mt. Auburn Hospital, (5) Novartis Institute, (6) Biogen IDEC, (7) Genzyme, (8) Federal Government, (9) Draper Laboratory and (10) Cambridge Health Alliance. (Source: Cambridge Community Development Department and cited employers, 2009).

- Cambridge continues to have a diverse economy with a major presence in the areas of biotechnology, education, medicine and government.

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



CAMBRIDGE AND SURROUNDING COMMUNITIES

FACTS ON FILE

GENERAL

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

POPULATION CHARACTERISTICS
(Source: 2000 US Census Bureau)

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

Persons of Hispanic origin may be of any race.

GOVERNMENT

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

HOUSING

Type of House	Median Value	# of Parcels
One family	$660,100	3,771
Two family	$648,800	2,647
Three family	$733,700	1,326
Condominium	$365,950	13,253

(Source: City of Cambridge as of 01/01/09)

GENERAL INFORMATION

Number of registered voters in Cambridge	59,665
(Source: City's Record as of 4/14/2010)	
Number of Parks & Play areas:	80
Number of Youth Centers:	5
Number of Community Schools:	12
Number of Senior Citizen Centers:	2
Number of Golf Courses:	1

FOUR LONGEST STREETS

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

INSTITUTIONS OF HIGHER LEARNING

Harvard University
Massachusetts Institute of Technology
Lesley University
Cambridge College

THE TEN LARGEST EMPLOYERS IN THE CITY:
(Source: Cambridge Community Development Department and cited employers, 2009)

Rank	Name of Employer	Nature of Business	Number of 2009 Employees
1.	Harvard University	Education	11,382
2.	MIT	Education	8,167
3.	City of Cambridge	Government	2,657
4.	Mt. Auburn Hospital	Medical	2,056
5.	Novartis Institute	Biotechnology	1,946
6.	Biogen Idec	Biotechnology	1,654
7.	Genzyme Corporation	Biotechnology	1,386
8.	Federal Government	Government	1,292
9.	Draper Laboratory	Research & Development	1,199
10.	Cambridge Health Alliance	Medical	1,154

Cambridge continues to be a net importer of jobs within the region, enjoying its position as a center of employment in the Boston area. In 2008 the City's employment ratio was 107 jobs per 100 residents.

As can be seen in the chart to the right, the employment base extends across a diverse range of professions including higher education, research and development, consulting and health services. Compared to the previous year, the number of jobs has increased by 0.7%.

The chart below shows a comparison of per capita personal income for Cambridge, surrounding communities, Massachusetts and the United States.

Per Capita Personal Income

	2003	2004	2005	2006	2007
United States	$32,284	$33,899	$35,447	$37,728	$39,430
Massachusetts	40,161	42,123	43,897	47,330	49,885
Boston MSA	42,794	44,987	47,128	50,515	53,443
Cambridge*	47,230	49,321	51,550	55,322	58,777
Cambridge as % of MA	117.6%	117.1%	117.4%	116.9%	117.8%
Cambridge as % of US	146.3%	145.5%	145.4%	146.6%	149.1%

*Cambridge-Newton-Framingham, MA Metropolitan Division

Source: US Department of Commerce, Bureau of Economic Analysis, Per capita personal income; most recent, available information.

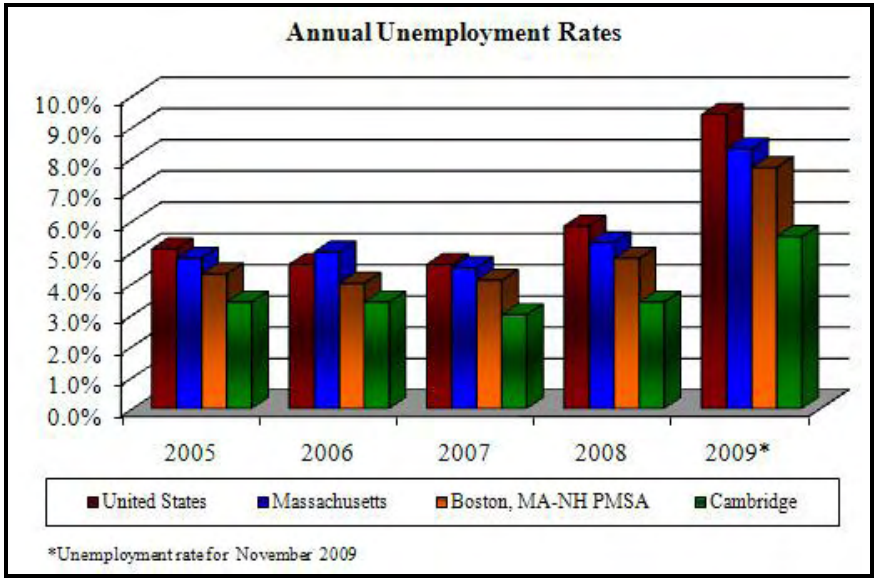
Note: 2003-2006 figures have all been adjusted since last year

The graph to the right illustrates that the City of Cambridge continues to enjoy a lower unemployment rate than the Boston PMSA, the State of Massachusetts and the United States. The unadjusted rate as of November 2009 was 5.5% for Cambridge, 7.7% for the Metro area, 8.3 % for the State and 9.4% for the United States.

Percentage Distribution of Jobs by Sector

	2007		2008	
Trade, Transportation & Utilities	10,009	9.3%	9,680	8.9%
Construction	1,186	1.1%	987	0.9%
Manufacturing	3,996	3.7%	3,854	3.6%
Information	4,277	4.0%	4,114	3.8%
Financial Activities	2,618	2.4%	2,523	2.3%
Professional and Business Services	28,723	26.7%	30,952	28.5%
Education and Health Services	36,948	34.3%	36,061	33.2%
Leisure and Hospitality	8,971	8.3%	9,135	8.4%
Other Services	2,314	2.1%	2,444	2.3%
Government	8,688	8.1%	8,770	8.1%
TOTAL	107,730	100%	108,520	100%

Source: Mass Department of Workforce Development



TAX FACTS

ASSESSMENTS (In Millions)

Fiscal Year	Real Property	Personal Property	Total
2010	$23,360.6	$911.1	$24,271.7
2009	23,107.9	768.2	23,876.1
2008	22,804.7	736.5	23,541.2
2007	21,507.8	659.3	22,167.1
2006	21,242.1	604.8	21,846.9
2005	20,880.7	467.3	21,348.0
2004	18,782.7	443.9	19,226.6
2003	17,382.8	368.0	17,750.8
2002	16,532.0	305.1	16,837.1
2001	12,410.1	293.0	12,703.1

TAX RATES

Fiscal Year	Commercial Industrial	Residential	Full Value
2010	$18.75	$7.72	10.28
2009	17.97	7.56	9.76
2008	17.24	7.36	9.88
2007	18.30	7.48	9.55
2006	17.86	7.38	10.48
2005	18.28	7.78	10.57
2004	19.08	7.63	11.49
2003	18.67	7.26	11.14
2002	18.81	7.22	11.13
2001	23.39	9.21	14.05

CITY LEVIES

Fiscal Year	Total Levy
2010	$268,662,984
2009	254,945,578
2008	242,334,374
2007	231,787,094
2006	222,960,291
2005	222,953,435
2004	209,599,396
2003	197,720,546
2002	187,444,551
2001	178,484,966

TOP TEN TAXPAYERS
FISCAL 2010

Owner	Nature of Business	Assessed Valuation	Amount of Taxes	% of Total Tax Levy
Mass. Institute of Technology	Education	$1,653,078,400	$32,394,696	12.06%
BioMed Realty Trust	Commercial	743,567,500	14,263,043	5.31
Boston Properties	Commercial	521,326,800	10,068,124	3.75
Equity Partners	Commercial	286,590,100	5,160,586	1.92
Pres. & Fellows of Harvard College	Education	373,663,300	4,908,853	1.83
New England Development	Commercial	210,140,700	4,058,342	1.51
Novartis Pharmaceuticals	Commercial	206,147,100	3,981,216	1.48
PREEF American Reit II Corp.	Commercial	200,973,900	3,881,308	1.44
RB Kendall Fee LLC	Commercial	191,221,900	3,670,511	1.37
Alexandria Real Estate	Commercial	141,379,800	2,732,913	1.02
		$4,528,089,500	$85,119,592	31.69%

BASIS OF ACCOUNTING AND BUDGETING

Generally Accepted Accounting Principles

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

a. The accounts of the City are organized and operated on a fund basis. Fund accounting segregates funds according to their intended purpose and is used to aid management in demonstrating compliance with finance- related legal and contractual provisions.

b. Governmental Fund types use the current financial resources measurement focus and the modified accrual basis of accounting. Revenues are recognized as soon as they are "susceptible to accrual" (i.e. both measurable and available). Property taxes are recorded as revenue in the year for which the taxes have been levied, provided they are collected within 60 days after year-end. Investment income is recorded as earned. Other revenues are recorded on a cash basis because they are generally not measurable until actually received. Expenditures are recorded when the liability is incurred except for (1) interest on general obligation debt, which is recorded when due; and (2) tax abatements and judgments and claims, all of which are recorded as expenditures to the extent that they have been paid or are expected to be paid with expendable available resources.

c. Proprietary Funds and fiduciary fund types are accounted for using the flow of economic resources measurement focus and full accrual basis of accounting. Under this method, revenues are reported when earned and expenses are recorded at the time liabilities are incurred.

Budgetary Basis

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

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

Proposed expenditure appropriations for all departments and operations of the City, except those of the School Department, are prepared under the direction of the City Manager. All budget appropriations, including those of the School Department, are approved by the City Council. The School Department budget is prepared under the direction of the School Committee based upon guidelines provided by the City Manager. The City Manager may recommend additional sums for school purposes. In addition, the City Manager may submit to the

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

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

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

a. Real estate and personal property taxes are recorded as revenue when levied (budgetary), as opposed to when susceptible to accrual (GAAP).

b. Encumbrances and continuing appropriations are recorded as the equivalent to expenditures (budgetary), as opposed to a reservation of fund balance (GAAP).

c. Certain activities and transactions are presented as components of the general fund (Budgetary), rather than as separate funds (GAAP).

d. Amounts raised for the prior years' deficits and available funds from prior years' surpluses are recorded as revenue items (budgetary), but have no effect on GAAP revenues.

In addition, there are certain differences in classifications between revenues, expenditures and transfers. The following reconciliation summarizes the differences between budgetary and GAAP basis accounting principles for the year ended June 30, 2009.

	Revenues	**Expenditures**
As reported on a budgetary basis	$368,447,356	$403,910,143
Adjustments:		
Revenues to modified accrual basis	7,993,869	-
Expenditure, encumbrances, and accruals, net	-	(5,432,897)
Reclassification of premium on debt issuance	(792,996)	-
As reported on a GAAP basis	375,648,229	398,477,246
Premium on bond issuance	792,996	-
Interfund Transfers	17,533,240	6,520,605
As shown on Page II-52	$393,974,465	$404,997,851

FINANCIAL POLICIES AND GUIDELINES

Since 1999, the City has received the highest possible credit rating (AAA) from the three major credit rating agencies: Moody's Investors Service, Fitch Ratings and Standard & Poor's. The City established a policy many years ago of providing high-quality services to the citizens of Cambridge without jeopardizing the financial condition of the City. In order to achieve these objectives, the City Council, in conjunction with the City administration, has placed a high emphasis on long-range financial planning and the need to conserve resources for use during economic downturns. By adhering to this policy, the City has been able to withstand the effects of the recession of the early 1990's, as well as the most recent downturn, without any significant reductions in services. Standard and Poor's again confirmed its Financial Management Assessment (FMA) of the City of "strong." An FMA of "strong" indicates that practices are strong, well embedded and likely sustainable. The strong rating indicates that the government maintains most "Best Practices" deemed critical to supporting credit quality and that these are well embedded in the government's daily operations and practices. Formal policies support many of these activities, adding to the likelihood that these practices will continue into the future and transcend changes in the operating environment or personnel.

As Moody's noted in its most recent credit report, "the assignment of Moody's highest quality long-term rating reflects an exceptionally strong and resilient financial position which positions the city to weather uncertain economic conditions more favorably than most similarly-sized cities." Fitch Ratings noted "the city's exceptional financial management is reflected in consistently strong financial results and reserve levels. Debt levels should remain manageable, aided by the city's rapid amortization rate."

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

As stated previously, the rating agencies have recognized the conservative nature of the City's budgeting and financial management processes. In the area of debt issuance, it is particularly important to maintain all of the relevant indices below national standards. The City's below-average debt position is a reference to debt ratios such as per capita debt and the ratio of debt to assessed valuation, as well as the rapid retirement schedule and low percentage of debt service to the total budget. It is expected that these debt indicators will remain below national standards and within our debt policy after all debt included in the five-year plan is issued. The debt to be issued includes tax-supported bonds issued to finance several large construction and renovation projects critical to the objective of maintaining a high quality of life in Cambridge. It is important to note that these low debt levels are the direct result of using bond proceeds to finance capital projects only after it has been determined that there are no other feasible means of financing the projects. This document again includes investment, debt management and reserve policies which begin on page II-27.

The following chart compares selected debt ratios of Cambridge with the medians of cities rated Aaa by Moody's Investors Service. As the chart indicates, the debt ratios of Cambridge compare favorably with the medians of cities across the nation with the highest rating awarded by Moody's Investors Service.

	Per Capita Assessed Valuation	Unreserved Fund Balance as % of Revenues	Total Fund Balance as % of Revenues	Gross Direct Debt as % of Assessed Valuation
Median	$226,144	24.41%	33.78%	1.78%
Cambridge	$232,265	36.06%	40.19%	1.34%

Source: Moody's Investors Service 2008 Local Government National Medians Report. Moody's is in the process of recalibrating all of its bond ratings. As a result, the 2009 Local Government National Medians Report is not available at the time of the submission of this budget. The medians shown above are from the 2008 report with comparable figures for Cambridge.

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.

	FY07	FY08	FY09	FY10	FY11
Excess Levy Capacity (1)	$74,964,798	$88,252,928	$92,660,761	$98,559,309	$94,326,868
General Fund Balance (2)	$152,660,659	$167,518,724	$156,495,338	$153,887,112	$153,887,112
Free Cash (3)	$73,785,122	$91,754,033	$84,569,498	$82,000,000	$82,000,000
Rapidity of Debt Retirement (4)	81.8%	79.4%	77.6%	79.6%	79.0%

1) Excess levy capacity is the difference between the amount in property taxes that the City is allowed to levy under state law and the amount the City actually levies. The amounts shown for FY07-10 are actual amounts and FY11 is a projected figure.
2) The amounts shown for General Fund balances include those funds moved to the General Fund to satisfy GASB 34 requirements.
3) Free Cash is defined as funds remaining from the previous fiscal year that are available for appropriation. The figures shown for FY07-09 are actual amounts and those shown for FY10-11 are projected figures.
4) The percentages shown represent the percent of total debt that would be retired in ten years. With few exceptions, all debt issued by the City is retired within ten years.

INVESTMENT POLICY

I. PURPOSE

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

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

II. SCOPE

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

III. INVESTMENT OBJECTIVES

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

A. Safety of Principal

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

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

B. Liquidity

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

C. Yield

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

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

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

IV. STANDARDS OF CARE

A. Prudence

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

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

B. Ethics and Conflicts of Interest

Officers and employees involved in the investment process shall refrain from personal business activity that could conflict with the proper execution and management of the investment program, or that could impair their ability to make impartial decisions.

Employees and investment officials shall disclose any material interests in financial institutions with which they conduct business. They shall further disclose any personal financial/investment positions that could be related to the performance of the investment portfolio. Employees and officers shall refrain from undertaking personal investment transactions with the same individual with whom business is conducted on behalf of the City.

C. Delegation of Authority

Authority to manage the investment program is granted to the Director of Financial Systems and Operations, 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, Budget Director 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 and whose portfolios consist only of dollar-denominated securities; and
- Local government investment pools such as the Massachusetts Municipal Depository Trust and Massachusetts Municipal Depository Short Term Bond Fund.

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

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

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

B. Diversification

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

1. At the time of acquisition, no more than ten percent (10%) of the overall portfolio may be invested in deposits with a single bank, unless the deposits are fully-insured or fully-collateralized, or in repurchase arrangements for a period longer than two business days conducted through a single dealer.

2. There is no limitation on the percentage of the overall portfolio that may be invested in: (1) U.S. government and agency obligations and in repurchase agreements fully collateralized by such securities, appropriate state pools, or an authorized custodial arrangement, pool or money market fund, if permitted by state statute, specified in the appropriate Section.

3. Investments in securities that are not readily marketable, other than securities or deposits that mature within seven days, may not exceed 10 percent of the portfolio's net assets at the time of purchase.

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

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

VII. REPORTS

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

VIII. PORTFOLIO VALUATION

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

IX. ADOPTION

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

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

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

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

DEBT MANAGEMENT POLICY

I. PURPOSE

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

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

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

II. POLICY STATEMENT

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

III. RESPONSIBILITY FOR POLICY

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

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

The City Treasurer shall report his/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.

IV. GENERAL DEBT GOVERNING POLICIES

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

A. The City shall not issue debt obligations or use debt proceeds to finance current operations of the City.

B. The City will utilize debt obligations only for acquisition, construction or remodeling of capital improvement projects that cannot be funded from current revenue sources or in such cases wherein it is more equitable to the users of the project to finance the project over its useful life.

C. The City will measure the impact of debt service requirements of outstanding and proposed debt obligations on single year, five, ten and twenty-year periods. This analysis will consider debt service maturities and payment patterns as well as the City's commitment to a pay-as-you-go budgetary allocation.

V. DEBT POLICIES, RATIOS AND MEASUREMENT

A. Purposes of Issuance – the City shall only issue debt obligations for acquiring, constructing or renovating City owned fixed assets or for refinancing existing debt obligations. The City intends only to invest and spend bond proceeds for projected capital expenditures to comply with the 24-month payout exception in the US Federal regulations regarding non-arbitrage bonds. In the event of unexpected delays in capital spending, the bond proceeds shall be invested in allowable instruments that either restrict the yield so that the City does not benefit, or rebate the positive arbitrage to the U.S. Government.

B. Maximum Maturity – All debt obligations shall have a maximum maturity of the earlier of: (1) the estimated useful life of the Public Investment being financed; or, (2) twenty years; or, (3) in the event debt obligations are being issued to refinance outstanding debt obligations, the final maturity of the debt obligations being refinanced.

C. Net Direct Debt Per Capita Personal Income – The City's overall net debt per capita shall not exceed 4.5% of per capita personal income. The Direct Debt Per Capita Personal Income shall be calculated by dividing the City's Net Direct Debt Per Capita by the most current, estimated per capita personal income.

D. Direct Debt as a Percent of Estimated Full Assessed Value – The City's overall net debt will not exceed 1.5% of the estimated full value of taxable real properties with the City. The ratio of Direct Debt to Estimated Full Assessed Value shall be calculated by dividing the City's Direct Debt by the estimated full-assessed value of all taxable properties within the City.

E. Debt Service Levels – The City shall adhere to a debt management strategy that achieves the goal of limiting annual debt service to 12.5% of the total budget.

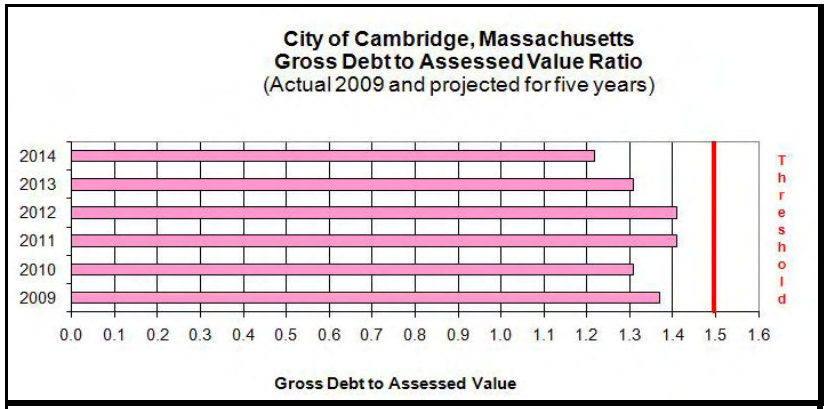
F. Average Maturity of General Obligation Bonds – the City shall have at least 70% of outstanding general obligation bonds mature in less than ten (10) years.

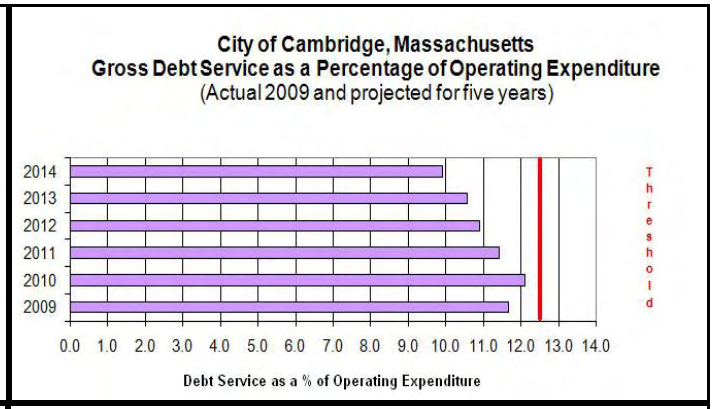
G. Net Present Value Savings – The City must achieve a Net Present Value Savings of at least 3 percent and at least $1,000,000 over the life of an existing bond issue in order for it to be considered for refunding.

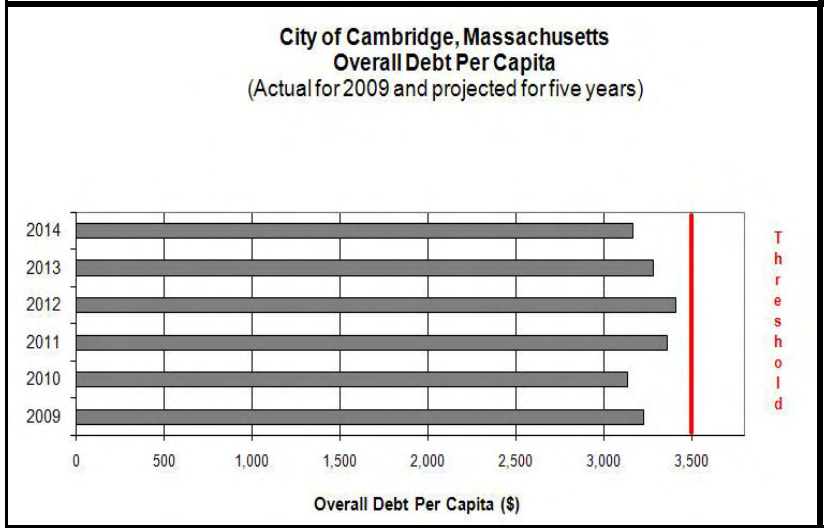
H. The City shall not exceed fifty percent (50%) of its statutory debt limitation.

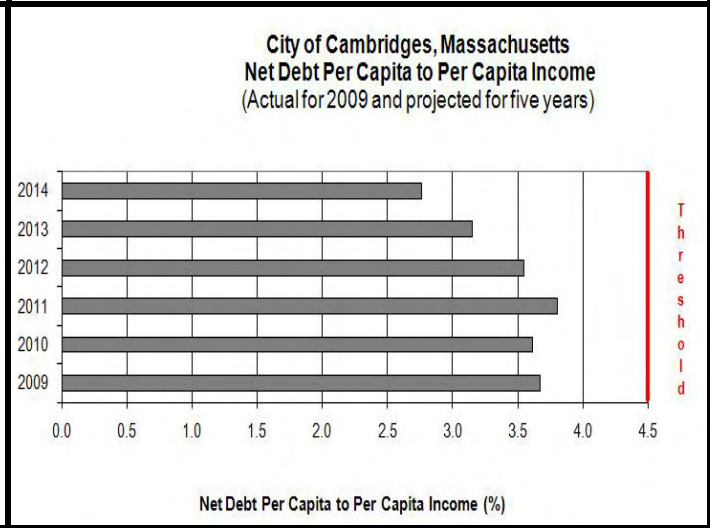
I. Bond Covenants and Laws – The City shall comply with all covenants and requirements of the bond resolutions, and Massachusetts and Federal laws authorizing and governing the issuance and administration of debt obligations.

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









DEBT RATIOS

Population[1]	Assessed Value[2]	Net Direct Debt[3]	Ratio of Net Direct Debt to Assessed Value	Net Direct Debt Per Capita
101,355	$ 24,271,700,606	$ 250,438,377	1.03%	$2,471

[1] The population figure is from the 2000 U.S. Census. Source: U.S. Department of Commerce Bureau of Census
[2] The assessed value reflects full market value as of January 1, 2009.
[3] The net direct debt is as of June 30, 2009.

GENERAL DEBT LIMIT

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

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

DEBT LIMIT CALCULATION

Equalized Valuation as of January 1, 2008	**$ 26,124,313,400**
Debt Limit (5% of Equalized Valuation)	**$ 1,306,215,670**
Total Outstanding Debt as of June 30, 2010	$ 317,436,444
Total Authorized / Unissued Debt as of June 30, 2010	92,004,251
Total Outstanding Debt Plus Total Authorized / Unissued Debt	**$ 409,440,695**
Amount of Outstanding Debt Outside the Debt Limit	$ 27,383,332
Amount of Authorized / Unissued Debt Outside the Debt Limit	-
Outstanding Debt plus Authorized / Unissued Outside the Debt Limit	**$ 27,383,332**
Total Outstanding Debt Plus Total Authorized / Unissued Debt	$ 409,440,695
Less: Outstanding Debt plus Authorized / Unissued Outside the Debt Limit	27,383,332
Debt Subject to the Debt Limit	**$ 382,057,363**
Debt Limit (5% of Equalized Valuation)	1,306,215,670
Remaining Borrowing Capacity Under Debt Limit	**$924,158,307**

FY11 DEBT DISTRIBUTION

	Debt Payment	Interest	Required Appropriation*
City	$34,865,928	$10,222,521	$45,088,449
School	1,002,167	196,451	1,198,618
Water	4,958,332	1,188,257	6,146,589
Total	**$40,826,427**	**$ 11,607,229**	**$52,433,656**

Notes: * General Fund Debt Service, page IV-299, 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, 2009

THE CITY HAS HISTORICALLY HAD A CONSERVATIVE DEBT GUIDELINE. When the City embarked on an aggressive capital improvement program in the mid-1980's, it established a guideline of retiring a majority of debt within ten years of the date of issue and allocating funds from reserve accounts to finance projects which would otherwise have been supported through bond proceeds. The City's rapid repayment schedule has given the City considerable flexibility to extend redemption schedules for long-life projects such as the construction of a new water treatment facility, library and ambulatory care center at The Cambridge Hospital. In addition, key ratios such as net direct debt to assessed value and unreserved fund balance as a % of revenues compare favorably with national medians (see page II-26).

Fiscal Year	Total[1] Debt	Debt Payment	Interest	Required Appropriation
2010-11	$317,436,444	$40,826,427	$11,607,229	$52,433,656
2011-12	276,610,017	34,326,621	10,222,360	44,548,981
2012-13	242,283,396	31,073,404	9,056,423	40,129,827
2013-14	211,209,992	27,877,774	7,949,239	35,827,013
2014-15	183,332,218	25,367,218	6,932,575	32,299,793
2015-16	157,965,000	21,480,000	6,007,010	27,487,010
2016-17	136,485,000	19,825,000	5,226,510	25,051,510
2017-18	116,660,000	18,305,000	4,492,960	22,797,960
2018-19	98,355,000	13,850,000	3,819,134	17,669,134
2019-20	84,505,000	11,210,000	3,323,884	14,533,884
2020-21	73,295,000	9,820,000	2,916,333	12,736,333
2021-22	63,475,000	9,820,000	2,537,319	12,357,319
2022-23	53,655,000	9,820,000	2,152,602	11,972,602
2023-24	43,835,000	9,820,000	1,767,357	11,587,357
2024-25	34,015,000	9,385,000	1,374,632	10,759,632
2025-26	24,630,000	8,685,000	996,576	9,681,576
2026-27	15,945,000	6,135,000	643,988	6,778,988
2027-28	9,810,000	5,285,000	398,213	5,683,213
2028-29	4,525,000	3,275,000	182,344	3,457,344
2029-30	1,250,000	1,250,000	46,875	1,296,875

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

RESERVE POLICY

I. PURPOSE

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

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

II. POLICY STATEMENT

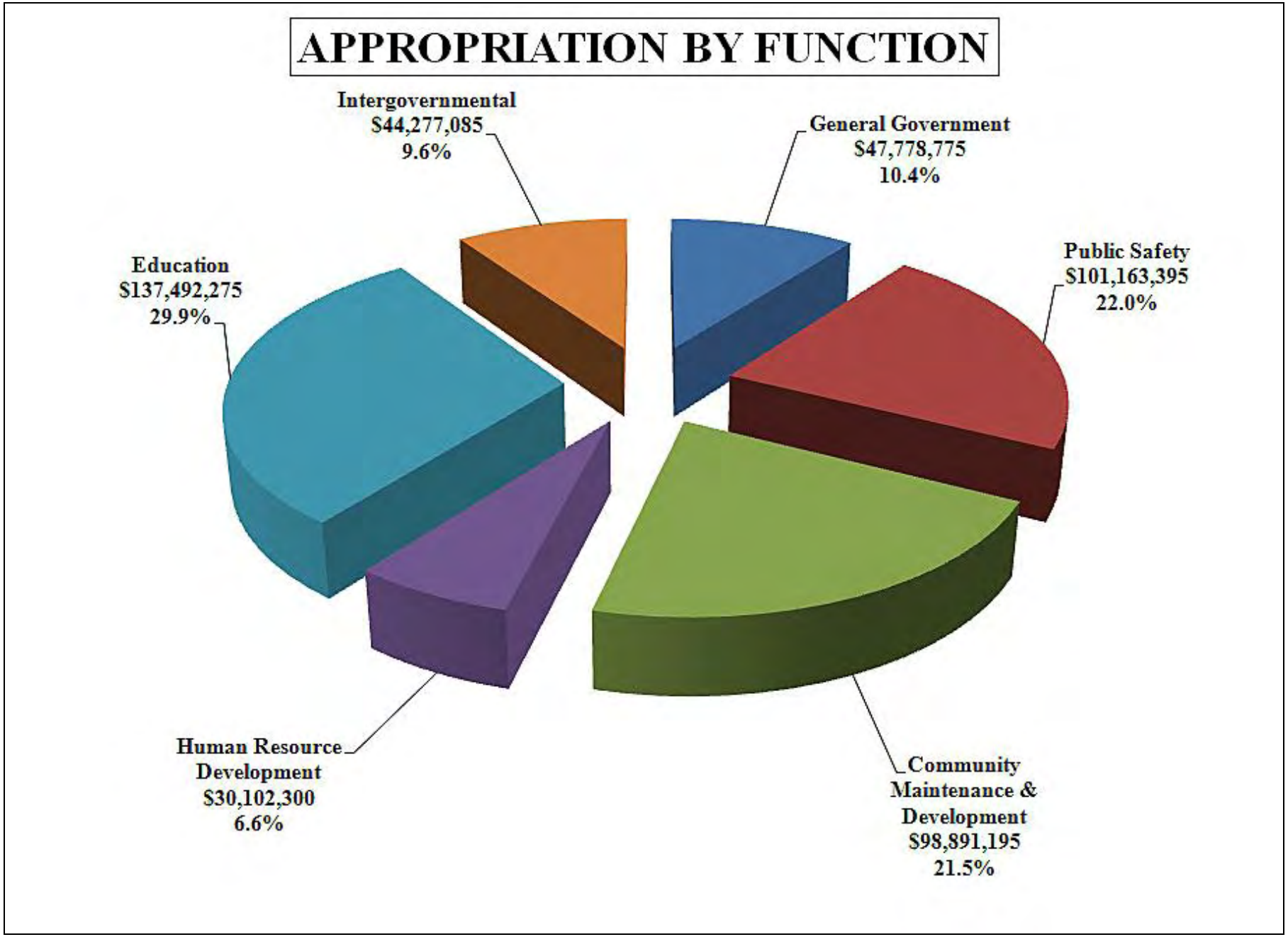
Fund Balance is an important indicator of a community's financial position. An adequate fund balance must be maintained to allow the City to continue to meet its obligations in the event of an economic downturn and/or unexpected emergency. Therefore, the City of Cambridge shall maintain:

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

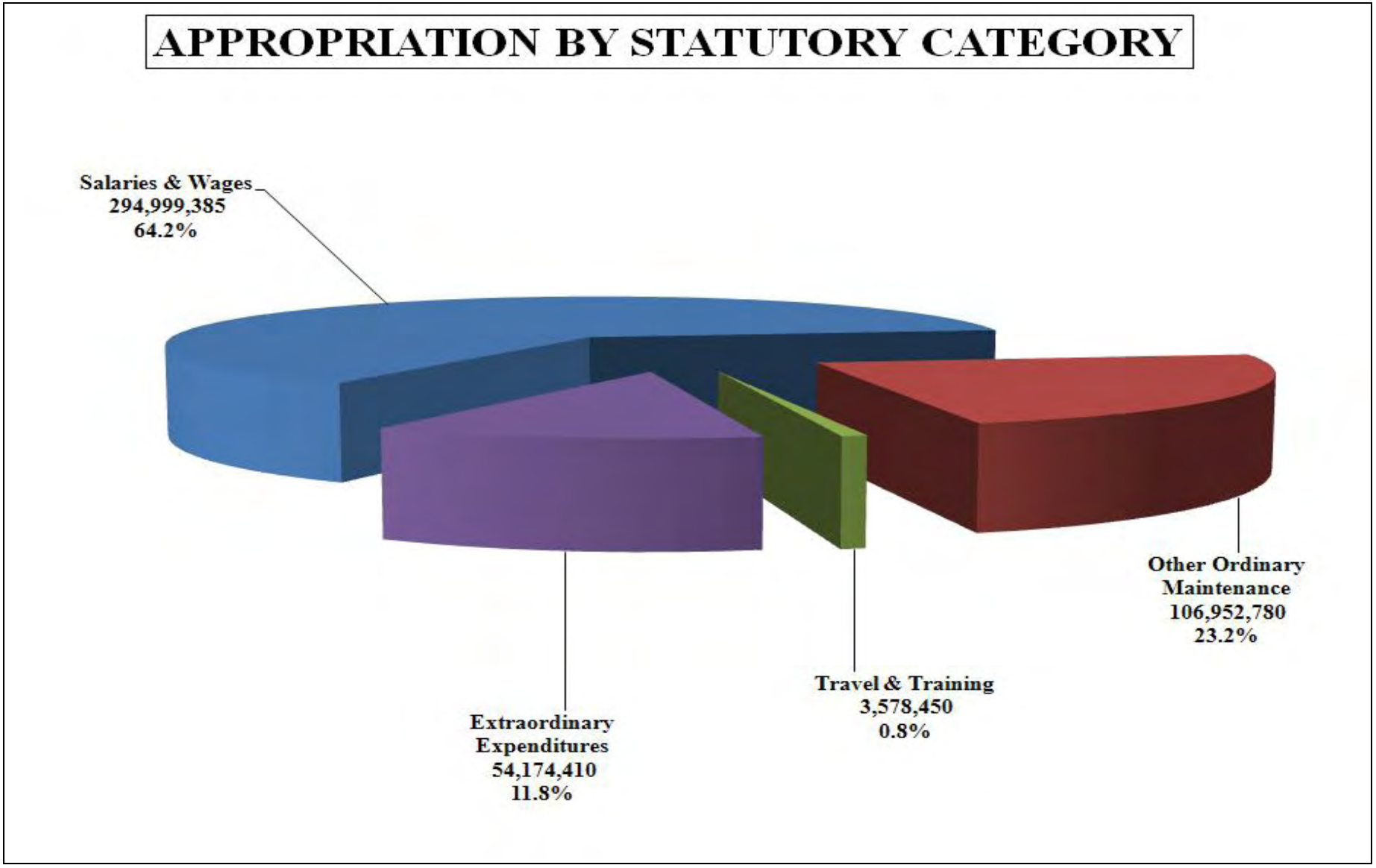
III. RESPONSIBILITY FOR POLICY

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

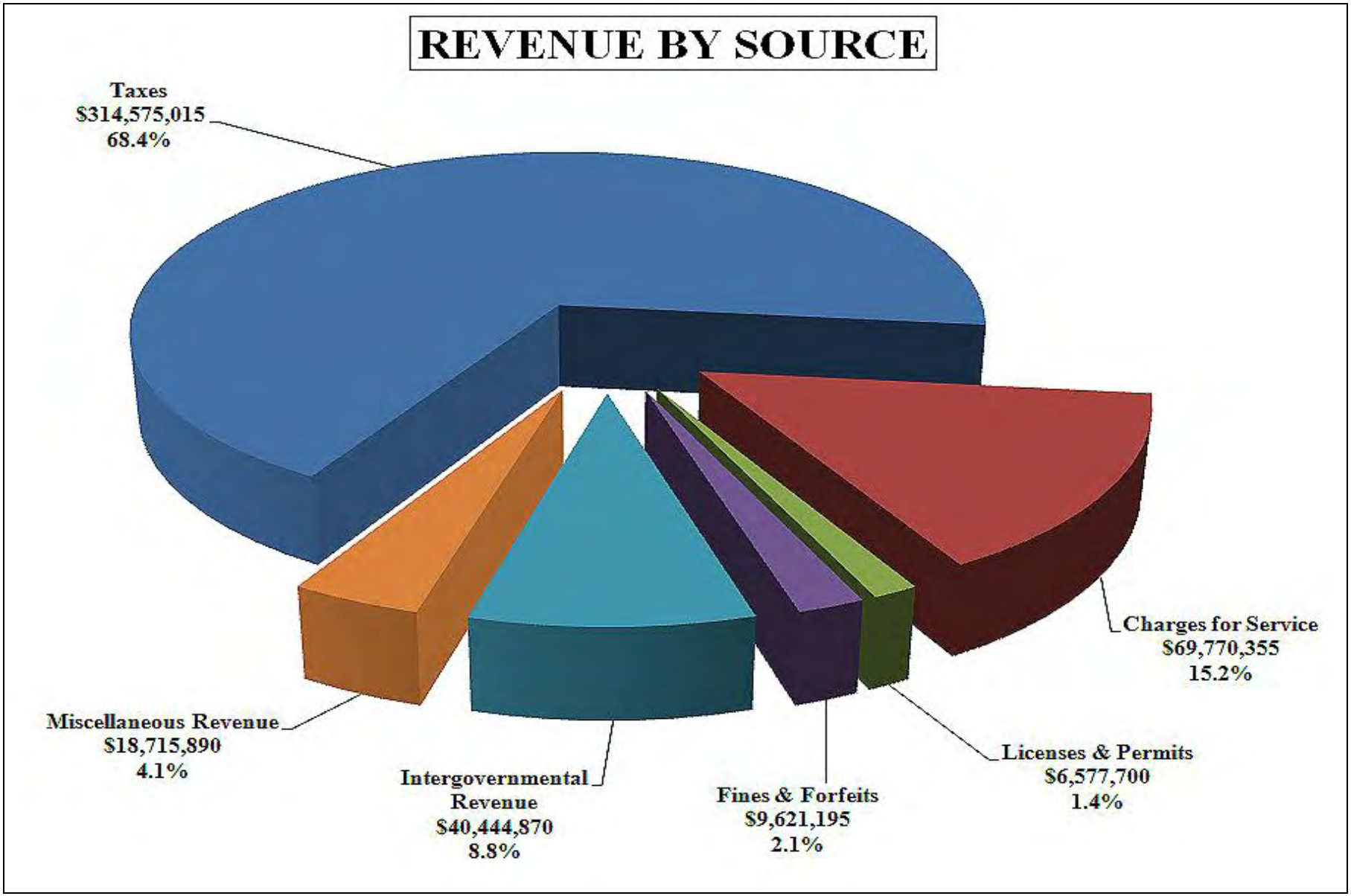
This policy shall be reviewed during the City's Annual Budget and Public Investment Program process.



TOTAL OPERATING BUDGET $459,705,025

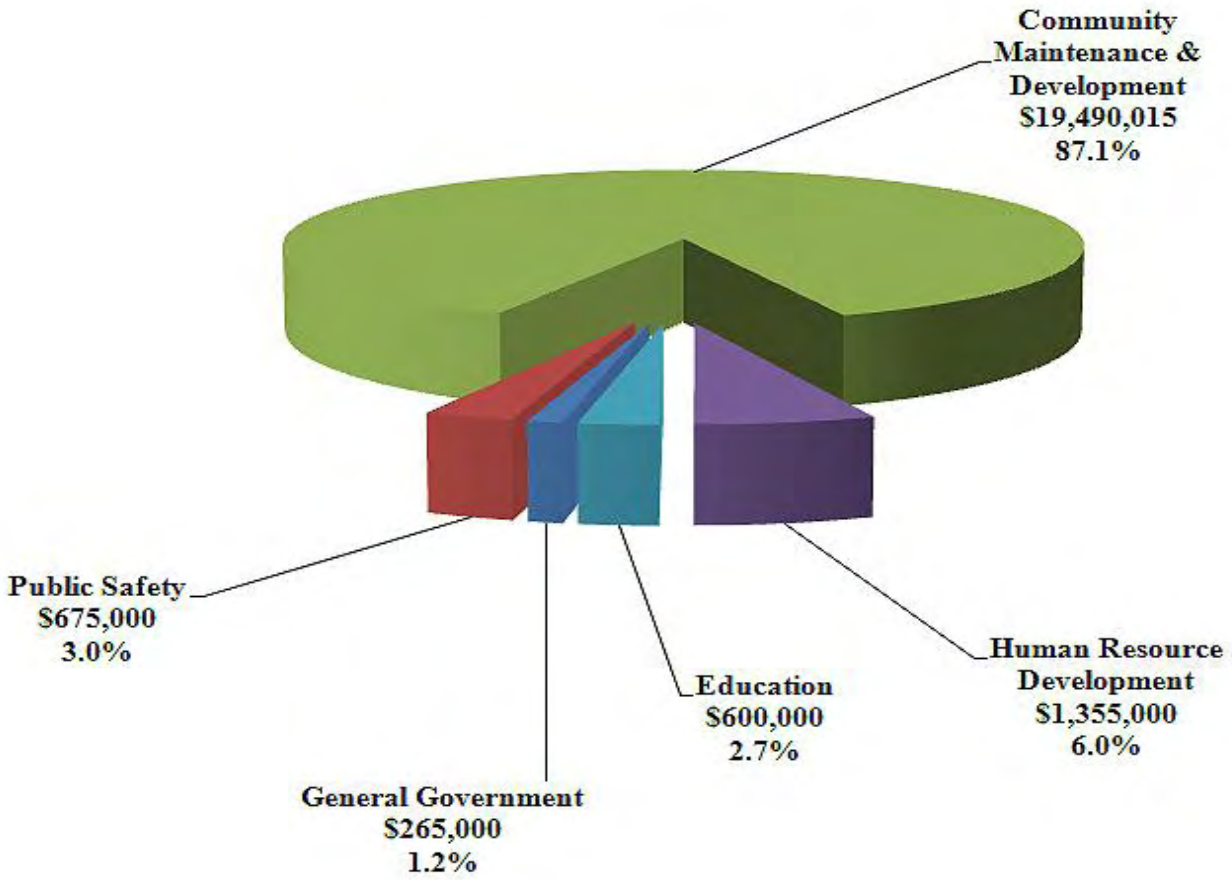


TOTAL OPERATING BUDGET $459,705,025

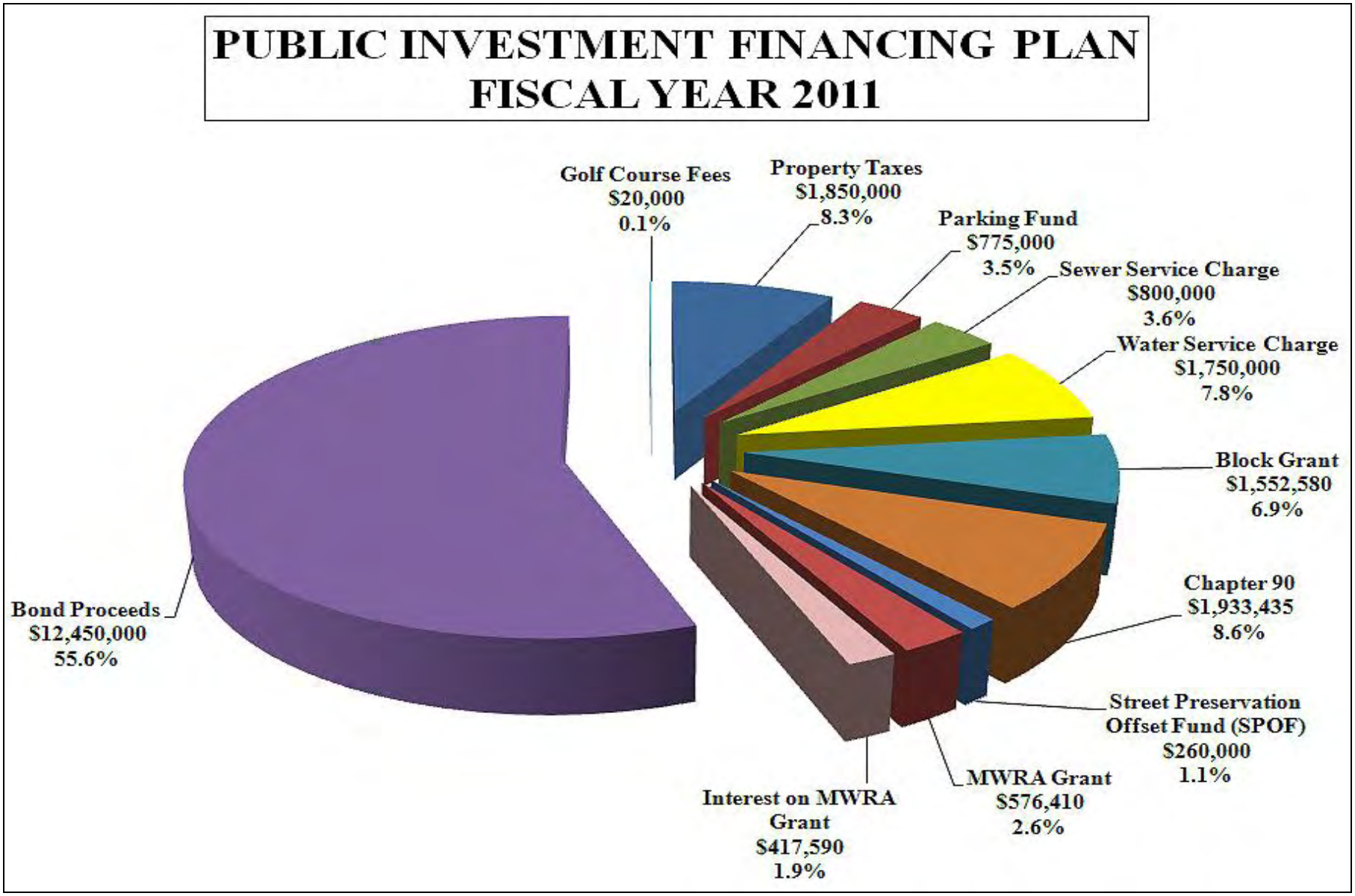


TOTAL OPERATING BUDGET $459,705,025

PUBLIC INVESTMENT APPROPRIATIONS
FISCAL YEAR 2011



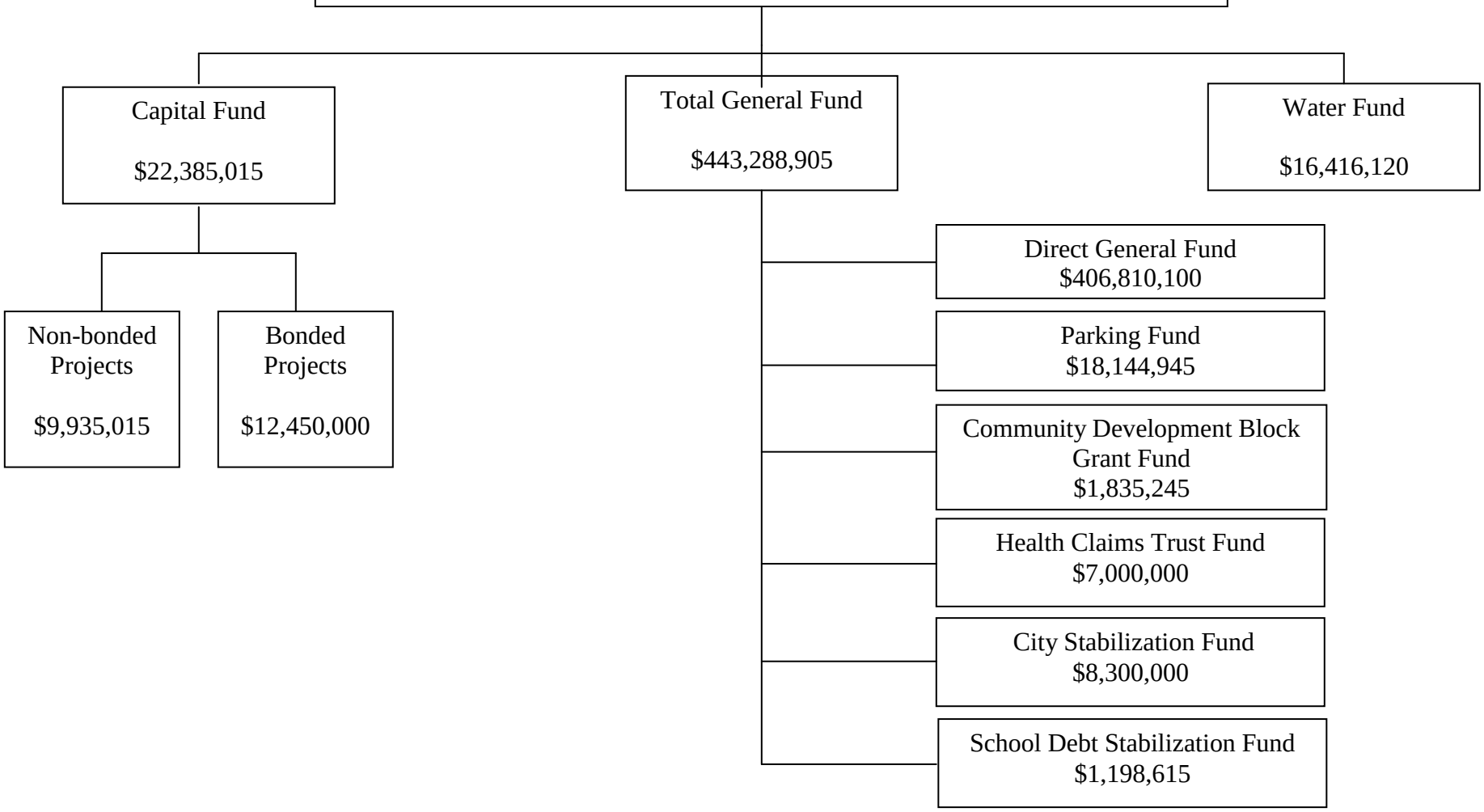
TOTAL CAPITAL BUDGET $22,385,015



TOTAL CAPITAL BUDGET $22,385,015

TOTAL FY 2011 CITY BUDGET
APPROPRIATED FUNDS

-	Total General Fund	$443,288,905
-	Water Fund	16,416,120
-	Capital Fund	22,385,015
	Total:	$482,090,040



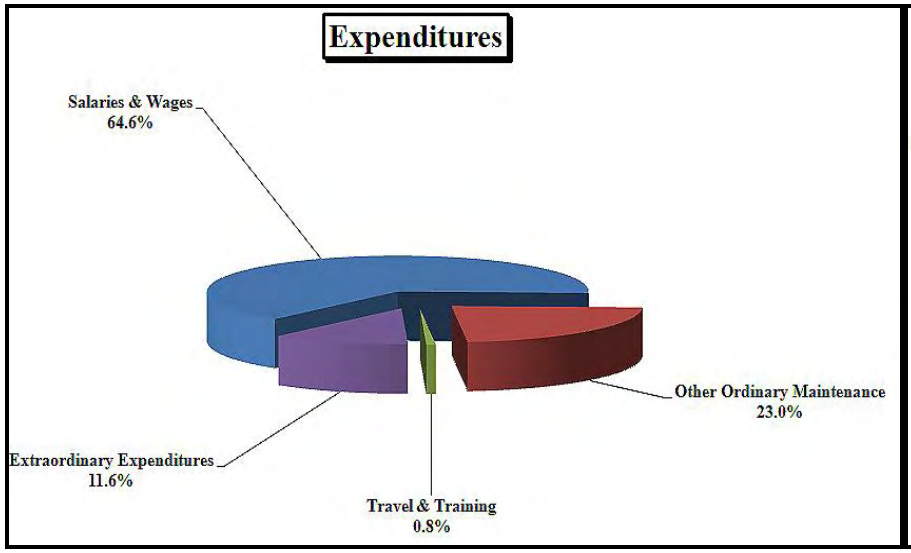
GENERAL FUND

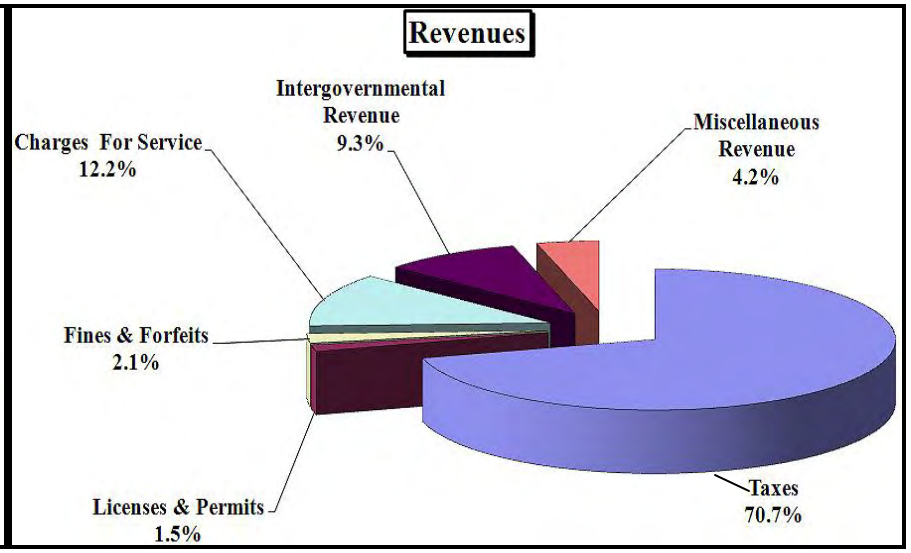
TOTAL $447,511,485

The General Fund is the basic operating fund of the City. It is used to account for all financial resources except those required to be accounted for in another fund. For budget purposes, Community Development Block Grant funds are included in the General Fund. The total General Fund appropriation is $447,511,485, (which is the City Appropriation of $459,705,025 less the Water Fund appropriation of $16,416,120), with an additional $4,222,580 in General Fund revenues raised to support a wide range of projects in the Public Investment Fund. The $4,222,580 is the City Public Investment Appropriation of $9,935,015 less $1,933,435 in Chapter 90, $576,410 from MWRA Grants, Interest on MWRA Grant ($417,590), $775,000 in Parking Fund revenue, $1,750,000 in Water Service Charges, and $260,000 from the Street Preservation Offset Fund (SPOF).

Salaries & Wages	Other Ordinary Maintenance	Travel & Training	Extraordinary Expenditures
$ 288,740,790	$ 103,128,430	$ 3,516,870	$ 52,125,395

Taxes	Licenses & Permits	Fines & Forfeits	Charges For Service	Intergovernmental Revenue	Miscellaneous Revenue
$ 316,425,015	$ 6,577,700	$ 9,621,195	$ 54,615,360	$ 41,556,325	$ 18,715,890





GENERAL FUND THREE YEAR HISTORY

Expenditure Category	FY09[1]	FY10[2]	FY11[3]
Salaries and Wages	$270,079,250	$276,873,085	$288,740,790
Other Ordinary Maintenance	97,207,495	98,240,005	103,128,430
Travel & Training	3,772,020	3,633,855	3,516,870
Extraordinary Expenditures	50,442,825	50,679,755	52,125,395
TOTAL BUDGETED EXPENDITURES	**$421,501,590**	**$429,426,700**	**$447,511,485**

Revenue Category	FY09[1]	FY10[2]	FY11[3]
Taxes	$279,293,435	$293,371,625	$316,425,015
Licenses & Permits	6,536,100	5,958,620	6,577,700
Fines & Forfeits	9,961,325	8,985,080	9,621,195
Charges For Service	50,007,655	53,501,115	54,615,360
Intergovernmental Revenue	52,450,635	43,625,970	41,556,325
Miscellaneous Revenue	23,252,440	23,984,290	18,715,890
TOTAL BUDGETED REVENUES	**$421,501,590**	**$429,426,700**	**$447,511,485**

[1] The total FY09 General Fund appropriation is $421,501,590 (which is the City Appropriation of $434,126,990 less the Water Fund appropriation of $17,998,625) plus an additional $5,373,225 in General Fund revenues raised to support a wide range of projects in the Public Investment Fund. The $5,373,225 is the Public Investment appropriation of $12,236,615 less $1,908,525 in Chapter 90, $900,000 in Parking Fund revenue, $1,750,000 from the Parking Fund Balance, $1,000,000 in Water Service Charges, $1,000,000 from the Water Fund Balance, and $304,865 from the Street Preservation Offset Fund (SPOF).

[2] The total FY10 General Fund appropriation is $429,426,700 (which is the City Appropriation of $444,212,850 less the Water Fund appropriation of $17,985,890), with an additional $3,199,740 in General Fund revenues raised to support a wide range of projects in the Public Investment Fund. The $3,199,740 is the City Public Investment Appropriation of $29,360,780 less $1,914,385 in Chapter 90, $21,171,655 from MWRA Grants, $775,000 in Parking Fund revenue, $1,000,000 in Water Service Charges, $500,000 from the Water Fund Balance, and $800,000 from the Street Preservation Offset Fund (SPOF).

[3] The total FY11 General Fund appropriation is $447,511,485 (which is the City Appropriation of $459,705,025 less the Water Fund appropriation of $16,416,120), with an additional $4,222,580 in General Fund revenues raised to support a wide range of projects in the Public Investment Fund. The $4,222,580 is the City Public Investment Appropriation of $9,935,015 less $1,933,435 in Chapter 90, $576,410 from MWRA Grants, 417,590 from Interest on MWRA Grants, $775,000 in Parking Fund revenue, $1,750,000 in Water Service Charges, and $260,000 from the Street Preservation Offset Fund (SPOF).

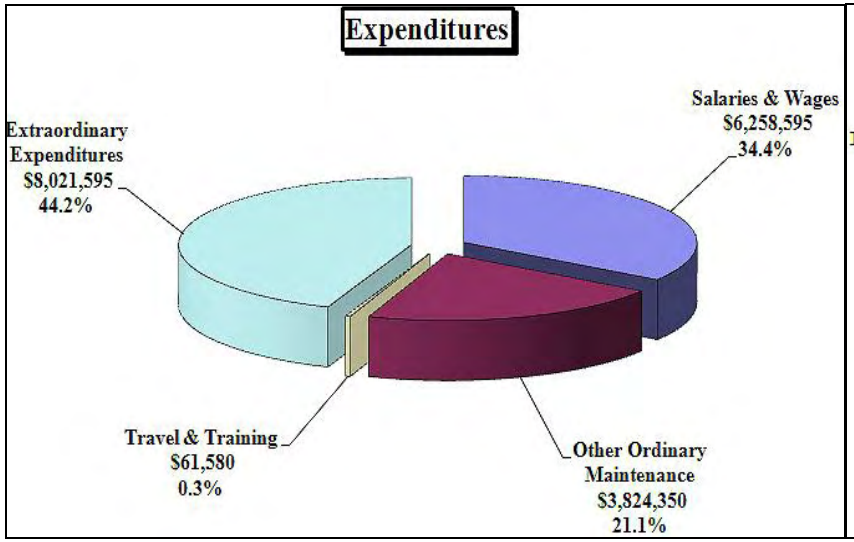
WATER FUND

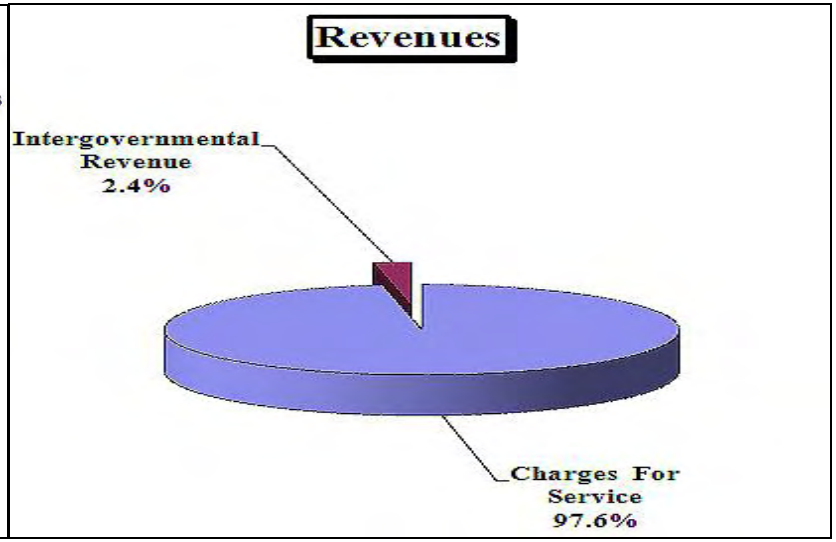
TOTAL $18,166,120

The Water Fund is used to account for the operations and maintenance of the City's water system. The Water Fund is financed by charges for services and miscellaneous revenue. The total FY11 Operating Budget appropriation is $16,416,120. In addition, Water Fund revenues are raised and transferred to the Public Investment Fund ($1,750,000 to cover improvements to the water system).

Salaries & Wages	Other Ordinary Maintenance	Travel & Training	Extraordinary Expenditures
$ 6,258,595	$ 3,824,350	$ 61,580	$ 8,021,595

Charges for Service	Intergovernmental Revenue
$ 17,724,995	$ 441,125





WATER FUND THREE YEAR HISTORY

The Water Fund is used to account for the operations and maintenance of the City's water system. The Water Fund is financed by charges for services and miscellaneous revenue.

WATER FUND THREE YEAR HISTORY

Expenditure Category	FY09[1]	FY10[2]	FY11[3]
Salaries and Wages	$5,904,865	$6,094,720	$6,258,595
Other Ordinary Maintenance	3,911,900	3,957,210	3,824,350
Travel & Training	30,855	30,855	61,580
Extraordinary Expenditures	10,151,005	9,403,105	8,021,595
TOTAL BUDGETED EXPENDITURES	**$19,998,625**	**$19,485,890**	**$18,166,120**

Revenue Category	FY09[1]	FY10[2]	FY11[3]
Charges For Service	$19,041,005	$18,606,235	$17,724,995
Intergovernmental Revenue	957,620	879,655	441,125
TOTAL BUDGETED REVENUES	**$19,998,625**	**$19,485,890**	**$18,166,120**

[1] The total FY09 appropriation is $19,998,625, including Water Fund revenues raised and transferred to the Public Investment Fund ($2,000,000 to cover improvements to the water system).

[2] The total FY10 Appropriation is $19,485,890, including Water Fund revenues raised and transferred to the Public Investment Fund ($1,500,000 to cover improvements to the water system).

[3] The total FY11 Appropriation is $18,166,120, including Water Fund revenues raised and transferred to the Public Investment Fund ($1,750,000 to cover improvements to the water system).

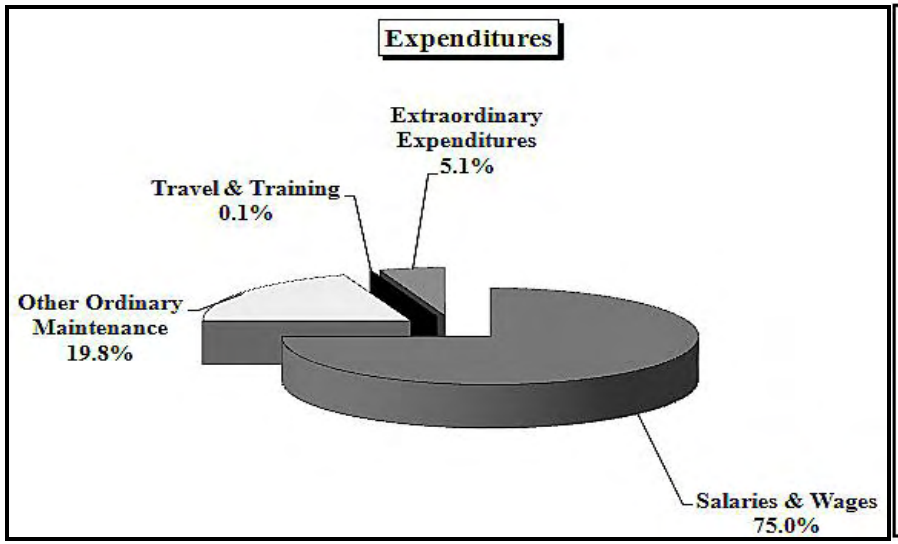
PARKING FUND

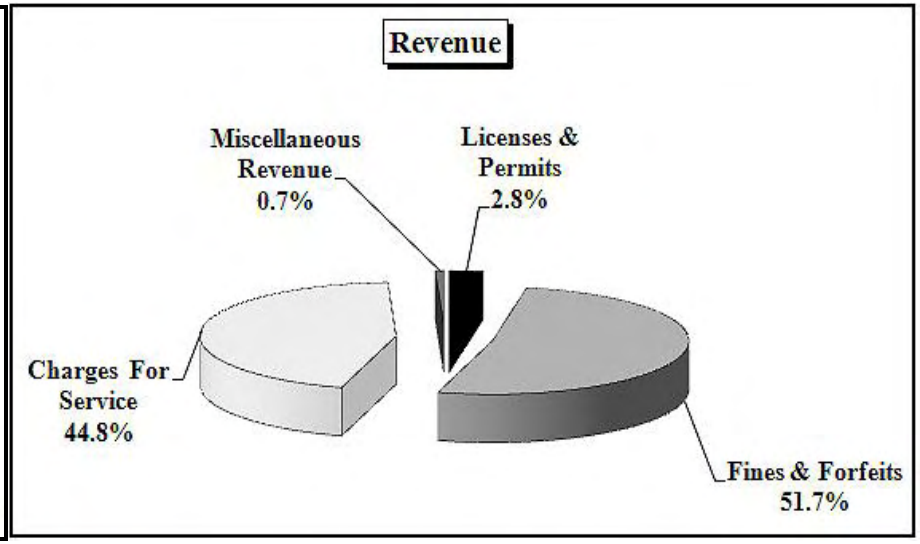
TOTAL $18,919,945

The Parking Fund is used to record revenue from meter permits, meter collection, resident parking stickers, parking lots and garages, parking fines and interest earnings. These revenues support a wide range of programs in accordance with Chapter 844 of the General Laws. With limited tax revenues, the Parking Fund is a critical source of City revenue, providing funds to 13 budgets including an allocation to capital. It should be noted that no expenditures are charged directly to the Parking Fund; instead transfers are made from the Parking Fund to the General Fund and Public Investment Fund to cover related expenditures. The allocation of $18,919,945 in Parking Fund revenues in the FY11 Budget is as follows: transfer to General Fund ($18,144,945) and the Public Investment Fund ($775,000). $10,034,590 of the General Fund transfer is used for the Traffic, Parking and Transportation Department and the remaining $8,110,355 will offset salary costs for other City departments ($7,516,560), cover state assessments ($459,420), and pay debt service on street reconstruction projects ($134,375).

Salaries & Wages $ 14,192,710	**Other Ordinary Maintenance** $ 3,740,460	**Travel & Training** $ 23,400	**Extraordinary Expenditures** $ 963,375
Licenses & Permits $ 525,000	**Fines & Forfeits** $ 9,779,945	**Charges for Service** $ 8,485,000	**Miscellaneous Revenue** $ 130,000

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





PARKING FUND THREE YEAR HISTORY

The Parking Fund is used to record revenue from meter permits, meter collection, resident parking stickers, parking lots and garages, parking fines and interest earnings. These revenues support a wide range of programs in accordance with Chapter 844 of the General Laws. With limited tax revenues, the Parking Fund is a critical source of City revenue, providing funds to 13 budgets including an allocation to capital. It should be noted that no expenditures are charged directly to the Parking Fund; instead, transfers are made from the Parking Fund to the General Fund and Public Investment Fund to cover related expenditures.

PARKING FUND THREE YEAR HISTORY

Expenditure Category	FY09[1]	FY10[2]	FY11[3]
Salaries and Wages	$12,504,275	$13,886,105	$14,192,710
Other Ordinary Maintenance	3,778,180	3,742,980	3,740,460
Travel & Training	23,400	23,400	23,400
Extraordinary Expenditures	2,871,720	965,625	963,375
TOTAL BUDGETED EXPENDITURES	**$19,177,575**	**$18,618,110**	**$18,919,945**

Revenue Category	FY09[1]	FY10[2]	FY11[3]
Licenses & Permits	$600,000	$450,000	$525,000
Fines & Forfeits	10,255,575	9,135,830	9,779,945
Charges For Service	6,017,000	8,652,280	8,485,000
Miscellaneous Revenue	2,305,000	380,000	130,000
TOTAL BUDGETED REVENUES	**$19,177,575**	**$18,618,110**	**$18,919,945**

[1] The allocation of $19,177,575 in Parking Fund revenues (including $1,750,000 from the Parking Fund Balance) in the FY09 budget was as follows: transfer to General Fund ($16,527,575) and Public Investment Fund ($2,650,000). $9,529,130 of the General Fund transfer was used for the Traffic, Parking, and Transportation Department and the remaining $6,998,445 offset salary costs for other City departments ($6,358,585), covered state assessments ($493,140), and paid debt service on street reconstruction projects ($146,720).

[2] The allocation of $18,618,110 in Parking Fund revenues in the FY10 Budget is as follows: transfer to General Fund ($17,843,110) and the Public Investment Fund ($775,000). $9,886,180 of the General Fund transfer is used for the Traffic, Parking and Transportation Department and the remaining $7,956,930 will offset salary costs for other City departments ($7,358,365), cover state assessments ($457,940), and pay debt service on street reconstruction projects ($140,625).

[3] The allocation of $18,919,945 in Parking Fund revenues in the FY11 Budget is as follows: transfer to General Fund ($18,144,945) and the Public Investment Fund ($775,000). $10,034,590 of the General Fund transfer is used for the Traffic, Parking and Transportation Department and the remaining $8,110,355 will offset salary costs for other City departments ($7,516,560), cover state assessments ($459,420), and pay debt service on street reconstruction projects ($134,375).

PROJECTED FUND BALANCES

The projections that are shown in the charts on pages II-51 and II-52 are for the three funds for which appropriations will be made in the FY11 budget. The fund balances that are shown as of June 30, 2009 are from the City's FY09 Comprehensive Annual Financial Report (CAFR) while fund balances as of June 30, 2010 and June 30, 2011 are based on projected revenues and expenditures for those two fiscal years. The General Fund budget includes expenditures that are financed through transfers from the Parking, Block Grant, Health Claims Trust, Stabilization, and School Debt Stabilization Funds. The Water Fund includes all expenditures related to the operation of the water system, including debt service on the bonds issued to finance construction of the water treatment plant, as well as other improvements to the water system and transfers to the Capital Fund to finance certain capital projects. The Capital Budget includes appropriations for a wide range of projects related to the acquisition of fixed assets as well as new construction and improvements to existing City facilities. Appropriations from all revenue sources, including bond proceeds, are made directly to this fund while the debt service on bond-financed projects is included in the General and Water Funds.

The Stabilization Fund, which is shown on page II-54, was established as a reserve to offset a portion of the debt service on large tax-supported projects. Transfers of $2,000,000 were made from this fund to the General Fund in both FY06 and FY07, with an additional $3,000,000 made in FY08. In order to partially offset a large increase in tax-supported debt in FY09, the transfer from the Stabilization Fund to the General Fund was increased to $7,000,000 with an additional $8,000,000 included in the FY10 Budget. This transfer will increase to $8,300,000 in FY11 to offset a portion of the tax-supported debt service from the February 2010 bond issue and will decrease in future fiscal years to coincide with the City's bonding schedule.

Projections are also shown on page II-54 for the Health Claims Trust and School Debt Stabilization Funds. Although no appropriations are made to these funds, transfers are made from these funds to the General Fund to cover certain costs including a portion of health care costs and debt service on School bonds. The larger of the two funds in this group, the Health Claims Trust Fund, receives revenues primarily from employee health deductions and interest earnings on the fund balance, with transfers from General Fund health care surpluses providing additional funds. The School Debt Stabilization Fund has been used to mitigate the effects of receiving reimbursements from the state on certain bond-financed projects prior to incurring debt service costs on the bonds and to provide funds for the School Department's share of the debt service on the War Memorial Renovation Project.

It is important to note that, in the following chart, the amounts shown for the General Fund for July 1, 2008, June 30, 2009 and July 1, 2009 include the balances of the Health Claims Trust Fund, City Stabilization Fund, School Debt Stabilization Fund and Internal Service Fund. Since these balances are included in the General Fund total in the FY09 CAFR, it is appropriate to include them in this chart.

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

GENERAL, WATER, AND CAPITAL FUNDS FY09-11

	FY11 Budget			FY11	FY10	FY09
	General Fund	Water Fund	Capital Fund	Budget All Fund Types	Projected All Fund Types	Actual All Fund Types
Revenues and Other Financing Sources:						
Property Taxes	$290,185,015	-	$1,850,000	$292,035,015	$268,662,984	$251,255,629
Payments in Lieu of Taxes	5,020,000	-	-	5,020,000	4,970,000	5,125,863
Hotel / Motel / Corporation Excise Tax	10,390,000	-	-	10,390,000	9,490,000	8,688,858
Motor Vehicle Excise	6,000,000	-	-	6,000,000	5,970,000	6,139,573
Meals Tax	2,300,000	-	-	2,300,000	1,500,000	-
Intergovernmental	29,034,040	-	-	29,034,040	30,218,220	37,234,500
Sewer Use	37,569,720	-	800,000	38,369,720	35,090,000	36,058,033
Water Use	687,510	$15,974,995	1,750,000	18,412,505	17,885,000	19,188,997
Investment Income	1,200,000	-	-	1,200,000	1,200,000	4,256,527
Bond Proceeds	-	-	12,450,000	12,450,000	15,290,000	49,485,000
Miscellaneous Revenues	60,902,620	441,125	5,535,015	66,878,760	95,055,725	66,672,387
Total Revenues	$443,288,905	$16,416,120	$22,385,015	$482,090,040	$485,331,929	$484,105,367
Expenditures and Other Financing Uses:						
Current:						
General Government	$47,578,775	-	-	$47,578,775	$41,420,395	$31,765,295
Public Safety	101,163,395	-	-	101,163,395	93,882,345	95,816,587
Community Maintenance & Development	37,169,420	$16,416,120	-	53,585,540	57,763,135	50,142,615
Human Resource Development	30,102,300	-	-	30,102,300	28,911,780	25,464,435
Education	137,492,275	-	-	137,492,275	133,004,570	129,030,651
Judgments and Claims	200,000	-	-	200,000	706,000	170,865
Intergovernmental	44,277,085	-	-	44,277,085	43,215,420	41,020,229
Capital Outlays	-	-	$22,385,015	22,385,015	44,650,780	89,976,927
Other Financing Uses	-	-	-	-	2,184,930	6,520,605
Debt Service						
Principal	34,865,930	-	-	34,865,930	32,775,580	30,202,892
Interest	10,222,525	-	-	10,222,525	10,300,890	9,791,362
Fees	217,200	-	-	217,200	217,200	174,920
Total Expenditures	$443,288,905	$16,416,120	$22,385,015	$482,090,040	$489,033,025	$510,077,383

	General Fund	Water Fund	Capital Fund	Total
Fund Balances (Actuals for FY09 and Projections for FY10-11)				
FY09				
Beginning Balances (July 1, 2008) (Actuals)	$167,518,724	$101,202,162	$91,230,166	$359,951,052
FY09 Revenues (Including Transfers In)	393,974,465	19,188,997	70,941,905	484,105,367
FY09 Expenditures (Including Transfers Out)	404,997,851	15,102,605	89,976,927	510,077,383
Excess (Deficiency) of Revenues (Including Transfers In) Over Expenditures (Including Transfers Out)	(11,023,386)	4,086,392	(19,035,022)	(25,972,016)
Ending Balances (June 30, 2009) (Actuals)	$156,495,338	$105,288,554	$72,195,144	$333,979,036
FY10				
Beginning Balances (July 1, 2009) (Actuals)	$156,495,338	$105,288,554	$72,195,144	$333,979,036
FY10 Revenues	421,916,494	18,764,655	44,650,780	485,331,929
FY10 Expenditures	424,524,720	19,857,525	44,650,780	489,033,025
Excess (Deficiency) of Revenues (Including Transfers In) Over Expenditures (Including Transfers Out)	(2,608,226)	(1,092,870)	-	(3,701,096)
Ending Balances June 30, 2010 (Projected)	$153,887,112	$104,195,684	$72,195,144	$330,277,940
FY11				
Beginning Balances (July 1, 2010) (Projected)	$153,887,112	$104,195,684	$72,195,144	$330,277,940
FY11 Revenues	443,288,905	16,416,120	22,385,015	482,090,040
FY11 Expenditures	443,288,905	16,416,120	22,385,015	482,090,040
Excess (Deficiency) of Revenues (Including Transfers In) Over Expenditures (Including Transfers Out)	-	-	-	-
Ending Balances June 30, 2011 (Projected)	$153,887,112	$104,195,684	$72,195,144	$330,277,940

HEALTH CLAIMS TRUST AND STABILIZATION FUNDS

HEALTH CLAIMS TRUST FUND

This fund was established by the City during FY85 to act as a contingency against possible deficits in health insurance allotments due to higher than anticipated claims. Employee deductions for healthcare coverage are deposited into this fund and interest earned by the fund is recorded as income to this trust fund. It has been the City's policy to transfer a portion of the balance of this fund to the General Fund to cover a portion of health insurance costs. The transfer to the General Fund remained stable at $3,860,000 for several years. However, due to a substantial increase in revenues to this fund as a result of City employees paying a larger portion of health costs, the transfer to the General Fund increased to $5,000,000 in FY08 and to $5,500,000 in FY09. The transfer from this fund in FY10 will be $6,750,000 and will increase to $7,000,000 in FY11, which is the largest allocation for health care costs since this fund was established in 1985. It is projected that the fund balance will decrease in FY10 as a result of a $2,000,000 transfer to the Other Post Employment Benefits (OPEB) Trust Fund to begin the process of allocating revenues to fund the unfunded liability.

CITY STABILIZATION FUND

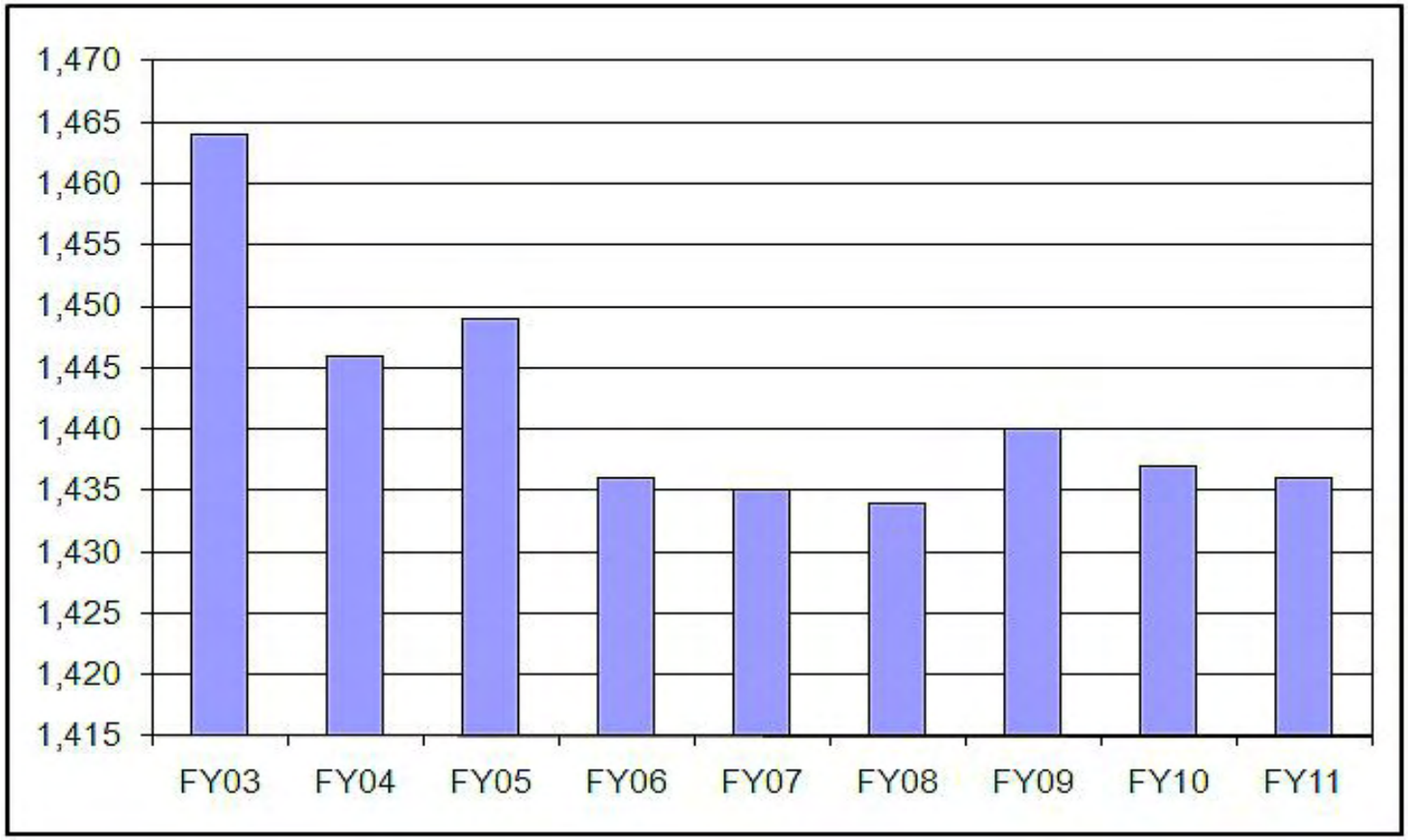
This fund is a statutory reserve account which may be used for purposes for which debt would ordinarily be used. Transfers of $2,000,000 were made from this fund to the General Fund in both in FY06 and FY07, with an additional $3,000,000 made during FY08. The fund balance at the end of FY08 increased to $19.7 million primarily due to an $8,000,000 appropriation from Free Cash in FY08, which is the same amount that was added to the fund in FY07. This appropriation, combined with interest earnings of $618,712, produced a fund balance of approximately $19,701,650 at the end of FY08. An additional $8,000,000 was added from Free Cash in FY09 in order to partially offset a large increase in tax-supported debt in FY09. The transfer from the Stabilization Fund to the General Fund was increased to $7,000,000 in FY09, which resulted in a fund balance of $21,064,975. The FY10 transfer was increased to $8,000,000 and the projected fund balance as of June 30, 2010 is $13,184,975. It is expected that the transfer amount will increase to $8,300,000 in FY11 and will decrease in future fiscal years.

SCHOOL DEBT STABILIZATION FUND

This fund is a statutory reserve account which may be used only for the purposes of offsetting future school debt service. The current balance in the fund is being used to finance a portion of FY10 debt service costs on renovations to the War Memorial ($678,270) as well as principal and interest costs on the two remaining school renovation projects ($2,117,500). It is expected that this fund will cover the debt service on the one remaining renovation project through its retirement in FY11 ($543,250) and a portion of the debt service on the War Memorial Renovation Project ($655,365), for a total FY11 transfer to the General Fund of $1,198,615. The balance in the fund will cover future War Memorial debt service until the issue is retired in FY18.

	Health Claims Trust Fund	City Stabilization Fund	School Debt Stabilization Fund
Fund Balances (Actuals for FY09 and Projections for FY10-11)			
FY09			
Beginning Balances (July 1, 2008) (Actuals)	$16,545,394	$19,701,650	$12,591,359
FY09 Revenues	6,614,670	8,363,325	254,037
FY09 Expenditures	5,500,000	7,000,000	2,919,340
Excess (Deficiency) of Revenues (Including Transfers In) Over Expenditures (Including Transfers Out)	1,114,670	1,363,325	(2,665,303)
Ending Balances (June 30, 2009) (Actuals)	$17,660,064	$21,064,975	$9,926,056
FY10			
Beginning Balances (July 1, 2009) (Actuals)	$17,660,064	$21,064,975	$9,926,056
FY10 Revenues	7,050,000	120,000	75,000
FY10 Expenditures	8,750,000	8,000,000	2,795,770
Excess (Deficiency) of Revenues (Including Transfers In) Over Expenditures (Including Transfers Out)	(1,700,000)	(7,880,000)	(2,720,770)
Ending Balances June 30, 2010 (Projected)	$15,960,064	$13,184,975	$7,205,286
FY11			
Beginning Balances (July 1, 2010) (Projected)	$15,960,064	$13,184,975	$7,205,286
FY11 Revenues	7,000,000	75,000	50,000
FY11 Expenditures	7,000,000	8,300,000	1,198,615
Excess (Deficiency) of Revenues (Including Transfers In) Over Expenditures (Including Transfers Out)	-	(8,225,000)	(1,148,615)
Ending Balances June 30, 2011 (Projected)	$15,960,064	$4,959,975	$6,056,671

POSITION LIST COMPARISON
Excluding Schools



FY03	1,464
FY04	1,446
FY05	1,449
FY06	1,436
FY07	1,435
FY08	1,434
FY09	1,440
FY10	1,437
FY11	1,436

Only Full Time Positions Are Included in This Chart

The City created a vacancy committee several years ago consisting of the City Manager, Deputy City Manager, Finance Director, Budget Director and Personnel Director. This committee reviews requests from departments to fill vacancies as they occur. In some cases, position vacancies are held open by the committee. This review, in conjunction with the budget process, has yielded a net reduction of 28 positions since FY03.

POSITION LIST

	FY09 Staff Pos.	FY10 Staff Pos.	FY11 Staff Pos.	FY 10-11 Variance +/(-)
GENERAL GOVERNMENT				
MAYOR				
Chief Of Staff	1	1	1	-
Dir. of Media Relations and Constituent Svcs.	1	1	1	-
Assistant to Mayor	1	1	1	-
Executive Assistant to Mayor	0	0	1	1
Education Advisor	1	1	0	(1)
Secretary to Mayor	0	0	1	1
Deputy Assistant	1	1	0	(1)
TOTAL	**5**	**5**	**5**	-
EXECUTIVE				
City Manager	1	1	1	-
Deputy City Manager	1	1	1	-
Asst. to the City Manager	1	1	1	-
Affirmative Action Director	1	1	1	-
Executive Assistant to the City Manager	1	1	1	-
Administrative Assistant	1	1	1	-
Public Information Officer	1	1	1	-
PTDM Planning Officer	1	1	1	-
Senior Management Analyst	1	1	1	-
TOTAL	**9**	**9**	**9**	-
CITY COUNCIL				
Exec. Assistant to the City Council	1	1	1	-
Administrative Assistant	1	1	1	-
TOTAL	**2**	**2**	**2**	-
CITY CLERK				
City Clerk	1	1	1	-
Deputy City Clerk	1	1	1	-
Operations Manager	1	1	1	-
Senior Clerk & Stenographer	5	3	3	-
Principal Clerk	0	2	2	-
Administrative Asst./City Clerk	2	2	2	-
TOTAL	**10**	**10**	**10**	-

	FY09 Staff Pos.	FY10 Staff Pos.	FY11 Staff Pos.	FY 10-11 Variance +/(-)
LAW				
City Solicitor	1	1	1	-
Deputy City Solicitor	1	1	1	-
First Assistant City Solicitor	1	1	1	-
Assistant City Solicitor	5	5	5	-
Administrative Assistant	2	2	2	-
Office Manager	1	1	1	-
TOTAL	**11**	**11**	**11**	-
FINANCE/ADMINISTRATION				
Assistant City Manager/Fiscal Affairs	1	1	1	-
Administrative Asst. to Finance Director	1	1	1	-
TOTAL	**2**	**2**	**2**	-
FINANCE/BUDGET				
Bud Dir./Deputy Finance Dir.	1	1	1	-
Capital Project Fiscal Manager	1	1	1	-
Budget Analyst III	1	0	0	-
Principal Budget Analyst	1	2	2	-
TOTAL	**4**	**4**	**4**	-
FINANCE/PERSONNEL				
Personnel Director	1	1	1	-
Manager/Employee Relations	0	1	1	-
Manager/Employment Services	1	0	0	-
Manager/Training & Development	1	1	1	-
Claims Manager	1	1	1	-
Personnel Analyst	1	1	1	-
Personnel Specialist	1	1	1	-
Administrative Assistant	1	1	1	-
Employment Resource Specialist	1	1	1	-
Account Coordinator	1	1	1	-
Deputy Director	1	1	1	-
Employee Benefits Service Rep.	1	1	1	-
Employment Assistant	1	1	1	-
Employee Relations Specialist	1	0	0	-
TOTAL	**13**	**12**	**12**	-

	FY09 Staff Pos.	FY10 Staff Pos.	FY11 Staff Pos.	FY 10-11 Variance +/(-)
FINANCE/ASSESSORS				
Director of Assessment	1	1	1	-
Assessor	1	0	1	1
Property Lister/Data Collector	2	2	1	(1)
Customer Service Supervisor	1	1	1	-
Senior Assistant Assessor	2	2	2	-
Assessment Analyst	2	2	3	1
Commercial Review Appraiser	1	1	1	-
Executive Assistant	1	1	1	-
Residential Valuation and Model Specialist	1	1	0	(1)
Administrative Assistant	1	1	1	-
Assistant to Board of Assessors	1	1	1	-
Operations Manager	1	1	1	-
TOTAL	**15**	**14**	**14**	-
FINANCE/PURCHASING				
Purchasing Agent	1	1	1	-
Assistant Purchasing Agent	1	1	1	-
Mngr. Of Construction Procurement	1	1	1	-
Buyer	2	1	1	-
Administrative Assistant	1	1	1	-
Assistant Buyers	2	2	2	-
TOTAL	**8**	**7**	**7**	-
FINANCE/AUDITING				
City Auditor	1	1	1	-
Mngr. Financial Reporting Control	1	0	0	-
Senior Fin. Reporting & Internal Control	0	1	1	-
Account Clerk	2	2	2	-
General Ledger Accountant	1	1	1	-
Financial Analyst	1	1	1	-
Administrative Assistant	1	1	1	-
Auditing Analyst	1	1	1	-
TOTAL	**8**	**8**	**8**	-

	FY09 Staff Pos.	FY10 Staff Pos.	FY11 Staff Pos.	FY 10-11 Variance +/(-)
FINANCE/REVENUE				
Dir. Of Financial Systems/Operations	1	1	1	-
Manager of Collections	1	1	1	-
Administrative Assistant/Cash Mgmt.	1	1	1	-
Administrative Assistant	1	1	1	-
Cutomer Services Supervisor	2	2	2	-
Cashier Coordinator	1	1	1	-
Senior Account Clerk	1	1	1	-
TOTAL	**8**	**8**	**8**	-
FINANCE/TREASURY				
Director of Payroll	1	1	1	-
Cash Manager	1	1	1	-
Senior Account Clerk	2	2	2	-
Fiscal Manager	1	0	0	-
Project/Cash Manager	0	1	1	-
TOTAL	**5**	**5**	**5**	-
FINANCE/ITD				
Chief Information Officer	1	1	1	-
Deputy Director	1	1	1	-
Sr. Programmer/System Analyst	1	1	1	-
Information Systems Specialist II	1	4	4	-
GIS Project Manager	1	1	1	-
System Administrator	1	1	1	-
IT Network Engineer	1	1	1	-
GIS Specialist	1	1	1	-
Information Systems Specialist I	4	0	0	-
IT Project Engineer	4	4	4	-
Database Administrator	1	1	1	-
Operating Systems Manager	1	1	1	-
Web Administrator	1	1	1	-
Microsoft System Administrator	1	1	1	-
VoIP Engineer	0	1	1	-
TOTAL	**20**	**20**	**20**	-

	FY09 Staff Pos.	FY10 Staff Pos.	FY11 Staff Pos.	FY 10-11 Variance +/(-)
GENERAL SERVICES/PRINTING & MAILING				
Supervisor of Printing	1	1	1	-
Laborer	1	1	1	-
Senior Offset Machine Operator	1	1	1	-
Offset Duplicating Machine Operator	1	1	1	-
TOTAL	**4**	**4**	**4**	**-**
ELECTION				
Commissioner	4	4	4	-
Executive Director	1	1	1	-
Assistant Director/Election	0	0	1	1
Operations Manager	1	1	0	(1)
Administrative Assistant	0	0	1	1
Senior Clerk & Typist	1	1	1	-
TOTAL	**7**	**7**	**8**	**1**
PUBLIC CELEBRATIONS				
Executive Director	1	1	1	-
Dir. of Public Arts Program	1	1	1	-
Public Arts Administrator	1	1	1	-
Events Producer/Comm Arts Dir.	1	1	1	-
TOTAL	**4**	**4**	**4**	**-**
PUBLIC SAFETY				
ANIMAL COMMISSION				
Director	1	1	1	-
Animal Control Officer	2	2	2	-
TOTAL	**3**	**3**	**3**	**-**

	FY09 Staff Pos.	FY10 Staff Pos.	FY11 Staff Pos.	FY 10-11 Variance +/(-)
FIRE				
Chief	1	1	1	-
Deputy Chief	12	13	13	-
Captain	18	17	17	-
Lieutenant	51	51	51	-
Firefighter	194	194	194	-
Apparatus Repairperson	2	2	2	-
Asst. Apparatus Repairperson	1	1	1	-
Administrative Assistant	2	2	3	1
Accounting Manager	1	0	0	-
Budget Analyst	1	1	1	-
Fiscal Manager	0	1	1	-
Info. System Specialist	1	1	0	(1)
Radio/IT Manager	0	0	1	1
TOTAL	**284**	**284**	**285**	**1**
POLICE				
Commissioner	1	1	1	-
Superintendent	2	2	2	-
Deputy Superintendent	6	6	6	-
Lieutenant	15	15	17	2
Sergeant	34	34	33	(1)
Police Officer	219	215	214	(1)
Director of Planning/Budget Personnel	1	1	1	-
Student Intern	3	3	3	-
Administrative Assistant	2	2	2	-
Clerk & Typist	5	5	4	(1)
Staff Assistant/Legal	1	1	1	-
Junior Accountant	2	1	1	-
Account Clerk	2	2	2	-
Senior Clerk & Typist	2	2	2	-
Clerk/Clerical Aide	2	2	2	-
Training Coordinator	1	1	1	-
Property Clerk/Armorer	2	2	2	-
Domestic Violence/Program Asst.	1	1	1	-
Information Systems Manager	1	1	1	-
Crime Analyst III	1	2	2	-
Automotive Mechanic	2	2	2	-
Fleet Manager	1	1	1	-

	FY09 Staff Pos.	FY10 Staff Pos.	FY11 Staff Pos.	FY 10-11 Variance +/(-)
POLICE (cont.)				
Identification Unit Manager	1	1	1	-
Strategic Analysis Coordinator	1	1	1	-
Personnel & Budget Analyst	1	1	1	-
Information Systems Specialist	2	2	2	-
Motor Equipment Repair Helper	1	1	1	-
ID Technician	1	1	1	-
Facility Manager	0	1	1	-
Payroll Co-ordinator	0	1	1	-
Communication Specialist	0	0	1	1
TOTAL	**313**	**311**	**311**	**-**
TRAFFIC, PARKING & TRANSPORTATION				
Dir/Traffic, Prkg & Transportation	1	1	1	-
Deputy Director	1	1	1	-
Principal Electrical Engineer	1	1	1	-
Traffic Investigator	2	2	2	-
Jr. Traffic Engineering Aide	1	1	1	-
Transportation Planner	1	1	1	-
Manager of Traffic Engineering and Operations	1	1	1	-
Project Manager	0	1	1	-
Traffic Maintenance Person	11	11	11	-
Working Foreperson/Traffic Maint.	4	4	4	-
Parking Violation Cashier	6	6	6	-
Admin. Hearings Officer	1	1	1	-
Parking Service Coordinator	1	1	1	-
Parking Services Supervisor	1	1	1	-
Asst. Parking Services Coord.	1	1	1	-
Senior Storekeeper	1	1	1	-
Working Foreperson/Parking Meter Maint.	2	2	2	-
Parking Control Officer	33	33	33	-
Parking Control Supervisor	2	2	2	-
Parking Coordinator	1	1	1	-
Operational Foreperson	1	1	1	-
Administrative Assistant	3	3	3	-
Parking Meter Repairperson	1	1	1	-
Fiscal Manager	1	1	1	-
Street Permit Coordinator	1	1	1	-
Parking Ticket Analyst	1	1	1	-
TOTAL	**80**	**81**	**81**	**-**

	FY09 Staff Pos.	FY10 Staff Pos.	FY11 Staff Pos.	FY 10-11 Variance +/(-)
POLICE REVIEW & ADVISORY BOARD				
Investigator/Outreach Liaison	1	1	1	-
TOTAL	**1**	**1**	**1**	**-**
INSPECTIONAL SERVICES				
Commissioner	1	1	1	-
Deputy Commissioner	1	1	1	-
Assistant Commissioner	1	1	1	-
Assistant Building Inspector	1	1	1	-
Administrative Assistant	3	3	3	-
Code Inspector/Constable	1	1	1	-
Sanitary Housing/Inspector	6	6	6	-
Building Inspector	5	5	5	-
Gas Fittings/Plumbing & Gas Inspector	2	2	2	-
Wire Inspector	2	2	2	-
Senior Building Inspector	1	1	1	-
Zoning Specialist	1	1	1	-
Clerk	2	2	2	-
TOTAL	**27**	**27**	**27**	**-**
LICENSE COMMISSION				
Chairperson	1	1	1	-
Dir/Consumer Commission	1	1	1	-
Chief Licensing Investigator	1	1	1	-
Consumer Information Specialist	0	0	1	1
Administrative Assistant	4	3	3	-
Executive Secretary	1	1	1	-
Executive Assistant	1	1	1	-
TOTAL	**9**	**8**	**9**	**1**
WEIGHTS & MEASURES				
Sealer of Weights & Measures	1	1	1	-
TOTAL	**1**	**1**	**1**	**-**

	FY09 Staff Pos.	FY10 Staff Pos.	FY11 Staff Pos.	FY 10-11 Variance +/(-)
ELECTRICAL				
City Electrician	1	1	1	-
Assistant City Electrician	1	1	0	(1)
Administrative Assistant	1	1	1	-
Signal Maintainer	1	1	1	-
Electrician Coordinator	0	1	1	-
Electrician	9	8	8	-
Deputy City Electrician	1	1	1	-
TOTAL	**14**	**14**	**13**	**(1)**
EMERGENCY MANAGEMENT				
Emergency Management Director	1	0	0	-
Administrative Assistant	1	1	0	(1)
TOTAL	**2**	**1**	**0**	**(1)**
EMERGENCY COMMUNICATIONS				
Emergency Communications Dir.	1	1	1	-
Chief Supervisor/Emergency	1	1	1	-
Communication Supervisor	6	6	6	-
Fire Alarm Operator	4	3	3	-
Emergency Telecom Dispatcher	24	24	24	-
Info Syst Specialist/Public Safety	1	1	1	-
Admin. Asst./Emergency Communication	1	1	1	-
System Manager	1	1	1	-
TOTAL	**39**	**38**	**38**	**0**
COMMUNITY MAINTENANCE & DEVELOPMENT				
PUBLIC WORKS				
Commissioner	1	1	1	-
Asst. Commissioner/Operations	1	1	1	-
Asst. Commissioner/Administration	1	1	1	-
Assistant Commissioner/City Engineer	1	1	1	-
Administrative Assistant	6	6	6	-
Payroll Analyst	1	1	1	-
Information System Manager	1	1	1	-
Operations Manager	1	1	1	-
Community Relations Manager	1	1	1	-
Manager Human Resource	1	1	1	-
Office Manager	1	1	1	-

	FY09 Staff Pos.	FY10 Staff Pos.	FY11 Staff Pos.	FY 10-11 Variance +/(-)
PUBLIC WORKS (cont.)				
Fiscal Director	1	1	1	-
Accounts Payable Assistant	1	1	1	-
Project Fiscal Manager	1	1	1	-
Accounting Manager	1	1	1	-
Engineering Coop Student	3	3	3	-
Engineer II	1	1	1	-
Administrative Assistant Engineering	1	1	1	-
Autocad/GIS Technician	1	1	1	-
Engineering Projects Coordinator	1	1	1	-
Senior Construction Engineer	1	1	1	-
Working Foreperson	22	22	23	1
Laborer	54	54	44	(10)
Senior Laborer/Building Operations	0	0	10	10
Skilled Laborer	40	39	38	(1)
MEO III	2	2	2	-
Public Works Supervisor	9	8	8	-
Construction Utility Inspector	2	2	2	-
Superintendent of Streets	1	1	1	-
Administrative Assistant Permits	1	1	1	-
Compliance Officer	2	2	2	-
MEO II	7	7	7	-
MEO I	4	4	4	-
MEO IIA	15	15	15	-
Refuse & Parks Inspector	1	1	1	-
Superintendent of Solid Waste	1	1	1	-
Supervisor of Solid Waste	0	1	1	-
Director Recycling	1	1	1	-
Program Manager Recycling	1	1	1	-
Superintendent of Parks	1	1	1	-
Project Administrator Landscape	1	1	1	-
City Arborist	1	1	1	-
Superintendent of Cemeteries	1	1	1	-
Supervisor of Building Operations	1	1	1	-
Supervisor of Building Maintenance	1	1	1	-
Superintendent of Buildings	1	1	1	-
Supervisor of Building Systems	1	1	1	-
Facilities Supervisor	1	1	1	-
Inventory Control Specialist	1	1	1	-

	FY09 Staff Pos.	FY10 Staff Pos.	FY11 Staff Pos.	FY 10-11 Variance +/(-)
PUBLIC WORKS (cont.)				
Master Mechanic	1	1	1	-
Dispatcher	1	1	0	(1)
Sewer Use Compliance Officer	1	1	1	-
Senior Engineer	3	3	3	-
Junior Engineer	2	2	2	-
Director of Engineering Services	1	1	1	-
Project Manager/Engineering	2	2	2	-
Sr. Wastewater/Hydraulic Engr.	1	1	1	-
Wastewater Compliance Officer	1	1	1	-
TOTAL	**214**	**213**	**212**	**(1)**
WATER				
Managing Director	1	1	1	-
Senior Clerk & Typist	2	1	0	(1)
Assistant Business Manager	1	1	0	(1)
Fiscal Manager	0	0	1	1
Meter Technician	3	2	1	(1)
Meter Technician Supervisor	0	1	1	-
Working Foreperson	4	5	5	-
Manager of Engr. & Program Dev.	1	1	1	-
Engineer/Water	1	1	1	-
Facilities Manager	1	1	1	-
Cross Connection Inspector	3	3	3	-
Cross Connection Supervisor	1	1	1	-
Reservation Site Supervisor	1	1	1	-
Ranger	1	0	0	-
Chief Ranger	1	1	1	-
Watershed Supervisor	1	1	1	-
Watershed Manager	1	1	1	-
Reservoir Caretaker	2	2	2	-
Water Crafts/Skilled Laborer	7	6	6	-
Team Leader System Operator	4	4	4	-
System Operator	4	4	4	-
Instrumentation and Maint. Mngr.	1	1	1	-
Watershed Resource Manager	1	1	1	-
Water Quality Supervisor	2	2	2	-

	FY09 Staff Pos.	FY10 Staff Pos.	FY11 Staff Pos.	FY 10-11 Variance +/(-)
WATER (cont.)				
Lab Manager	1	1	1	-
Production Manager	1	1	1	-
Distribution Supervisor	2	2	2	-
Manager of Distribution	1	1	1	-
Assistant to Managing Director	1	1	1	-
Working Supervisor/Park Maintenance	0	0	1	1
Construction Inspector	2	2	2	-
MEO IIA	5	5	5	-
Inventory Control Specialist	1	1	1	-
Assistant Director	1	1	1	-
Administrative Billing Assistant	1	1	1	-
Executive Assistant	1	1	1	-
Utility Field Engineer	1	0	0	-
Manager of Finance and Info. Technology	1	1	1	-
TOTAL	**63**	**60**	**59**	**(1)**
COMMUNITY DEVELOPMENT				
Asst. City Manager/Community Dev.	1	1	1	-
Deputy Director	1	1	1	-
Project Administrator/Administration	2	2	2	-
C.D.B.G. Manager	1	1	1	-
Associate Planner/Block Grant	1	1	1	-
Administrative Assistant/Fiscal	1	1	1	-
Senior Account Clerk	1	1	1	-
Chief Fiscal Officer	1	1	1	-
Administrative Asst./Econ. Dev.	1	1	1	-
Administrative Asst./Com. Planning	1	1	1	-
GIS Specialist	1	1	1	-
Chief Proj. Planner/ Dir. Community Planning	1	1	1	-
Chief Proj. Planner/Land Use & Zoning	1	1	1	-
Chief Project Planner/Urban Designer	1	1	1	-
Associate Planner/Urban Design	1	1	1	-
Associate Planner/Construction Mngr.	1	1	1	-
Associate Planner/Community Planner	2	2	2	-
Associate Planner/Land Use	1	1	1	-
Associate Planner/Housing	2	2	2	-
Project Planner/Zoning Specialist	1	1	1	-
Project Planner/Data Manager	1	1	1	-

	FY09 Staff Pos.	FY10 Staff Pos.	FY11 Staff Pos.	FY 10-11 Variance +/(-)
COMMUNITY DEVELOPMENT (cont.)				
Administrative Assistant/Housing	1	1	1	-
Chief Project Planner/Dir. of Housing	1	1	1	-
Project Planner/Housing	4	4	4	-
Executive Director/JAS	1	0	0	-
Project Planner/Business/Finance Liaison	1	1	1	-
Chief Proj. Planner/Dir. of Econ. Dev.	1	1	1	-
Associate Planner/Economic Dev.	2	2	2	-
Chief Proj. Planner/Dir. of Env. & Trans.	1	1	1	-
Project Planner/Environ. Proj. Mgr.	1	1	1	-
Assoc. Planner/Traffic Calming Proj. Manager	1	1	1	-
Assoc. Planner/Trans. Demand Mgmt. Planner	1	1	1	-
Assoc. Planner/ Trans. Imp. Plan Coord.	1	1	1	-
Project Planner/Transportation	1	1	1	-
Project Planner/ Landscape Architect	1	1	1	-
Project Administrator/Environmental	1	0	0	-
Associate Planner/Environmental	0	1	1	-
Project Manager/Environmental	1	1	1	-
Fiscal Project Manager	1	1	1	-
TOTAL	**45**	**44**	**44**	**-**
HISTORICAL COMMISSION				
Executive Director	1	1	1	-
Assistant Director	1	1	1	-
Preservation Administrator	1	1	1	-
Preservation Planner	1	1	1	-
Oral Historian	1	1	1	-
TOTAL	**5**	**5**	**5**	**-**
CONSERVATION COMMISSION				
Director of Conservation	1	1	1	-
TOTAL	**1**	**1**	**1**	**-**
PEACE COMMISSION				
Executive Director	1	1	1	-
TOTAL	**1**	**1**	**1**	**-**
CABLE TELEVISION				
Director/Cable Television	1	1	1	-
Municipal Production Assistant	1	1	0	(1)
Cable TV Assistant	1	1	1	-
Video Tape Editor	1	1	1	-
Associate Producer	1	1	1	-
Production Manager	1	1	1	-
TOTAL	**6**	**6**	**5**	**(1)**

	FY09 Staff Pos.	FY10 Staff Pos.	FY11 Staff Pos.	FY 10-11 Variance +/(-)
HUMAN RESOURCE DEVELOPMENT				
LIBRARY				
Director of Libraries	1	1	1	-
Assistant Director	2	2	2	-
Senior Librarian	8	9	9	-
Administrative Assistant	2	2	2	-
Staff Librarian	14	14	14	-
Library Assistant	6	6	7	1
Associate Librarian	6	6	6	-
Library Associate	5	5	5	-
Laborer	1	1	1	-
Senior Building Custodian	1	1	1	-
Building Maintenance Person	1	0	0	-
Facilities Manager	0	0	1	1
Building Custodian	2	2	2	-
Information System Coordinator	1	1	1	-
Branch Manager	5	5	5	-
Librarian II	2	2	1	(1)
Literacy Specialist	1	1	1	-
Library Analyst	1	1	1	-
Senior Technician	1	3	3	-
Senior Subsitute	0	2	2	-
TOTAL	**60**	**64**	**65**	**1**
HUMAN SERVICES				
Asst. City Manager/Human Services	1	1	1	-
Deputy Director/DHSP	1	1	1	-
Project Coordinator	1	1	1	-
Administrative Assistant/DHSP	3	3	3	-
Facilities Equipment/Manager	1	1	1	-
Admin. Asst./Personnel/DHSP	1	1	1	-
Senior Clerk & Typist	1	1	1	-
Senior Account Clerk	2	2	2	-
Division Head/Administrative	1	1	1	-
Personnel Administrator/Fuel Dir.	1	1	1	-
System Administrator	1	1	1	-
Program Assistant/Extended	1	1	1	-
Coordinator/Supervised Activities	1	1	1	-
Coordinator for Literacy	1	1	0	(1)
Division Head/Workforce Dev.	1	1	1	-

	FY09 Staff Pos.	FY10 Staff Pos.	FY11 Staff Pos.	FY 10-11 Variance +/(-)
HUMAN SERVICES (cont.)				
Employment Coordinator	1	1	1	-
Program Asst./WDO	1	1	1	-
Youth Services/MSYEP Coordinator	1	1	1	-
Career Counselor/CEP	2	2	2	-
Job Developer CEP	1	1	2	1
Employment Services Coordinator	0	1	1	-
Youth Program Director	1	1	1	-
Division Head/Planning & Dev.	1	1	1	-
Planner	1	1	1	-
Children & Youth Services Planner	1	1	1	-
Grant Assistant/Planning/DHSP	1	1	1	-
Coordinator-ADA/Executive Dir.	1	1	1	-
Disabilities Project Coordinator	1	1	1	-
Executive Director/Kids Council	1	1	1	-
Housing Specialist/Elderly/Disab.	1	1	1	-
Multiservice Center Director	1	1	1	-
Case Manager	3	3	3	-
Haitian Services Coordinator	1	1	1	-
Divison Head/Community & Youth	1	1	1	-
Community School Director	11	11	11	-
Program Manager/Developer	2	2	2	-
Division Head/Recreation	1	1	1	-
Danehy Site Supervisor	1	1	1	-
Asst. Site Supervisor	3	3	3	-
Youth Program Manager	1	1	1	-
Recreation Activities Manager/Adult Program	2	2	2	-
Division Head/Council on Aging	1	1	1	-
Director/Client Services/COA	1	1	1	-
Intake Information Referrals Specialist	1	1	1	-
North Cambridge Senior Center Director	1	1	1	-
Meals Coordinator/COA	1	1	1	-
Food Services Manager/COA	1	1	1	-
Bus Driver/COA	1	1	1	-
Senior Center Director	1	1	1	-
Activities/Volunteer Coordinator	1	1	1	-
Div. Head/Child Care Family Services	1	1	1	-
Teacher/Daycare	12	12	12	-
Head Teacher/Daycare	6	6	6	-

	FY09 Staff Pos.	FY10 Staff Pos.	FY11 Staff Pos.	FY 10-11 Variance +/(-)
HUMAN SERVICES (cont.)				
Teacher/Director/Childcare	6	6	6	-
Principal Clerk	1	1	1	-
Preschool Manager	1	1	1	-
Afterschool Manager	1	1	1	-
Coordinator/Childcare	1	1	1	-
Director of Golf	1	1	1	-
Greenskeeper	1	1	1	-
Greens Assistant	1	1	1	-
Div. Head/Comm. Learning Center	1	1	1	-
Diploma Consultant	1	1	1	-
Teacher/Community Learning Center	6	6	6	-
Division Head/Youth Program	1	1	1	-
Youth Center Program Director	8	9	9	-
Youth Center Director	5	5	5	-
Senior Clerk/Receptionist	1	1	1	-
Asst Director/Youth Programs	1	2	2	-
Senior Food Pantry Coordinator	1	1	1	-
Multiservice Center Assistant	1	1	1	-
Information Referral Coordinator	1	1	1	-
Inclusion Specialist	1	1	1	-
Tranisitional Jobs Prog. Co-ordinator	0	1	1	-
Case Manager Transitional Jobs Program	0	1	1	-
Middle School Program Co-ordinator	1	1	1	-
TOTAL	**130**	**135**	**135**	-
COMMISION ON THE STATUS OF WOMEN				
Executive Director	1	1	1	-
Project Coordinator/Office Manager	1	1	1	-
TOTAL	**2**	**2**	**2**	-
HUMAN RIGHTS COMMISSION				
Executive Director Human Rights/PRAB	1	1	1	-
Project Coordinator/Office Manager	1	1	1	-
TOTAL	**2**	**2**	**2**	-
VETERANS' BENEFITS/SERVICES				
Director of Veterans' Services	1	1	1	-
Deputy Director/Veterans' Services	1	1	1	-
Administrative Assistant	1	1	1	-
TOTAL	**3**	**3**	**3**	-
GRAND TOTAL	**1440**	**1437**	**1436**	**-1**

THIS SPACE RESERVED FOR COUNCILLORS' NOTES

SUMMARY: OPERATING BUDGET (all funds)

FY09 ACTUAL	FY10 PROJECTED	PROGRAM EXPENDITURES	FY11 BUDGET
$36,193,740	$42,126,395	General Government	$47,778,775
95,516,055	97,754,775	Public Safety	101,163,395
94,466,270	97,184,375	Community Maintenance & Development	98,891,195
26,022,715	28,911,780	Human Resource Development	30,102,300
128,964,805	133,004,570	Education	137,492,275
41,020,245	43,215,420	Intergovernmental	44,277,085
$422,183,830	$442,197,315		$459,705,025

FINANCING PLAN	FY11 BUDGET
Taxes	$314,575,015
Licenses & Permits	6,577,700
Fines & Forfeits	9,621,195
Charges for Service	69,770,355
Intergovernmental Revenue	40,444,870
Miscellaneous Revenue	18,715,890
	$459,705,025

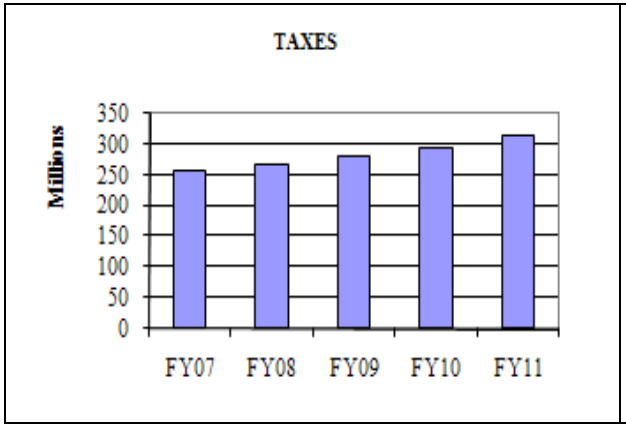
SUMMARY: CAPITAL BUDGET

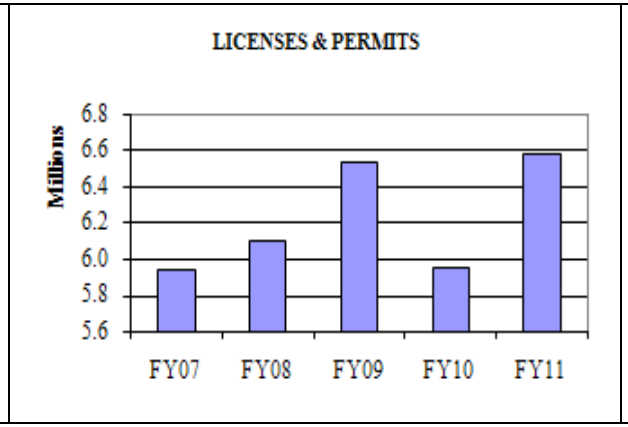
PROGRAM EXPENDITURES	FY11 BUDGET
General Government	$265,000
Public Safety	675,000
Community Maintenance & Development	19,490,015
Human Resource Development	1,355,000
Education	600,000
	$22,385,015

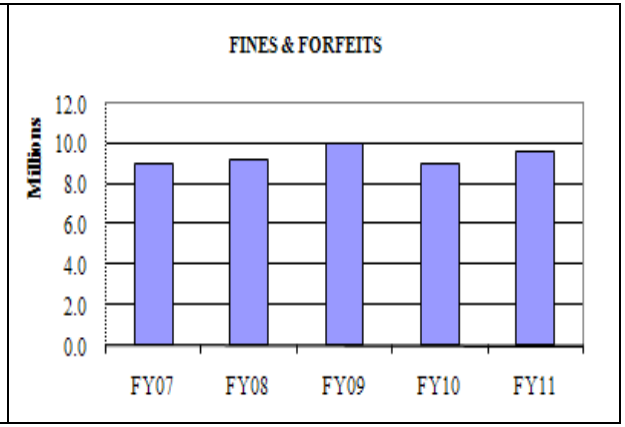
FINANCING PLAN	FY11 BUDGET
Property Taxes	$1,850,000
Parking Fund	775,000
Sewer Service Charge	800,000
Water Service Charge	1,750,000
Block Grant	1,552,580
Chapter 90	1,933,435
Street Preservation Offset Fund (SPOF)	260,000
MWRA Grant	576,410
MWRA Interest	417,590
Bond Proceeds	12,450,000
Golf Course Fees	20,000
	$22,385,015

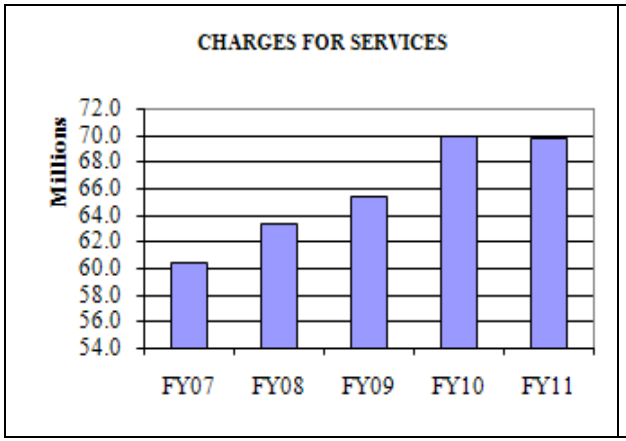
FIVE YEAR BUDGETED REVENUE ANALYSIS

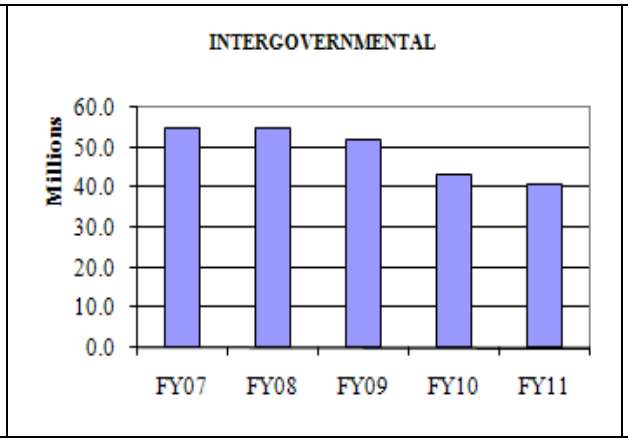
FISCAL YEAR	TAXES	LICENSES & PERMITS	FINES & FORFEITS	CHARGES FOR SERVICES	INTER-GOVERNMENTAL	MISCELLANEOUS	TOTAL
FY07	$254,088,755	$5,948,335	$9,009,330	$60,422,425	$54,600,140	$11,312,115	$395,381,100
FY08	$265,500,525	$6,100,700	$9,160,200	$63,360,140	$54,699,465	$13,453,595	$412,274,625
FY09	$278,093,435	$6,536,100	$9,961,325	$65,408,660	$51,875,030	$22,252,440	$434,126,990
FY10	$292,871,625	$5,958,620	$8,985,080	$69,987,350	$42,925,885	$23,484,290	$444,212,850
FY11	$314,575,015	$6,577,700	$9,621,195	$69,770,355	$40,444,870	$18,715,890	$459,705,025

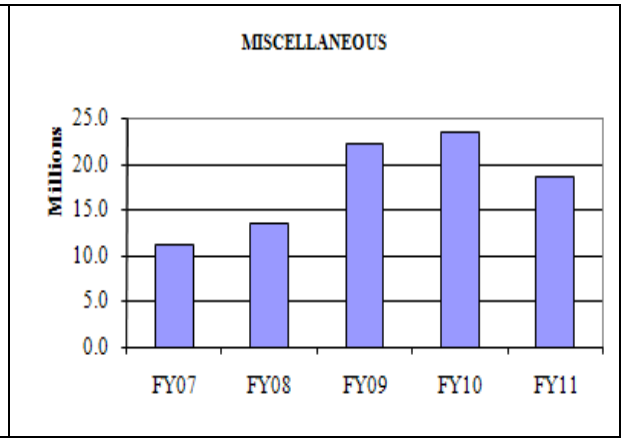












Major Revenue Sources

INTRODUCTION

The following narrative is a summary of major revenue sources to the City Budget, including highlights of significant changes. Detailed descriptions for each revenue source, including FY09 Actual, FY10 Projected and FY11 Budget, are contained in this section.

Of the six basic revenue categories listed on the following pages, taxes, charges for services and intergovernmental revenue represent 424,790,240 or 92% of the City's total General Fund operating revenues. Generally, over the last five years, the percentages of the six revenue categories have remained relatively constant with the tax category averaging 64.5% of total revenues, followed by charges for services (15.3%) and intergovernmental revenue (12.7%). However, the intergovernmental revenue category has declined, from 13.8% of total revenues in FY07 to 8.8% in FY11, due to reductions in State Aid.

As part of the ongoing effort coordinated by the Finance Department to review permit fees, charges for services and fines charged by City departments, the City was able to implement modest revenue increases. The FY10 Budget contained increases to these revenue types as part of this ongoing effort, the revenues from which have been realized and used in FY11. Increases proposed in FY11, for the most part, have not been reflected in the budget, in keeping with our practice to obtain actual revenue history prior to using additional revenue generated from fees, charges for services and fine increases. In addition, the continued and planned use of reserves, and the ongoing analysis of revenue collections in order to budget revenues accurately, has also contributed to the increased use of non-property tax revenues to fund the FY11 Budget.

REVENUE ASSUMPTIONS AND PROJECTIONS

Overall, the City's practice is to budget revenues conservatively. Revenue projections for FY11 are based on FY09 actual and FY10 projected collections, historical trends and anticipated changes that impact particular revenues. Our practice to conservatively estimate revenues has served us well in this period of economic decline since it is estimated that the City will meet or exceed most of its FY10 budgeted revenues. However, projecting FY11 revenues has been challenging, since the City is experiencing some volatility in revenues during the current fiscal year.

The total property tax levy is projected to increase by 6.3% in FY11 or $16,984,615. The FY11 Budget uses the State Aid estimates for the two major categories of State Aid that were provided to the City (Unrestricted General Government Aid (UGGA) and Chapter 70 School Aid) in March 2010 by the Senate Committee on Ways and Means, based on an agreement reached by House of Representative and Senate leaders. The reduction to these accounts is 4% or $1.1 million. The Governor's Proposed Budget released in January, 2010 did not reflect a reduction in these accounts. However, if these reductions are smaller than estimated, adjustments will be made in the fall of 2010 when the City Manager submits his recommendations to the City Council to set the final property tax levy amount, as part of the tax rate setting process.

In part, the increase in non-tax revenues is based on a review of fees in certain departments, which resulted in fee increases that were implemented in prior fiscal years and which continue to grow. For FY10, increases to City Clerk fees, dog licenses, sealing fees and building permit and other

Inspectional Service fees were implemented, though the revenues were not used in the FY10 Budget, but are available in FY11. In addition, there are revenue adjustments based on actual increased collections realized in FY10, such as the health claims trust transfer, debt stabilization transfer, municipal access fee, meals excise, street permits and others.

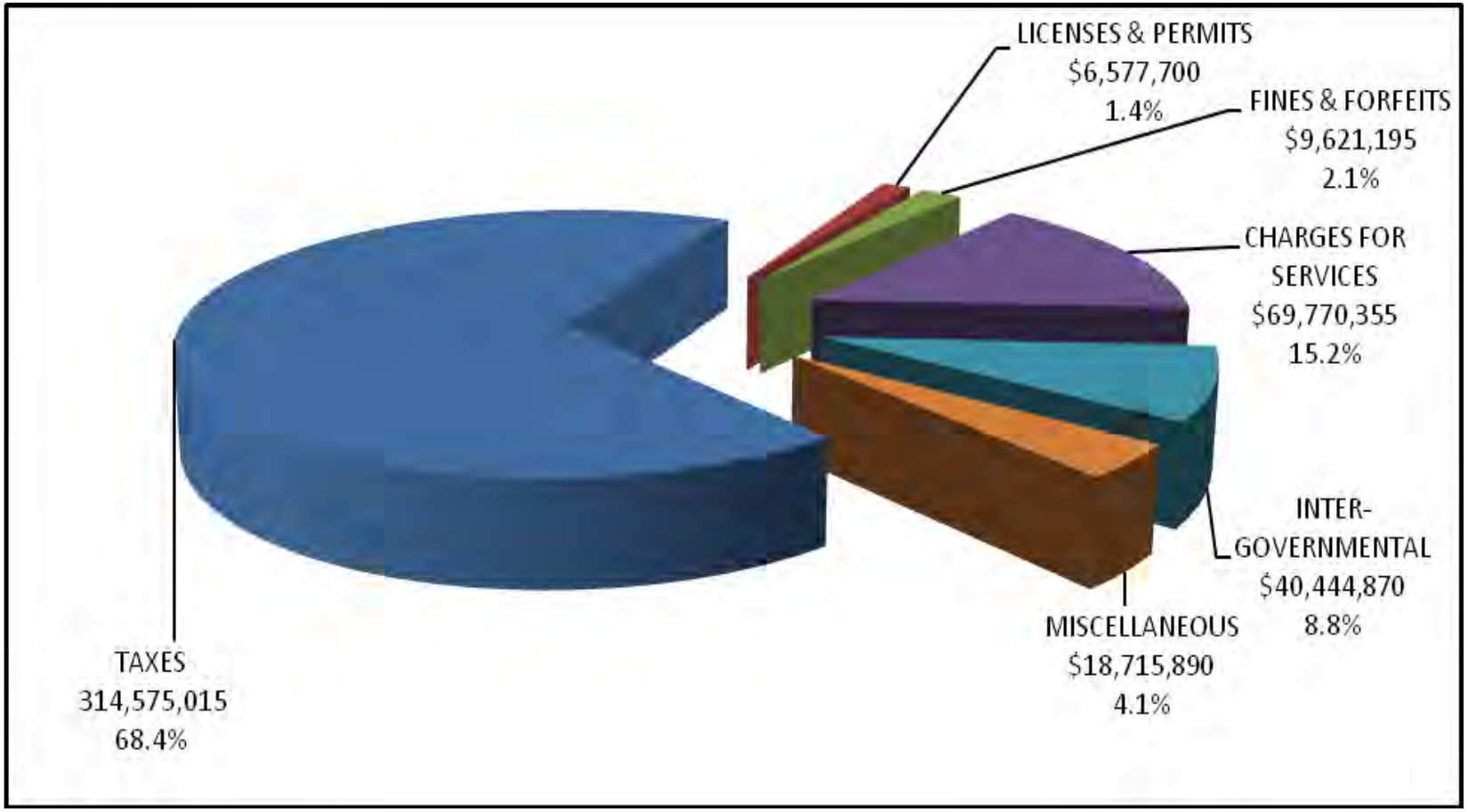
As noted, it is the City's practice to budget non-property tax revenues conservatively. Therefore, for a majority of the revenues that will see an increase in FY11, the City will carefully review actual revenue collections during the fiscal year to determine if additional revenue can be used as part of the financing plan for the next budget cycle, or used at the time of setting the FY11 property tax rate to reduce the property tax levy.

The following table summarizes FY11 revenues by category.

Revenue Category	FY11 Amount	% of Total
Taxes	$314,575,015	68.4%
License and Permits	6,577,700	1.4%
Fines and Forfeits	9,621,195	2.1%
Charges for Services	69,770,355	15.2%
Intergovernmental	40,444,870	8.8%
Miscellaneous	18,715,890	4.1%
TOTAL	**$459,705,025**	**100%**

Major changes in revenues are highlighted by category on the following pages.

REVENUE BY SOURCE



1. TAXES

Overall, FY11 tax revenues total $314,575,015. The components of this revenue category are Property Taxes (real estate and personal property), Motor Vehicle Excise, Hotel/Motel Excise, Corporation Excise, Meals Excise, Penalties and Delinquent Interest and Payments In Lieu of Taxes. As noted earlier, 68.4% of the Operating Budget is funded from this revenue category.

Real Estate and Personal Property Taxes

The property tax levy is the City's largest and most stable source of revenue growth. Within this tax category, the real and personal property tax items are the largest at $290,185,015 and represent 63.1% of the total general fund operating revenues. When non-budget items such as overlay reserve and other offsets ($4,612,585) are included, plus $1,850,000 for the Capital Budget, the total FY11 projected tax levy is $296,647,600. However, $2 million in overlay surplus balances accumulated from prior fiscal years is being used to lower the tax levy increase, which is the same amount used in FY10. In addition, $9 million in Free Cash (unreserved fund balance) is being used to reduce the property tax levy increase in FY11, which is the same amount used in FY10, and reflects our financial projections and establishes a figure which is sustainable in future years.

Therefore, the total property tax levy required to support the General Fund Operating and Capital Budget is $285,647,600, which is an increase of $16,984,615, or 6.3%, from FY10. 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 this process.

As noted above, the overall property tax levy is projected to increase by 6.3% in FY11, which is less than the 7.1% projected increase for FY11 contained in the City's five-year financial plan. It is our plan and goal that the actual increase in the property tax levy will be slightly less in the fall when the City Council votes on the property tax and classification recommendation presented by the City Manager. It is anticipated that the City may be able to use increased non-property tax revenues, such as parking fund revenue, meals excise, debt stabilization, or other revenues, at a higher level than what is included in the FY11 Budget, once actual FY10 receipts and final state aid figures are known.

As noted above, the Public Investment (Capital) Budget uses $1,850,000 in property taxes as a revenue source, which is $850,000 more than the amount used in FY10. The FY11 Budget uses $8,300,000 from the City's Stabilization Fund to offset the impact of increasing debt service costs on the property tax levy. This is a planned use of the City's Stabilization Fund, which began in FY06. The total balance in the Stabilization Fund as of June 30, 2010 is projected to be approximately $13.2 million.

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

The City successfully completed the state mandated tri-annual valuation process of all property values in FY08. The City is required to perform a statistical validation in the interim years in order to ensure that it maintains fair market values. The next state certification process for property values will be in FY11.

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

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

The City has benefited from new construction over the past several years. This has enabled the City to generate an FY10 excess levy capacity (difference between the property tax levy limit and actual property tax levy) of approximately $98.6 million, which is an increase of $5.9 million from FY09 and a $53.9 million increase from FY05.

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

Hotel/Motel and Meals Excise Taxes

The Adopted FY10 State Budget provided cities and towns in the Commonwealth the opportunity to replace some or all of their loss in State Aid by allowing, for the first time, an allocation of 0.75% of the Meals Excise upon local acceptance for local use, and has allowed a local option of increasing the Room Occupancy Excise by 2% (from 4% to 6%).

The City Council adopted both these options on July 27, 2009 in order for these changes to go into effect for October 1, 2009 and allow these revenues to be recognized as part of FY10 property tax rate setting process. The City will realize 8 months of revenue or two-thirds of annualized revenues. Overall, the City is estimating it will realize approximately $2.7 million in FY10 from these two increased local option excises. Adopting these options replaced $2 million in lost revenue from the reduction in State Aid contained in the FY10 Adopted State Budget. The Adopted FY10 City Budget used the Governor's recommended State Aid amounts, which were reduced by $2 million during the State budget process. In addition, $700,000 was used to reduce the FY10 property tax levy.

Revised Hotel/Motel tax revenues of $7,690,000 are projected for FY10, which is an increase of $1,200,000 from the $6,490,000 used in the FY10 Budget, based on the acceptance of the 2% increase noted above. For FY11, $8,690,000 is budgeted based on receiving a full year of the additional percentage increase.

$1.5 million in Meals Excise tax revenues are estimated to be received in FY10 with full year collections projected to be $2.3 million in FY11. The City will receive its last quarter distribution in June 2010, which will provide additional collection experience and will enable the City to

determine if additional revenues from this source may be used to reduce the FY11 property tax levy in the fall as part of the tax rate setting process.

Penalties and Delinquent Interest

The City receives interest and penalties on overdue taxes and water/sewer service charges. Water interest and penalties are reported directly to the Water Fund. This revenue is budgeted at $680,000 in FY11, which is the same amount in FY10, based on current year projections. The City continues to emphasize collection of outstanding real estate, personal property and excise taxes and sewer charges, which is evidenced by collection of over $2.7 million over the past two fiscal years. However, these revenues are budgeted conservatively since there is variability from year to year in these revenues, based on the number of outstanding accounts.

Payments in Lieu of Taxes

The largest participants in the City's Payment In Lieu of Taxes (PILOT) program are Harvard University and the Massachusetts Institute of Technology (MIT).

In FY05, the City entered into the first ever written Payment In Lieu of Taxes (PILOT) agreement with the MIT. While MIT has made voluntary PILOT payments for many years, this was the first time that this important commitment had been entered into in writing, which includes a 40-year term. In addition, the City also renewed its PILOT agreement with Harvard University in FY05, which has a 50-year term.

In addition to the increased revenues, the MIT PILOT agreement provides a revenue protection component, which protects the City's tax base into the middle of this century. MIT is the City's largest taxpayer, paying in excess of 10% of the taxes levied by the City. The potential for those now taxable properties to be converted to tax exempt was a very serious concern, not only to the City, but also to MIT. MIT has made investments in Cambridge real estate as a significant portion of their investment portfolio. The City's fiscal health is important to the Institute. The agreement provides for a complicated set of revenue protections so that conversions to tax exempt status would not dramatically impact that fiscal health. The agreement also contains an escalation of the base payment by 2.5% per year during the term. The FY11 payment is estimated to be $1,863,925.

The Harvard University agreement contains an escalation of the base payment by 3% per year. Harvard's base PILOT payment will increase by an additional $100,000 every 10 years. The FY11 estimated payment is scheduled to be $2,385,675.

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. Overall, the FY11 budgeted amount for all in lieu payments is $5,020,000.

2. LICENSE AND PERMITS

FY11 License and Permit revenue totals $6,577,700, and results primarily from licenses and permits issued by the Inspectional Services Department and the License Commission.

The largest revenue in this category is Building Permits, which is budgeted at $2,500,000 in FY11and is the same amount budgeted in FY10 based on continued economic uncertainties. Projected revenue for FY10 is estimated to be at least $5.0 million. The City has traditionally not budgeted higher revenues from this source in order to guard against revenue shortfalls during periods of economic downturn. An increase in building permit fees was adopted by the City Council in the spring of 2009 but any estimated additional revenues were used not in the FY10 Budget. However, the increase in permit fees has allowed the City to meet or exceed its estimated revenues in FY10 in most cases. In FY11, revenues related to other building permit activity, such as plumbing, wiring, gas, certificate of inspection, mechanical and dumpster permit fees have been increased by a total of $237,000.

Revenue from Street Obstruction Permits issued by the Traffic, Parking and Transportation Department has been increased by $75,000 to $525,000 in FY11 based on FY10 projected revenues.

The Public Works Department issues street permits for the obstruction and excavation of public rights of way and for the obstruction of sidewalks. This revenue has been increased from $310,000 to $450,000 in FY11, based on FY10 projected revenues. The permit fee for sewer construction inspections has been increased from $50 to $100 and is expected to generate approximately $50,000 in annual revenue, which is included in the FY11 estimate.

Revenue from alcoholic beverage licenses has been increased by $65,000 to $850,000 and lodging house license revenue has been increased by $28,000 in FY11, based on current year estimates.

An increase in the license fee for marriage intentions, from $25 to $35, approved last year, will generate an additional $9,000 in revenue for a total of $39,000 in FY11 from this source. Also, an increase to the animal license fee, from $10 to $25 for unspayed or un-neutered dogs, and $5 to $8 for spayed or neutered dogs, approved last year, will generate an additional $5,500 in revenue, for a total of $17,000 in FY11 from this source.

3. FINES AND FORFEITS

FY11 revenue from Fines and Forfeits totals $9,621,195. The largest revenue source for this category is parking fines, which total $9,004,945 in the FY11 Operating Budget, an increase of $485,925 from FY10 budgeted revenues of $8,519,200. The $9,004,945 amount does not include $775,000 that is used as a funding source for Traffic and Parking related capital projects which, when included, bring the total projected parking fine revenue in FY11 to $9,779,945. Parking fines are reported to the Parking Fund which is also used to record several other traffic and parking related revenues.

In addition, hackney fines in the amount of $10,000 have been budgeted for the first time in FY11, based on FY10 estimated revenue of $25,000, due to the increased enforcement of Cambridge Hackney Rules and Regulations. Also, revenue from the false alarm ordinance fee has been reduced by $28,000 to $54,000, based on current year experiences.

4. CHARGES FOR SERVICES

The Charges for Services category is the second largest revenue stream to the City and totals $69,770,355 or 15.2% of all operating revenues. The major components of this category include the water usage charge, sewer service charge and Parking Fund revenues.

Water and Sewer

In March of each year, the City Council establishes water and sewer rates, which determine water and sewer revenues for the next fiscal year. Because of the timing requirements, water and sewer rates are set prior to the adoption of both the FY11 City Budget and Massachusetts Water Resource Authority (MWRA) Budget; therefore revenue needs are determined based upon estimated expenditures. Historically, water and sewer rates have been established so that revenues generated by them cover 100 percent of the projected annual costs. For the consumption period beginning April 1, 2010 and ending March 31, 2011, water rates reflect a 1.5% increase; sewer rates reflect a 7.9% increase with a combined rate increase of 5.8% over FY10.

It is important to note that water consumption, along with the budget, are the major factors in determining the rate necessary to generate sufficient water and sewer revenues. With regard to the water rate, the use of fund balance is an important factor in determining the water rate. Sewer charges are directly linked with water consumption, with sewer costs comprising approximately 2/3 of total water and sewer expenditures. Therefore, when consumption declines, revenues are negatively impacted. In the current fiscal year, water is being consumed at approximately the same level as in the previous fiscal year. In FY09, there was a 4% decrease in water use from the previous fiscal year. However, FY10 is the first year in the last four where the city has not seen a decrease in consumption. Prior year decreases can be attributed to the impact of a slowdown in economic activity, conservation measures implemented by residents, universities and businesses, water-efficient appliances and systems, and weather conditions.

During the previous year's rate setting process, the projected FY11 rate increases for water, sewer and combined were 3.7%, 10.0% and 8.0%, respectively, based on consumption rates in March 2009. The City has, however, been able to produce rate increases lower than estimates from last year. Overall, the City has been successful over the past five years in producing reasonable water and sewer rate increases. The average annual increases for the FY06-10 period were as follows: Water, 1.7%; Sewer, 5.7%; and Combined, 4.3%, which include the water rate showing 0% increases in both FY06 and FY08 and a sewer rate increase of 0% in FY08.

FY11 estimated sewer revenues will cover the FY11 estimated MWRA assessment, which is scheduled to increase by $597,955 to $21,617,305, or 2.8%. The MWRA rate increase projected for the City is subject to change based on the MWRA budget adopted later in spring 2010. Estimated sewer revenues will also cover operating and capital increases.

In February 2010, the City issued $6,925,000 in bonds to finance several sewer reconstruction projects throughout the city. The annual debt service costs attributable to these bonds are included in the sewer budget. FY11 estimated water revenues will cover salary and benefit increases for Water Department employees while costs related to the operation of the water plant have decreased. Debt service costs continue to decline, by $1,646,510 this year, due to the pay-off of a portion of the bonds for the water treatment plant and additional debt service savings generated by the refinancing of existing debt in 2007. The projected fund balance (retained earnings) for FY10 is $5,603,782 of which $250,000 will be used in FY11 to offset a higher rate increase.

The Water Fund is a proprietary fund and accounts for the activities related to the preparation and delivery of water to City residents. In addition to supporting the operations of the Water Department, Water Fund revenues are used to support the operating budgets of the Finance, Conservation, Public Works and Community Development Departments. The Capital allocation for water related projects has increased to $1,750,000 in FY11 from $1,500,000 in FY10.

Total FY11 water revenues to fund the FY11 operating budget are $17,103,630 and include water usage, miscellaneous water charges, retained earnings (fund balance) and Massachusetts Water Pollution Abatement Trust (MWPAT) subsidies. This is a decrease of $1,253,895 from the FY10 Adjusted Budget. In addition to the $17.1 million, $1,750,000 in water revenue is used to fund water related capital projects in FY11. Therefore, total water revenue from all sources is $18,853,630, a net decrease of $1,003,895 from the FY10 Adjusted Budget.

Beginning several years ago, a portion of the fund balance (retained earnings) from the Water Fund has been estimated for use to offset increases in the operation of the Water Department and to fund water related capital projects, such as the Concord Avenue and Brookline Street Water Main Replacement Projects, which were funded from this source in the previous two fiscal years. In FY11, the fund balance support will be $250,000, which is a decrease of $1,000,000 from the total FY10 amount. This is a significant decrease in the use of fund balances from prior fiscal years. By using $250,000 from the fund balance in FY11, the City is able to achieve a 1.5% water rate increase while providing capital funds for infrastructure improvements. It is expected that use of the fund balance will be eliminated in FY12, which coincides with a significant decrease in the water debt service. The decrease in debt service costs should result in a lower water rate increase.

The Water Fund balance as of June 30, 2009 was $6,381,650 and the balance is projected to be $5,603,780 at the end of FY10, based on a budgetary basis of accounting, of which $250,000 will be used in FY11 to offset a higher rate increase.

Sewer Service revenues are not recorded in a separate fund but are part of the General Fund. Sewer Service revenues are used to support the operating budgets of the Finance, Public Works, Debt Service, Massachusetts Water Resource Authority (MWRA) and Community Development Departments. In addition, $.8 million in revenue is used to support sewer related capital projects.

As is the case with water revenue, sewer revenue is based on estimated expenditures. Total FY11 Sewer revenue, which includes sewer service usage and MWPAT subsidies, used to fund the operating budget is $38,551,200, an increase of $1,292,680 from the FY10 Adjusted Budget. In addition to the $38.5 million, $800,000 in sewer revenue has been included in the FY11 Capital Budget, which is a $200,000 decrease from FY10. Therefore, total sewer revenue from all sources is $39,351,200, a net increase of $1,492,680 from the FY10 Adjusted Budget.

Parking Fund

The Parking Fund is used to record revenue from use of meter and street obstruction permits, street meter collections, resident parking stickers, parking lots and garages, parking fines, interest earnings and miscellaneous income. Total revenue from these sources is budgeted at $18,919,945 in FY11 and is used to fund the Traffic, Parking and Transportation Department Operating Budget ($10,034,590), Capital Budget ($775,000) and to support 11 other Operating Budgets ($8,110,355).

FY11 Parking Fund Usage revenue of $8,485,000, which is contained in the Charges for Services revenue category, includes receipts from Traffic, Parking and Transportation Department activities such as street meters ($4,650,000), parking lot revenue ($630,000), parking garage revenue ($2,630,000), resident stickers ($380,000), boot removal ($55,000) and use of meter fees ($140,000). FY11 revenue from these sources is projected to decrease slightly, by $167,280 from the FY10 Budget, due largely to an adjustment to street meter revenue based on current year projections. In addition to the revenue listed above, FY11 Parking Fund revenue includes receipts for street obstruction permits ($525,000), parking fines ($9,779,945), interest earnings ($100,000) and miscellaneous revenue ($30,000).

Additional revenue will be generated as a result of extending the metered time for parking meters located in Harvard Square until 8:00 p.m., which is estimated to generate $150,000 annually. Also, an additional $35,000 in parking lot revenue has been estimated through increasing the rate and metered time at the Pleasant and Green Street parking lots, and $20,000 for the Harvard Square parking lot, which was out of service for repairs for a portion of the current fiscal year. The garage located in the new main library is projected to generate $20,000 in parking garage revenue in FY11.

The Fund Balance of the Parking Fund as of 6/30/09 was $12.0 million (GAAP Basis) and is projected to show a net increase to $12.8 million as of 6/30/10 primarily due to strong parking fine collections.

Other

There is other Charges for Service revenue that has been adjusted in the FY11 Budget. The major changes include:

- $51,660 increase in municipal access fees received by the Cable TV Department from Comcast, based on actual revenue received in FY10. The FY11 budgeted revenue is $1,446,990.

- An additional $50,000 in recreation activity revenue received by the Department of Human Services has been budgeted in FY11 primarily due to increased enrollment in programs housed at the recently renovated War Memorial Recreation Center. The FY11 budgeted revenue is $200,000. Also, an additional $140,000 in Community School revenue has been budgeted in FY11, based on current year estimates.

- Revenue received from Fire detail surcharges has been reduced by $15,000 to $35,000 and signal maintenance fees have been reduced by $70,000 to $320,000, based on current year estimates.

- An additional $9,000 in sealing fees for scales, weights and meters has been budgeted in FY11 based on a new fee schedule implemented in the spring of 2009. The FY11 budgeted revenue is $35,000.

- An additional $12,000 in the fees charged for the correction of birth, death and marriage records, business certificates and other records has been budgeted in FY11 based on a new fee schedule implemented in the spring of 2009. The FY11 budgeted revenue is $40,000.

5. INTERGOVERNMENTAL REVENUE

FY11 Intergovernmental Revenue ($40,444,870) includes federal and state grants, other governmental revenue and State Aid revenue.

State Aid

Estimated total FY11 State Aid (Cherry Sheet) revenue of $29,034,040 represents 6.3% of the total FY11 Operating Budget.

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

Local Aid refers primarily to distributions from the Commonwealth to municipal general revenue for Chapter 70 education aid, additional assistance and lottery aid. In FY10, lottery and additional assistance revenue was combined and renamed Unrestricted General Government Aid (UGGA). The amount of Local Aid funds to be distributed is listed on each community's cherry sheet along with other, relatively smaller, Commonwealth programs such as library aid, veteran's benefits, police career incentive, school lunch and other reimbursements. School building reimbursements, which were once part of the Cherry Sheet, were removed when a new authority (School Building Authority) was created to administer the program through the State Department of Education.

In FY10, the City is scheduled to receive $18,927,800 in UGGA and $9,130,365 School Aid/Chapter 70, for a total of $28,058,165, or 6.3%, of the FY10 Adopted Budget.

The City estimates receiving $1,122,325 less in FY11 than it did in FY10 (budget to budget) for these two major local aid categories, for a total of $26,935,840. These two local aid categories represent 5.9% of the total FY11 Operating Budget. However, there are additional net decreases in other state aid categories equaling $65,300, which bring the total decrease to $1,187,625 for FY11. These additional reductions include $103,920 less in Police Career Incentive and $92,455 less for Charter School Tuition Reimbursements.

In FY07, the City received $26,623,055 in UGGA and $1,159,950 in Police Career Incentive Reimbursements for a total of $27,783,005. Using the estimated FY11 amounts, the City is receiving $8,452,365 less in UGGA and $1,052,440 less in Police Career Incentive reimbursements than it did in FY07, for a total loss of $9,504,805 or 34.2%.

FY11 State Aid revenue projections to the City are based on the Governor's FY11 State Budget released in January 2010, except for UGGA and Chapter 70 School Aid, which did not reflect any reductions. The Proposed City Budget uses the State Aid estimates for UGGA and Chapter 70 School Aid provided by the Senate Committee on Ways and Means in March 2010 based on an agreement reached by House of Representative and Senate leaders. A reconciliation of these Budget Proposals regarding State Aid reductions will take place over the next several weeks as the State Budget process evolves. However, if these reductions are smaller than estimated, adjustments will be made in the fall of 2010 when the City Manager submits his recommendations to the City Council to set the final property tax levy amount as part of the tax rate setting process.

Other

The amount received from the Massachusetts Water Pollution Abatement Trust as a subsidy for sewer and water loans is reduced by $528,950 in FY11 due to the decrease in the balance of the loans.

Total Community Development Block Grant revenues are projected to increase by $279,710 (budget to budget) to $3,387,825 in FY11. Federal grant revenues associated with the HOME program in the amount of $102,260 have been removed from the General Fund Budget. Total revenues will be entirely budgeted with the grant program in FY11.

6. MISCELLANOUS

The Miscellaneous Revenue category totals $18,715,890 in FY11, which is a decrease of $2,698,400 from FY10.

Interest Earnings

General Fund interest earnings of $1.1 million have been included in the FY11 Budget, which is a decrease of $1,650,000. In addition to this amount, $100,000 in interest earnings from the Parking Fund, which reflect a $250,000 decrease, and $40,000 from interest on perpetual care accounts have been budgeted in FY11. Total interest earnings are budgeted at $1,240,000 in FY11. Interest rates have steadily declined during FY10 and, therefore, interest earnings have been budgeted conservatively. If interest rates increase slightly during the fiscal year the City will be able to generate additional revenues from this source.

Free Cash

Free Cash is funds remaining from the operations of the previous fiscal year, which are certified by the State Department of Revenue's (DOR) 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. The City's FY09 certified Free Cash figure was $84.6 million, which was $7.2

million lower than the previous year's figure but still the second highest amount in the City's history. The $7.2 million net decrease is due primarily to the continued funding of the debt stabilization fund through a free cash appropriation of $8.0 and a $2.6 million mid-year reduction in State aid in FY09.

It is estimated that the City will again use $9 million in Free Cash in FY11, as it did in FY10, to lower the property tax levy increase, which is consistent with the City's financial plan. It is projected that the $9.0 million in Free Cash used in FY10 will be replenished, but not the additional $1.2 million, which has been used in FY10 mostly for one-time capital budget items. Free Cash is not directly shown in the FY11 Budget as a revenue source but will be reflected in the City Manager's recommendations to the City Council in the fall to set the final property tax levy amount, as part of the tax rate setting process.

Debt Stabilization

The FY11 Budget uses $8,300,000 in Stabilization Funds as a revenue source to offset increases in debt service costs. This is a $300,000 increase from FY10. This planned use of reserves is intended to reduce the increase in property taxes as our debt service costs increase and coincides with larger increases in debt service for the Main Library, Public Safety Building, West Cambridge Youth and Community Center, War Memorial and CRLS projects. The balance in the Debt Stabilization Fund as of June 30, 2010 is projected to be $13.2 million.

School Debt Stabilization

The School Debt Stabilization Fund was established several years ago to fund future school capital projects and help offset fluctuations in future debt service revenues and expenses, subject to appropriation. In FY11, $1,198,615 in School Stabilization Funds is being used, which is a decrease of $1,597,155 from FY10, due to a decrease in existing School debt service costs. The School Stabilization Fund is used to offset the drop-off in Massachusetts School Building Authority reimbursements prior to the completion of the principal and interest payments on related bond issues for two elementary schools, as well as to cover a portion of the debt costs for the War Memorial Facility, which began in FY09. The balance in the School Debt Stabilization as of June 30, 2010 is projected to be $7.2 million.

Other

The Health Claims Trust Fund Transfer has been increased from $6,750,000 to $7,000,000 to fully reflect increased employee health and dental insurance contributions in FY11.

In FY11, $250,000 in reimbursement revenue has been added to the School Budget and reflects reimbursements to the Cambridge Public Schools from other districts for the transportation of homeless students. Bus Shelter advertizing revenue has been increased by $10,000 to $60,000, based on current year estimates.

The following pages provide a detailed description of specific revenues contained in the six major revenue categories.

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$270,427,309	$296,800,650	TAXES	$314,575,015
$9,198,039	$9,445,070	LICENSES AND PERMITS	$6,577,700
$11,398,134	$11,231,050	FINES AND FORFEITS	$9,621,195
$67,750,955	$68,461,015	CHARGES FOR SERVICES	$69,770,355
$48,171,830	$43,559,960	INTERGOVERNMENTAL REV.	$40,444,870
$21,865,761	$19,897,770	MISCELLANEOUS REVENUE	$18,715,890
$428,812,028	$449,395,515		$459,705,025

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

MAXIMIZING NON-TAX REVENUE. The City will continue its policy of maximizing alternative revenue sources in order to lower the tax burden for City services, through enforcing its license and permits policies, charging users for specific services where feasible and aggressively collecting outstanding parking fines.

As part of the ongoing effort coordinated by the Finance Department to review permit fees, charges for services and fines charged by City departments, the City was able to implement modest revenue increases. The FY11 Budget contains increases to these revenue types as part of this ongoing effort. In addition, the continued and planned use of reserves and the ongoing analysis of revenue collections in order to budget revenue accurately has also contributed to the increased use of non-property tax revenue to fund the FY11 Budget.

The total property tax levy is projected to increase by 6.3% in FY11 or $16,984,615. Non-property tax revenue is generated from varieties of sources, which are highlighted below.

It is the City's practice to budget non-property tax revenue conservatively. Therefore, for a majority of the revenues that have seen an increase in FY11, the City will carefully review actual revenue collections during the fiscal year to determine if additional revenue can be used as part of the financing plan for the FY12 Budget, or used at the time of setting the FY11 property tax rate to reduce the property tax levy. Based on the current economic climate the latter will more than likely be the case.

The chart below shows the revenue breakdown, by percentage, of the six major revenue accounting categories for a five-year period.

FISCAL YEAR	TAXES	LICENSES & PERMITS	FINES & FORFEITS	CHARGES FOR SERVICES	INTER-GOVERN-MENTAL	MISCELLA-NEOUS
FY11	68.4%	1.4%	2.1%	15.2%	8.8%	4.1%
FY10	65.9%	1.3%	2.0%	15.8%	9.7%	5.3%
FY09	64.0%	1.5%	2.3%	15.1%	12.0%	5.1%
FY08	64.4%	1.5%	2.2%	15.3%	13.3%	3.3%
FY07	64.3%	1.5%	2.3%	15.3%	13.8%	2.8%

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$235,619,740	$256,358,910	REAL PROPERTY TAX	$271,322,990
$14,339,901	$17,821,740	PERSONAL PROPERTY TAX	$18,862,025
$5,959,786	$5,970,000	MOTOR VEHICLE EXCISE TAX	$6,000,000
$6,802,768	$7,690,000	HOTEL/MOTEL EXCISE TAX	$8,690,000
$1,886,090	$1,800,000	CORPORATION EXCISE TAX	$1,700,000
$0	$1,500,000	MEALS EXCISE TAX	$2,300,000
$693,161	$690,000	PENALTIES & DELINQ. INT.	$680,000
$5,125,863	$4,970,000	IN LIEU OF TAX PAYMENTS	$5,020,000
$270,427,309	$296,800,650	TOTAL	$314,575,015

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

PERSONAL PROPERTY TAX. This tax is imposed on the personal property (stock, inventory, and laboratory or business equipment, furniture, fixtures and machinery) of business firms located in the city. Manufacturing corporations pay personal property tax to the City on poles, wires and conduit.

MOTOR VEHICLE EXCISE TAX. The motor vehicle excise tax is collected by the city or town in which a vehicle is garaged at the time of registration. State law sets the rate of this tax at $25 per $1,000 valuation.

HOTEL/MOTEL EXCISE TAX. State law permits cities and towns to impose a local room occupancy excise tax of 6% upon the transient rental of rooms in hotels, motels and lodging houses.

CORPORATION EXCISE TAX. State law entitles each city or town to receive proceeds from the urban development excise tax paid on its local projects.

MEALS EXCISE TAX. The Adopted FY10 State Budget provided cities and towns the ability to impose a 0.75% meals excise upon local acceptance for local use.

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

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

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$235,619,740	$256,358,910	REAL PROPERTY TAX	$271,322,990

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

Fiscal Year	Tax Levy	Overlay Reserve Abatements	Net Tax Levy (1)	Collections During Fiscal Year Payable (2) Amount	% of Net Levy
FY10	$268,662,984	$4,362,984	$264,300,000	-	-
FY09	$254,945,578	$4,445,573	$250,500,005	$250,159,641	99.9%
FY08	$242,334,374	$4,535,813	$237,798,561	$237,913,702	100.0%
FY07	$231,787,094	$4,427,094	$227,360,000	$227,098,138	99.9%
FY06	$222,960,291	$4,510,291	$218,450,000	$217,514,543	99.6%

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

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

Fiscal Year	Tax Levy	Overlay Reserve Amount	Overlay Reserve % of Total Levy	During Fiscal Year of Each Tax Levy Abatements
FY10	$268,662,984	$4,362,984	1.6	-
FY09	$254,945,578	$4,445,573	1.7	$3,011,039
FY08	$242,334,374	$4,535,813	1.9	$1,170,749
FY07	$231,787,094	$4,427,094	1.9	$1,489,161
FY06	$222,960,291	$4,510,291	2.0	$1,404,625

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$14,339,901	**$17,821,740**	**PERSONAL PROPERTY TAX**	**$18,862,025**

PERSONAL PROPERTY TAX. The Board of Assessors determines the value of all taxable personal property for approximately 2,700 accounts. The personal property tax is projected to produce roughly four percent of the City's total property tax revenue. The delinquency rate has rarely exceeded one percent, mainly because the 10 largest accounts pay a majority of the total personal property tax. Traditionally, utility companies are the highest personal property taxpayers but Cambridge has a good biotechnology and high tech base as well.

TEN HIGHEST PERSONAL PROPERTY TAXPAYERS (FY10)

NStar Electric (Utility)	$3,134,606
Novartis Institute (Pharmaceuticals)	2,163,012
Southern Energy/Mirant (Power Plant)	888,491
Verizon New England (Telecommunications)	843,566
NStar Gas (Utility)	693,153
Vertex Pharmaceuticals (Pharmaceuticals)	654,233
Millenium Pharmaceuticals, Inc. (Pharmaceuticals)	628,027
Amgen (Pharmaceuticals)	499,120
Level 3 Communications (Telecommunications)	444,377
Cingular Wireless (Telecommunications)	377,231

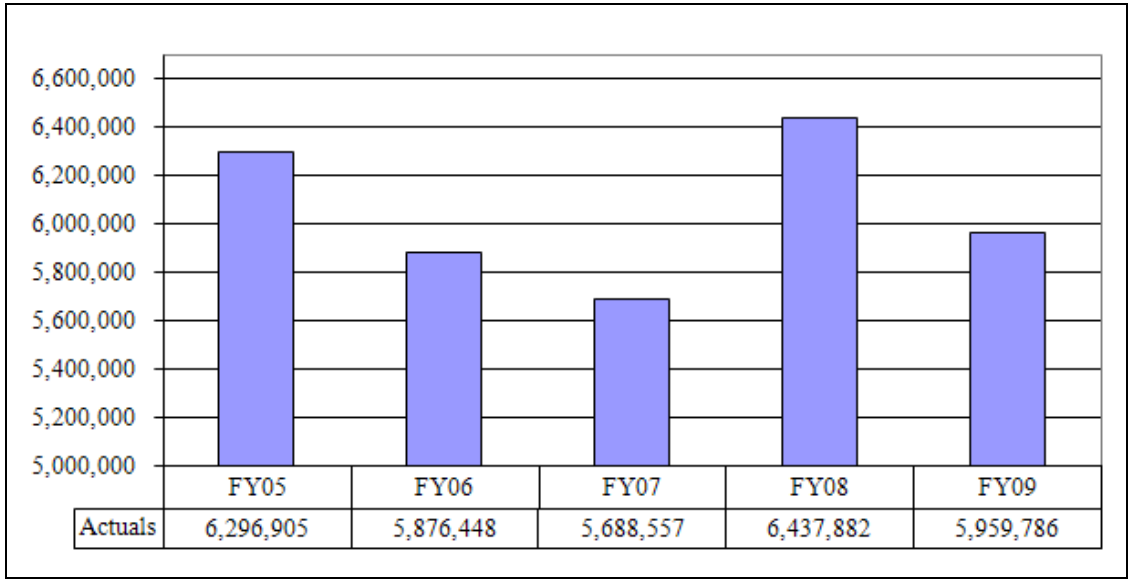
ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$5,959,786	$5,970,000	MOTOR VEHICLE EXCISE TAX	$6,000,000

EXCISE TAX RECEIPTS. State law sets the motor vehicle excise rate at $25 per $1,000 valuation. These monies are based on data provided by the Massachusetts Registry of Motor Vehicles. Valuations are determined by the Registry using a statutory formula based on a manufacturer's list price and year of manufacture. Accounts are updated nightly, all processes and delinquent notices are automated and information is provided to the deputy collectors on a quicker and more accurate basis. In FY10, the City sent out approximately 60,000 excise bills.

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

ONLINE EXCISE TAX PAYMENT SYSTEM. The City has a Web-based payment system that allows excise taxpayers to pay their bill online. Taxpayers can use their American Express, Visa or MasterCard credit cards.

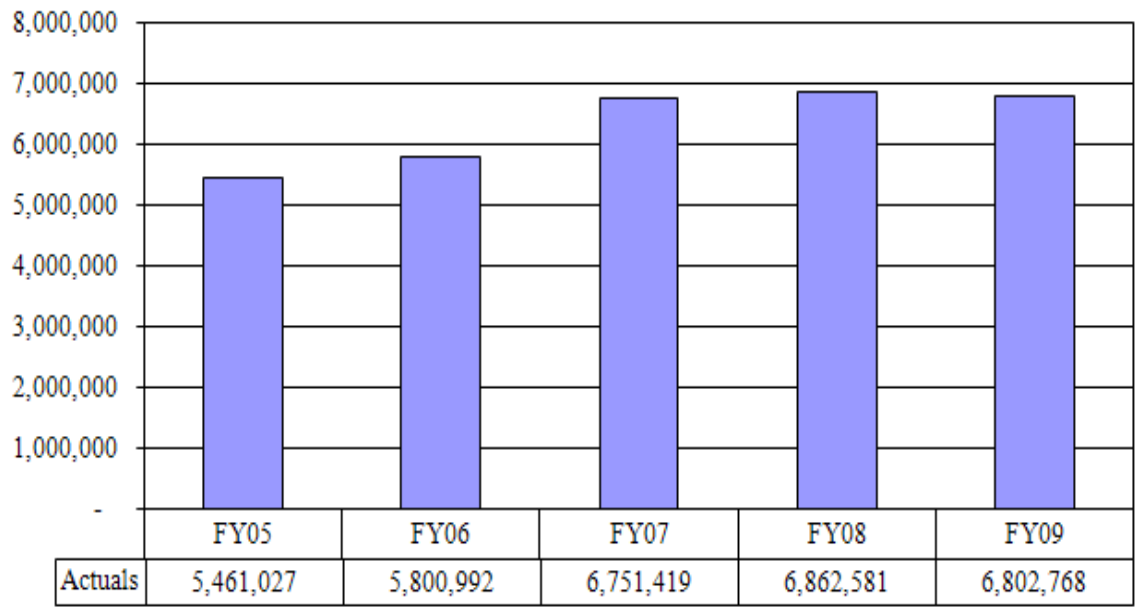
FIVE YEAR HISTORY MOTOR VEHICLE EXCISE TAX



ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$6,802,768	**$7,690,000**	**HOTEL/MOTEL EXCISE TAX**	**$8,690,000**

HOTEL/MOTEL EXCISE TAX. Chapter 64G of the Massachusetts General Laws, section 3A states that any city or town has authorization to impose a local excise tax upon the occupancy fee 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.

FIVE YEAR HISTORY HOTEL/MOTEL TAX

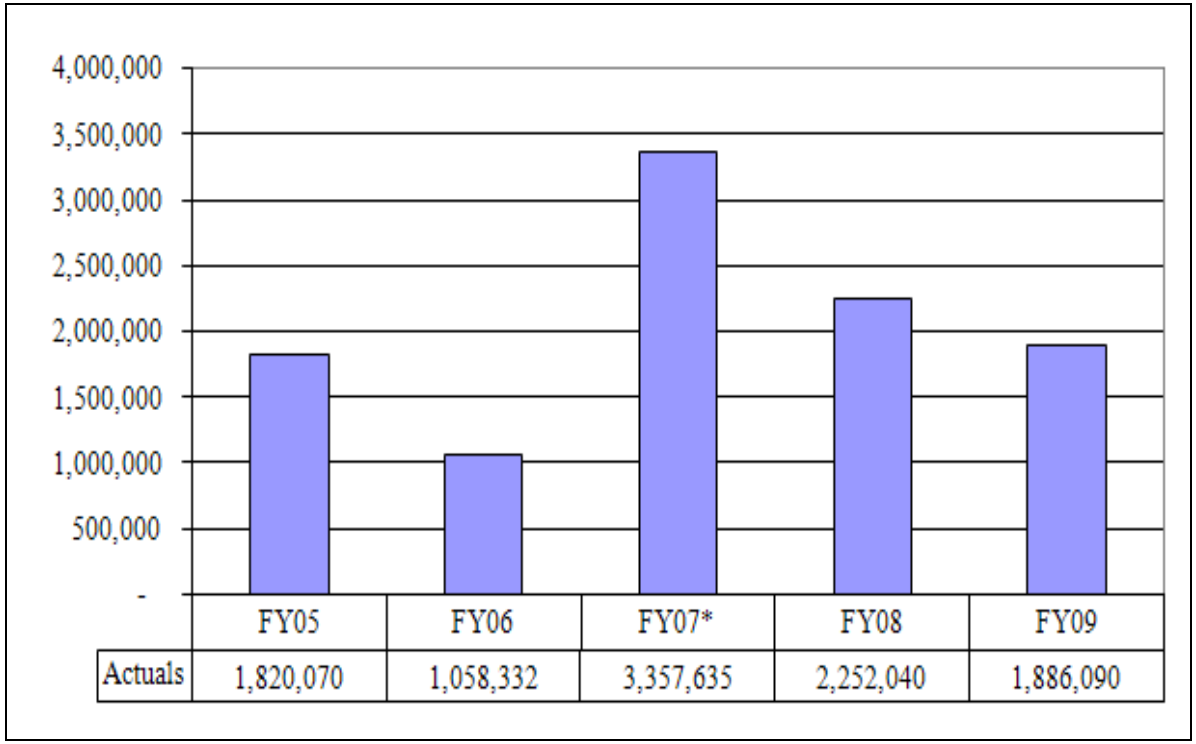


	FY05	FY06	FY07	FY08	FY09
Actuals	5,461,027	5,800,992	6,751,419	6,862,581	6,802,768

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$1,886,090	$1,800,000	CORPORATION EXCISE TAX	$1,700,000

CORPORATION EXCISE TAX. Chapter 121A, section 10 of the Massachusetts General Laws states that each city or town is entitled to receive proceeds from the urban development excise tax paid on its local projects. This excise tax is valid for an initial 15 year period and may be extended for an additional period not to exceed, in the aggregate, 40 years of the corporation's existence in the municipality. The excise tax is composed of an amount equal to five percent of its gross income in the preceding year and an amount equal to $10 per thousand of agreed valuation.

FIVE YEAR HISTORY CORPORATION EXCISE TAX



* The City received a $1,033,280 payment in FY07 for FY06 which accounts for the variance

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
-	$1,500,000	MEALS EXCISE TAX	$2,300,000

MEALS EXCISE TAX. The Adopted FY10 State Budget provided cities and towns in the Commonwealth the opportunity to replace some or all of their loss in State Aid by allowing, for the first time, an allocation of 0.75% of the Meals Excise, upon local acceptance for local use. The State increased its portion of the Meals Excise Tax from 5% to 6.25% in FY10.

The City Council adopted this option on July 27, 2009, in order for these changes to go into effect for October 1, 2009, to allow these revenues to be recognized as part of FY10 property tax rate setting process.

$1.5 million in Meals Excise Tax revenue is estimated to be received in FY10 with full year collections projected to be $2.3 million in FY11.

ACTUAL FY9	PROJECTED FY10		BUDGET FY11
$693,161	**$690,000**	**PENALTIES AND DELINQ. INT.**	**$680,000**

DELINQUENT INTEREST. The City receives interest on overdue taxes and water/sewer service rates. State law dictates the interest rate for taxes, whereas City ordinance sets the rate for water/sewer charges. Overdue real and personal property taxes are charged 14 percent from the original billing date. Tax title accounts are charged 16 percent from the tax-taking date or the certification date. The interest rate for delinquent excise tax accounts is 12 percent from the due date. The interest rate on delinquent water/sewer services is 18 percent per annum. Water interest is reported in the Water Fund and is not included in the above estimate.

PENALTY CHARGES. If real and personal property taxes are not paid within 30 days for the second billing (usually May 1) in the year of the tax, a demand for payment notice ($5) is sent to all delinquent taxpayers. Delinquent motor vehicle taxpayers are sent a demand ($5), a warrant ($10) and two separate notices from a deputy tax collector ($12, $17). The deputy collectors' earnings come solely from delinquent penalty charges, in lieu of a salary. Demands and warrants are not issued for delinquent water/sewer service accounts but are subject to a lien on the corresponding real estate tax bill.

Once a delinquent real estate account goes into the process of tax title, there are numerous fees added to the property tax bills. These charges include: an advertising fee per account ($75), preparation and recording of the tax-taking document ($75), actual posting of the notice ($4), the certificate of redemption fee ($75), land court registration fee ($310) and legal fees ($500).

The City will continue to emphasize collection of outstanding real estate, personal property and excise taxes and sewer charges. However, these revenues are budgeted conservatively since there is variability from year to year in these revenues, based on the number of outstanding accounts.

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$5,125,863	**$4,970,000**	**IN LIEU OF TAX PAYMENTS**	**$5,020,000**

IN LIEU OF TAX PAYMENTS. Cambridge taxpayers are constrained by the fact that 44% of the total land area in the City is tax-exempt. The "in lieu of tax" payments program was adopted in 1971 to partially offset the loss of tax revenue due to non-taxable property. The City Assessor's Office mails out requests each year for payments, calculated at 22 cents per square foot of land area. However, Harvard University and the Massachusetts Institute of Technology (MIT) remain the major in lieu of taxpayers in Cambridge.

In FY05, the City entered into the first ever written Payment In Lieu of Taxes (PILOT) agreement with MIT. While MIT has made voluntary PILOT payments for many years, this was the first time that this important commitment had been reflected in writing, which includes a 40-year term. The agreement contains an annual escalation of the base payment by 2.5% per year during the term. The FY10 payment is estimated to be $1,863,925.

In addition, the City also renewed its PILOT agreement with Harvard University in FY05, which has a 50-year term. The Harvard University agreement included an upfront contribution of $1 million above the base PILOT payment in FY05 of $2,007,738, for a total of $3,007,738. In addition, 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. The FY10 payment is estimated to be $2,385,675.

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.

THIS SPACE RESERVED FOR COUNCILLORS' NOTES

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$2,213,950	$2,293,550	LICENSE	$2,261,000
$6,984,089	$7,151,520	PERMITS	$4,316,700
$9,198,039	$9,445,070		$6,577,700

LICENSES. License revenues arise from the City's regulation of certain activities (e.g., selling alcoholic beverages or driving a taxicab). A person or organization pays a licensing fee to engage in the activity for a specified period. The primary licensing agency in the City is the License Commission, which consists of a Police Department representative, the Fire Chief and the chairperson of the License Commission. All fees are set by one of three methods: State law, City ordinance or License Commission regulation. The most common licenses are briefly described on the following pages. A complete fee structure is available at the License Commission Office at 831 Massachusetts Avenue or through its Web page.

PERMITS. Permits are required when a person or business wants to perform a municipally regulated activity (e.g., building, electrical or plumbing services). The bulk of permit revenue is brought in through building permits collected by the Inspectional Services Department. All construction and development in the city must be issued a building permit based on the cost of construction. The following pages provide brief descriptions of major City permit revenue. A complete fee schedule is available at the Inspectional Services Department at 831 Massachusetts Avenue or through its Web page.

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$6,408	$6,000	MILK	$6,000
$815,130	$850,000	ALCOHOLIC BEVERAGES	$850,000
$48,794	$49,750	COMMON VICTUALER	$49,000
$33,017	$6,000	BUILDERS/BUILDING	$6,000
$295,547	$295,000	LODGING HOUSE	$295,000
$290,904	$285,000	GARAGE/GASOLINE	$285,000
$3,270	$3,200	SHOPS AND SALES	$3,200
$73,495	$77,300	HACKNEY	$78,600
$61,322	$70,000	MOTOR VEHICLE RELATED	$70,000
$178,176	$176,000	ENTERTAINMENT	$176,000
$92,391	$80,300	HEALTH RELATED	$79,500
$35,085	$39,900	MARRIAGE	$39,000
$12,390	$17,000	DOG LICENSES	$17,000
$11,470	$10,800	STREET PERFORMERS	$10,800
$183,930	$184,400	POLE AND CONDUIT	$184,000
$10,900	$14,000	TOBACCO	$14,000
$2,500	$2,500	DISPOSAL	$3,000
$20,882	$21,000	MISCELLANEOUS	$21,000
$750	$700	RECREATION CAMPS	$700
$16,630	$14,000	NEWSPAPER BOXES	$12,000
$10,459	$15,500	MULTI-FAMILY INSPECTIONS	$10,000
$10,500	$11,200	PROPERTY USE	$11,200
$0	$64,000	DUMPSTER	$40,000
$2,213,950	$2,293,550		$2,261,000

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

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

TYPE		NO.	FEE
All Alcoholic Institute Educational,	7 days, 1 a.m.	1	$3,865
All Alcoholic Restaurant,	7 days, 1 a.m.	82	$3,160
All Alcoholic Restaurant,	7 days, 1:30 a.m.	1	$3,530
All Alcoholic Restaurant,	7 days, 2 a.m.	50	$3,905
Wine/Malt Brewery	7 days	1	$2,000
Wine/Malt Restaurant	7 days	58	$2,000
All Alcoholic Package Store		22	$2,330
Wine/Malt Package Store		18	$1,500
All Alcoholic Hotels, over 100 rooms		11	$6,300

TYPE	NO.	FEE
All Alcoholic Hotels, under 100 rooms	1	$5,815
All Alcoholic Veterans Club	2	$1,945
Other All Alcoholic Clubs	2	$2,700
Wine/Malt Educational Institute	5	$2,040
Wine/Malt Restaurants	4	$4,000
All Alcoholic Restaurants, 1 a.m. closing	1	$6,320

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

BUILDER'S LICENSES. The Inspectional Services Department issues a builder's license to qualified individuals for specific construction categories. The initial annual license fee is $30 and a one-year renewal is $20.

LODGING HOUSE. The License Commission issues lodging house licenses to property owners who rent rooms. The rate is $24.00 for the first four rooms (total) and $24.00 for each additional room. Colleges and universities must obtain a lodging house license for student dormitories. There are approximately 151 active lodging houses in the City, 135 being college/university dormitories and houses.

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

SHOPS AND SALES. The License Commission issues licenses for approximately 24 antique stores ($91), 2 auctioneers ($60) and 16 second hand dealers ($60). One day auction sales, which are charged at a rate of $31 per day, are also covered by this category.

HACKNEY. The annual hackney inspection fee ($190) accounts for 60% of the revenue in this category. Two hundred fifty-seven (257) taxis are inspected each April and October. Also included is the issuance/renewal of approximately 1,000 hackney driver's licenses ($32/yr. or $75/3 yr.).

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

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

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

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

DOG LICENSES. The Animal Commission issues dog licenses, registering the name, address and telephone number of the dog owner and a complete description of the dog. The Animal Commission charges $8.00 spayed/neutered and $25.00 unspayed/unneutered.

STREET PERFORMERS. A $40 fee is required from each street performer to offset costs incurred by the Arts Council staff in

ensuring compliance with the articles listed in the City's Street Performer Ordinance.

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

TOBACCO. Inspectional Services issues a license for the selling of tobacco products by commercial establishments ($100 per year).

DISPOSAL COMPANIES. Pursuant to City Ordinance 5.24, all private garbage/salvage/trash companies operating in Cambridge require a license. The fee for each company is $125.

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

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

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

MULTI-FAMILY INSPECTION. Periodic inspections (5 year cycle) of multi-family structures were initiated in February 2000 as required by the Massachusetts State Building Code. Buildings with more than 3 units are charged a fee of $100 plus $5 per dwelling unit.

PROPERTY USE. A $750 license fee was adopted by the License Commission in FY06 to allow alcohol, beer and wine licensed restaurants and hotels to have outdoor public seating.

DUMPSTER. Pursuant to City Ordinance 8.25, an annual $100 dumpster license is required for all dumpsters located in the City.

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$4,768,474	$5,000,000	BUILDING	$2,500,000
$51,920	$51,000	GAS	$30,000
$286,605	$250,000	WIRING	$225,000
$86,637	$85,000	PLUMBING	$70,000
$641,300	$500,000	STREET OPENING	$450,000
$587,774	$525,000	STREET OBSTRUCTION	$525,000
$87,088	$199,160	PLAN REVIEW	$55,000
$74,834	$38,000	SPRINKLER	$40,000
$162,724	$318,000	PLACE OF ASSEMBLY	$261,000
$18,695	$17,000	OCCUPANCY CERTIFICATIONS	$10,000
$12,433	$8,000	AIR RIGHTS/PUBLIC WAYS	$8,000
$725	$2,200	FIREARM	$2,200
$500	$500	SUNDAY	$500
$128,090	$90,000	FIRE	90,000
$76,290	$67,660	MECHANICAL	$50,000
$6,984,089	$7,151,520		$4,316,700

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, which reflects an increase from $10. The City traditionally conservatively estimates building permit revenue to guard against potential economic down-turns.

GAS PERMIT. 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.

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 switches, lights, alarms and other electrical work included in the job.

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

STREET OPENING AND 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. The fee for inspecting private sewer repairs and new connections to the City's sewer mains has been increased from $50 to $100 to more accurately reflect the costs of providing the service. The Department has also instituted a new Stormwater Control fee of $0.01 of the gross floor area with a $500 minimum to ensure that new development and redevelopment projects minimize pollution from storm water runoff during and after construction.

STREET OBSTRUCTION PERMITS. The Traffic, Parking & Transportation Department issues over 6,000 permits to close a street or to occupy the street for special events, moving vans, tool trucks, dumpsters and other temporary uses.

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

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

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

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

PRIVATE BRIDGES OVER PUBLIC WAYS. The Inspectional Services Department inspects private bridges built over public ways for pedestrian travel. Calculation of the permit fee is based on the cubic footage of the bridge.

LICENSE TO CARRY/FIREARMS IDENTIFICATION CARDS. The Police Department issues licenses to carry a firearm to individuals meeting the requirements established by statute ($100 for four years). The Department also issues firearms identification cards ($100 for six years; FID-Chemical $25), which allows the holder to possess and carry non-large capacity rifles or shotguns and to possess mace or pepper spray.

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

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

MECHANICAL PERMITS. The Inspectional Services Department issues permits for the installation of mechanical equipment such as furnaces, boilers, roof top units, air conditioners and emergency generators.

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$32,664	$15,000	LIBRARY	$15,000
$10,709,733	$10,600,000	PARKING	$9,004,945
$574,791	$530,000	MOVING VIOLATIONS	$530,000
-	$25,000	HACKNEY	$10,000
$64,123	$54,000	FALSE ALARMS	$54,000
$1,545	$1,300	ANIMALS	$1,250
$7,158	$5,000	BICYCLE	$4,500
$8,120	$750	WEIGHT & MEASURES CIVIL CITATIONS	$1,500
$11,398,134	$11,231,050		$9,621,195

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

PARKING FINES. The largest revenue source for this category is Parking Fines which total $9,004,945 in the FY11 Operating Budget.

The collection of parking fines continues to be an important source of revenue for the City. Parking Fund revenues are used to partially fund the budgets of 11 City departments, in addition to the Traffic, Parking and Transportation Department. The timely collection of fines is supported by a computerized collection and processing database, the boot program and the fact that violators are prohibited from renewing their driver's license, registration or obtaining a resident permit until all outstanding tickets are paid in full.

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

HACKNEY FINES. The License Commission issues fines to taxicab operators who violate Cambridge Hackney Rules and Regulations.

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

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

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

BICYCLE FINES. Since July 1996, the Police Department has been issuing violations of bicycle laws. These fines ($20) are to be used for the development and implementation of bicycle programs.

WEIGHTS & MEASURES CIVIL CITATIONS. The Weights and Measures Department issues citations to businesses that do not comply with weights and measures regulations under Massachusetts General Laws.

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$7,187,275	$8,270,000	PARKING	$8,485,000
$18,076,579	$17,885,000	WATER UTILITY REVENUE	16,662,505
$35,240,838	$35,090,000	SEWER SERVICE CHARGE	$37,569,720
$5,499,823	$5,449,600	FEES	$5,313,440
$1,746,440	$1,766,415	OTHER CHARGES FOR SERVICE	$1,739,690
$67,750,955	$68,461,015		$69,770,355

SERVICE CHARGES/USER FEES. Charges for services are an important revenue source for the City to maintain the level of services provided to the community. With a limit on tax revenues, the City must impose charges for the delivery of some services that were formerly financed through the property tax. In FY11, service charges and user fees will account for 15.2% of the total general fund revenues.

BENEFITS OF USER FEES. Based on a review of current charges for services, the City has moderately increased fees and the increased revenues are reflected in the FY11 Budget.

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

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$3,537,678	$4,500,000	METER COLLECTION	$4,650,000
$482,716	$575,000	PARKING LOTS	$630,000
$2,599,957	$2,620,000	PARKING GARAGES	$2,630,000
$144,305	$140,000	USE OF METERS	$140,000
$361,413	$380,000	RESIDENT STICKERS	$380,000
$61,206	$55,000	BOOT REMOVAL FEES	$55,000
$7,187,275	$8,270,000		$8,485,000

PARKING FUND. An important source of revenue for the City is the parking fund. This fund consists of revenue from meter permits, meter collections, resident parking stickers, parking lots and garages, parking fines (see fines and forfeits) and interest earnings (see miscellaneous revenue). These revenues are then distributed to help fund programs permitted under Chapter 844 of the Massachusetts General Laws. With limited tax revenues, the parking fund is a critical source of City revenue, providing funds to 12 budgets. The following chart shows a three-year budget history of the distribution of parking fund revenues, excluding the Capital Budget:

PARKING FUND ALLOCATIONS	FY09	FY10	FY11
Finance	$ 23,950	$23,950	$23,950
Law	100,000	100,000	100,000
Police	3,841,845	3,841,845	3,841,845
Traffic, Parking & Transportation	9,529,130	9,886,180	10,034,590
Public Works	1,819,540	2,746,930	2,746,935
Community Development	421,895	421,895	421,895
General Services	4,000	4,000	4,000
School	100,000	100,000	100,000
Cherry Sheet Assessments	493,140	457,940	459,420
Employee Benefits	87,500	-	-
Executive	215,000	255,000	255,000
Debt Service	146,720	140,625	134,375
Electrical	22,935	22,935	22,935
	$16,805,655	**$18,001,300**	**$18,144,945**

ON-STREET PARKING METER COLLECTIONS. The rate for on-street meters is $0.50 per half hour. Time limits vary by location.

OFF-STREET PARKING LOT METER COLLECTIONS. This revenue is derived from nine metered parking lots. The meters in five of these lots have been upgraded to multi-space pay stations. The rates in these lots range from $1 to $3 per hour. The other four lots have single space meters. We plan to upgrade the remaining Central Square lots to multi-space pay stations in FY11

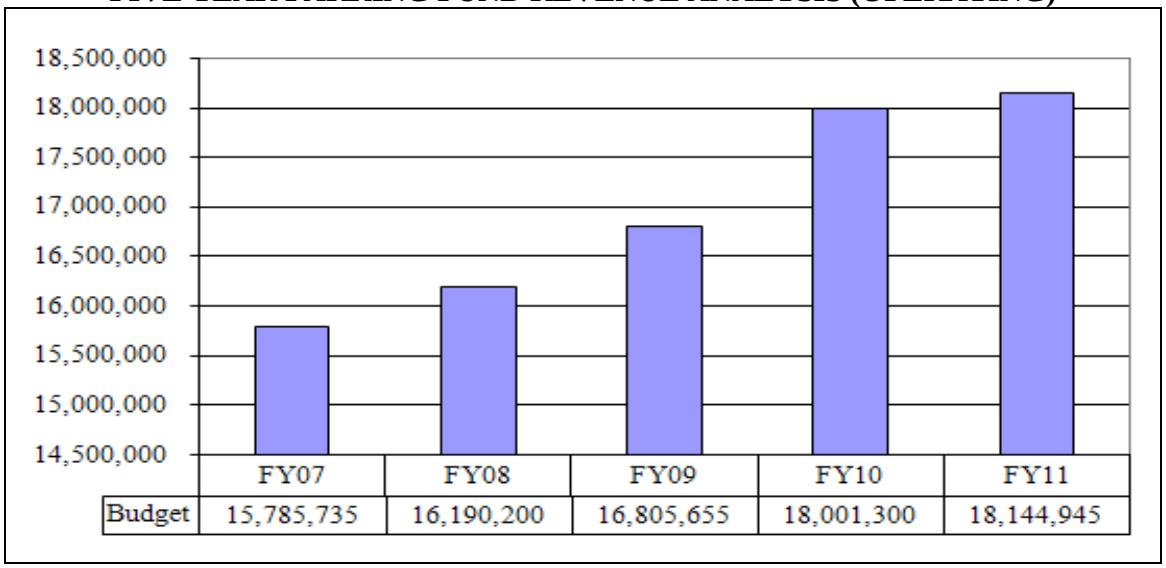
PARKING GARAGES. Revenue is raised from the following: Green Street Municipal Parking Garage ($1.50 per hour) and the East Cambridge Municipal Parking Garage ($2 first hour / $1 for 2nd & 3rd hours/$2 each remaining hour). There are 1,384 parking spaces in these facilities. In FY10 the Main Library opened its new garage. The fee is $1 per hour.

USE OF METERS. Payment is received when a request is made to use meter spaces in conjunction with a street obstruction or closing permit, when granted by the department; for example, when a company requests the use of the meter spaces for construction work. The fee is $10/meter/day. The Traffic Department with the IT Department has implemented a permit database that has improved efficiency, customer service and revenue collection.

RESIDENT STICKERS. To control commuter parking in residential areas, the Traffic, Parking & Transportation Department issues resident parking stickers to Cambridge residents to allow them to park in permit only areas. The resident parking permit fee is $8.

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

FIVE YEAR PARKING FUND REVENUE ANALYSIS (OPERATING)



	FY07	FY08	FY09	FY10	FY11
Budget	15,785,735	16,190,200	16,805,655	18,001,300	18,144,945

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$17,572,348	$17,300,000	WATER USAGE	$15,827,505
$504,231	$585,000	MISC. WATER CHARGES	$585,000
$0	$0	RETAINED EARNINGS	$250,000
$18,076,579	$17,885,000		$16,662,505

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 FY11 rates, effective for all water consumed as of April 1, 2010 represent a 1.5% increase in the water rate and a 7.9% increase in the sewer rate, with a 5.8% increase in the combined rate.

BLOCK	ANNUAL CONSUMPTION	WATER RATE	SEWER RATE
1	0-40 Ccf	$3.02	$7.86
2	41-400 Ccf	3.24	8.32
3	401-2 000 Ccf	3.44	8.93
4	2001-10 000 Ccf	3.65	9.62
5	over 10 000 Ccf	3.96	10.23

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 be used in four City departments in FY11: Finance ($225,000); Conservation ($32,510); Public Works ($400,000); and Community Development ($30,000). Not included in the above amount is $1,750,000 in water usage revenue used to fund City capital projects.

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.

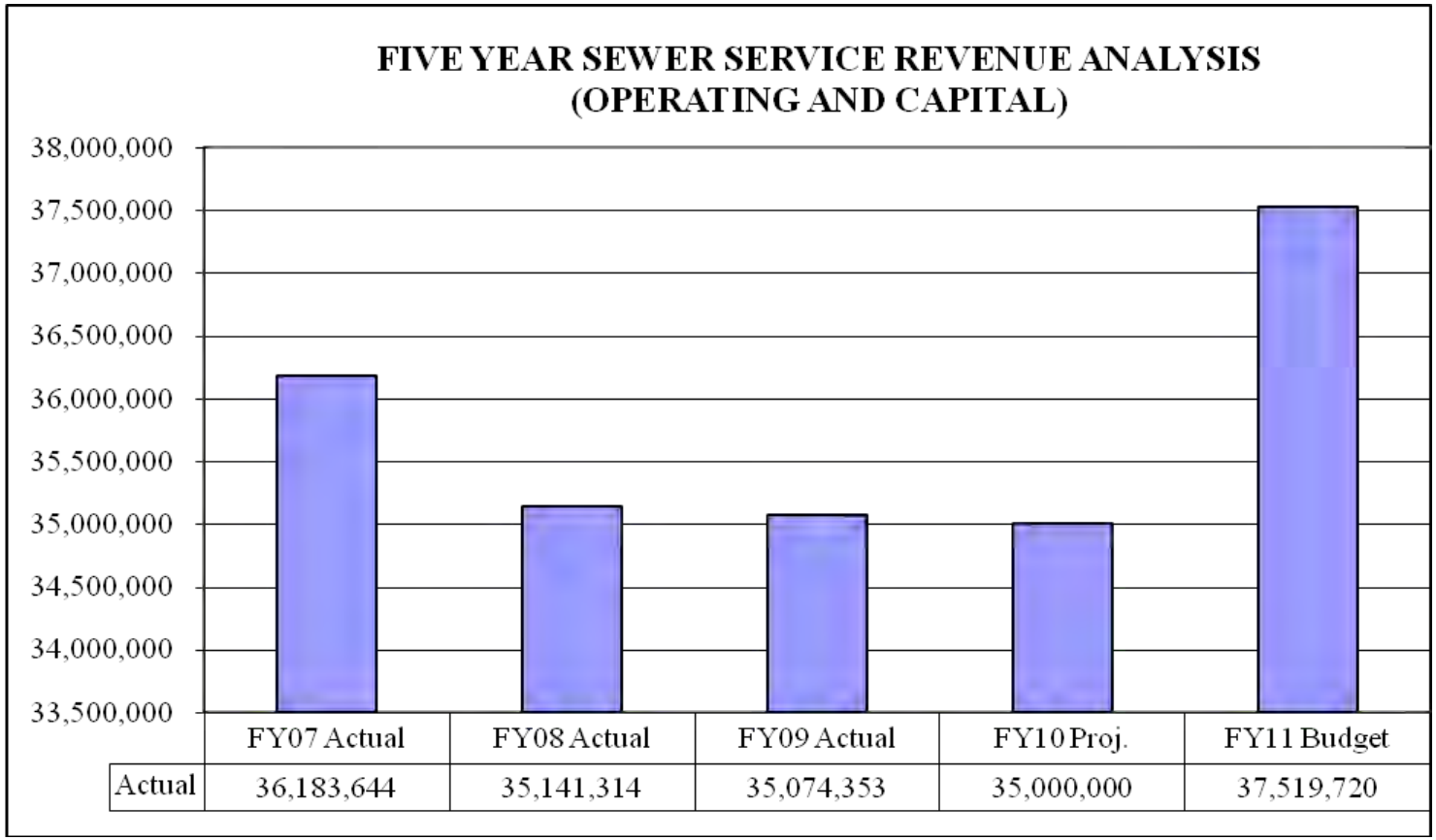
RETAINED EARNINGS. The City has allowed year-end retained earnings to be used to maintain the Water Fund balance, in part to offset increased costs brought on by large one-time capital projects and to offset higher rate increases. For FY11, $250,000 will be used to offset higher rate increases.

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$35,074,353	$35,000,000	SEWER SERVICE CHARGE	$37,519,720
$166,485	$90,000	SEWER CONNECTION FEE	$50,000
$35,240,838	$35,090,000		$37,569,720

SEWER SERVICE CHARGE. Each year, the City authorizes a sewer service charge to shift sewer expenditures away from property taxes. Implementation of this charge makes the City eligible for sewer construction grants and low-interest loans from the Environmental Protection Agency and the Department of Environmental Protection. The sewer charge shifts some of the burden to the tax-exempt institutions in the city, which are among the largest water users. Not included in the above amount is $800,000 in sewer revenues used to fund City capital projects. The FY11 sewer rate can be found on the preceding Water revenue page. The sewer service revenue is allocated as follows:

SEWER SERVICE CHARGE ALLOCATIONS	AMOUNT
Finance	$225,000
Public Works	2,732,945
Debt Service	12,899,970
Massachusetts Water Resources Authority	21,617,305
Community Development	44,500
TOTAL	**$37,519,720**

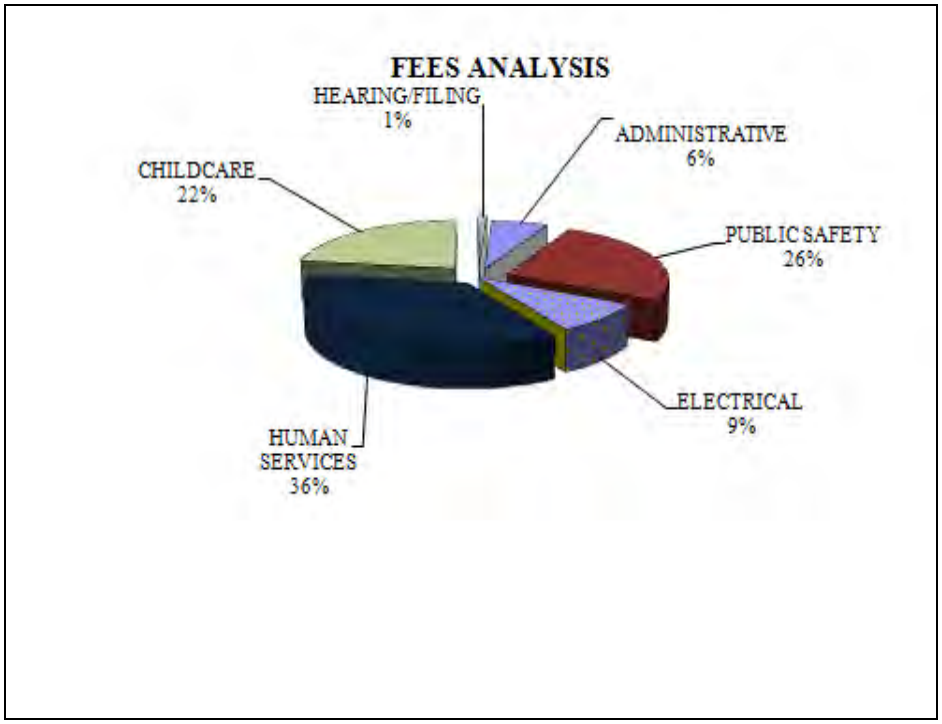
SEWER CONNECTION FEE. The City charges a sewer connection fee for every new plumbing connection into the City's wastewater system. The fee is based on the number of plumbing fixtures, such as sinks or toilets, within the structure that is being connected to the sewer. The rate schedule is as follows: Residential - $45, Commercial - $70 and Industrial - $110. Due to fluctuations in the amount of this revenue generated each year, the City will continue its conservative revenue approach by estimating $50,000 in FY11.



	FY07 Actual	FY08 Actual	FY09 Actual	FY10 Proj.	FY11 Budget
Actual	36,183,644	35,141,314	35,074,353	35,000,000	37,519,720

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$345,816	$336,175	ADMINISTRATIVE	$332,520
$1,266,990	$1,341,000	PUBLIC SAFETY	$1,361,000
$573,876	$480,000	ELECTRICAL	$480,000
$1,983,677	$2,045,695	HUMAN SERVICES	$1,893,190
$1,264,901	$1,195,230	CHILDCARE	$1,195,230
$64,563	$51,500	HEARING/FILING	$51,500
$5,499,823	$5,449,600		$5,313,440

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



ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$198,439	$195,000	CERTIFIED COPIES	$195,000
$87,875	$85,000	MUNICIPAL LIENS	$85,000
$8,930	$3,800	DOCUMENT SALES	$3,750
$15,387	$9,170	PHOTOCOPY/REPRODUCTION	$7,770
$2,850	$2,885	DOMESTIC PARTNERS	$1,000
$32,335	$40,320	MISC. CLERK'S FEES	$40,000
$345,816	$336,175		$332,520

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.

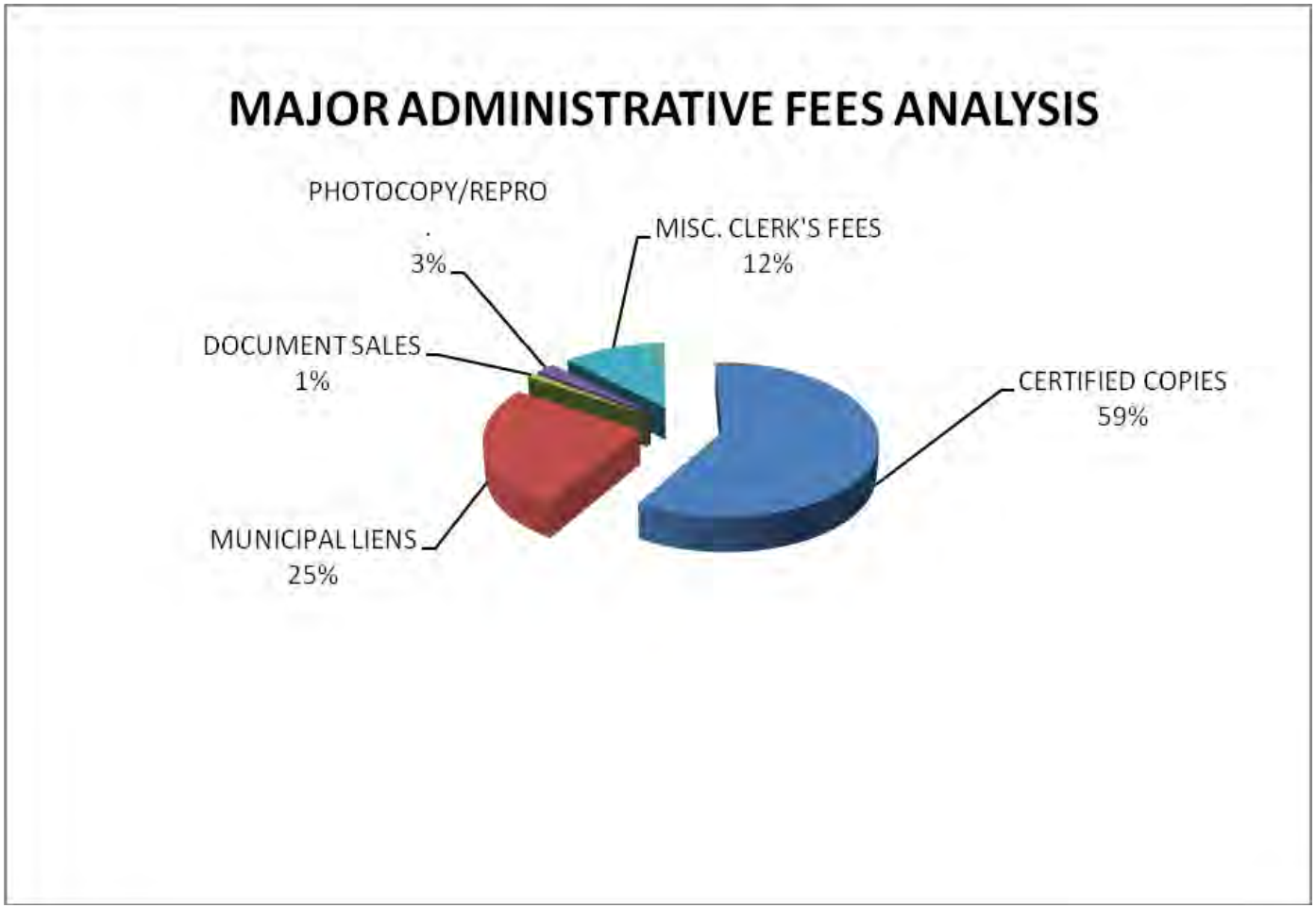
MUNICIPAL LIEN CERTIFICATES. The Finance Department issues a certificate indicating any tax or utility charge outstanding on a particular parcel of property to an individual requesting the information, within 10 days of the request. The cost ranges from $25 to $100 depending on the type of property.

DOCUMENT SALES. The Public Works Engineering Division is reimbursed for maps and other documents requested by the public. The Election Commission receives revenue from the sale of the annual street listing book.

REPRODUCTION SERVICES. A number of departments charge for the reproduction of department records and reports. In accordance with the regulations of the State Supervisor of Public Records (950 CMR 32.06, authorized by the Massachusetts General Laws Chapter 66, section 1, par. 10), the City limits the fee for photocopying public records to 20 cents per page, with certain exceptions. Exceptions include the Police and Fire Departments, which charge $5 for copies of official reports. This fee is in accordance with General Laws Chapter 477, Acts of 1982. The breakdown by department: Police $6,000; Fire $550; Inspectional Services $1,000; and License $220.

DOMESTIC PARTNERS. The City Clerk issues a certificate of Domestic Partnership. The fee is $25 per certificate for filing domestic partnerships.

MISCELLANEOUS CITY CLERK CHARGES. The City Clerk collects fees for the issuance of miscellaneous certificates such as physician and business registrations and constable swearing-in fees. Miscellaneous charges also include service and sporting fees, zoning and municipal ordinance fees and the filing fee for a zoning petition.


MAJOR ADMINISTRATIVE FEES ANALYSIS
PHOTOCOPY/REPRO
.
3%
MISC. CLERK'S FEES
12%
DOCUMENT SALES
1%
CERTIFIED COPIES
59%
MUNICIPAL LIENS
25%

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$22,013	$35,000	SEALING INSPECTION	$35,000
$68,268	$75,000	TOWING SURCHARGE	$75,000
$407,676	$400,000	POLICE DETAIL SURCHARGE	$400,000
$16,530	$16,000	AGENCY FEE	$16,000
$0	$0	BOARDING/RAZING FEES	$20,000
$57,603	$50,000	SMOKE DETECTORS	$50,000
$631,289	$720,000	RESCUE SERVICE FEES	$720,000
$14,986	$10,000	INSPECTIONAL DETAILS	$10,000
$48,625	$35,000	FIRE DETAIL SURCHARGE	$35,000
$1,266,990	$1,341,000		$1,361,000

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

TOWING SURCHARGE. The City receives $8.50 of each towing charge paid in the City. The revenue is used to fund the Police Budget.

POLICE DETAIL SURCHARGE. The City receives a 10 percent surcharge for the private use of off-duty police officers. The money derived from the surcharge is used to administer the police detail office.

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.

SMOKE DETECTORS. A $50 fee is charged for a smoke/carbon monoxide detector compliance inspection, as mandated by MGL, Chapter 148.

RESCUE SERVICE FEES. A new Emergency Medical Services (EMS) paramedic plan was approved in FY05 for the Fire Department by the State. The Region 4 medical panel approved a model plan for improving Advanced Life Support services in the City of Cambridge. The approved system utilizes firefighters/paramedics from the Fire Department and Professional Ambulance to dramatically improve response capabilities throughout the City and allowed the City to increase its third party payments for transport fees and advanced life support services.

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

FIRE DETAIL SURCHARGE. The City receives a 10 percent surcharge for the private use of off-duty firefighters. The funds derived from the surcharge are used to administer the fire detail program.

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$138,790	$140,000	FIRE ALARM BOX CHARGE	$140,000
$400,807	$320,000	SIGNAL MAINTENANCE FEE	$320,000
$34,279	$20,000	CUT-OUT/PLUG-OUT FEE	$20,000
$573,876	$480,000		$480,000

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

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

CUT-OUT/PLUG-OUT FEE. The Electrical Department assesses a fee of $25 to private concerns for the disconnection and reconnection of private systems to the City's system for repairs and maintenance to the private system. This fee is assessed for disconnects and reconnects that exceed three in one week.

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$0	$0	SWIMMING POOLS	$0
$727,863	$735,695	GOLF COURSE	$725,190
$127,122	$200,000	RECREATIONAL ACTIVITIES	$200,000
$20,400	$20,000	ATHLETIC LEAGUES	$20,000
$8,218	$10,000	SPECIAL NEEDS	$8,000
$44,863	$35,000	SENIOR ACTIVITIES	$35,000
$108,235	$85,000	FIELD PERMITS	$80,000
$736,916	$755,000	COMMUNITY SCHOOLS	$680,000
$44,398	$40,000	YOUTH PROGRAMS	$30,000
$165,662	$165,000	KING OPEN EXTENDED DAY	$115,000
$1,983,677	$2,045,695		$1,893,190

CHARGES FOR SERVICES
- Fees/Human Service Programs

POOLS. The Department of Human Service Programs receives revenue for the use of the War Memorial Recreation Center and Gold Star swimming pools. The Gold Star, open in July and August, charges a flat rate of $0.75 cents per admission. This revenue was combined with recreation activities in FY09, to coincide with the opening of the new facility. The War Memorial pool and cardio room fee schedule is as follows:

	RESIDENT	NON RESIDENT
per swim (child)	$ 1.25	$ 1.50
per swim (adult)	$ 4.50	$ 5.50
10 swim (adult)	$ 40.00	$ 50.00
yearly swim (adult)	$ 210.00	$230.00
yearly swim (family)	$ 350.00	$400.00
per cardio (adult)	$ 4.50	$ 5.50
per cardio (couple)	$ 6.00	$ 7.00
10 cardio (adult)	$ 40.00	$ 50.00
10 cardio (couple)	$ 55.00	$ 65.00
yearly cardio (adult)	$ 210.00	$230.00
yearly cardio (couple)	$ 300.00	$325.00
combo per pool/cardio (adult)	$ 5.25	$ 6.25
combo per pool/cardio (couple)	$ 6.50	$ 7.50
combo 10 visit pool/cardio (adult)	$ 50.00	$ 60.00
combo 10 visit pool/cardio (couple)	$ 65.00	$ 75.00
combo yearly pool/cardio (adult)	$ 250.00	$275.00
combo yearly pool/cardio (couple)	$ 350.00	$375.00

GOLF COURSE. In FY11, the Thomas P. O'Neill, Jr. Golf Course at Fresh Pond will again be a self-supporting operation. The following chart illustrates the green fees and membership rates for the coming season, which began in March 2010. Not included in the FY11 revenue estimates are Golf Course fees used in the Capital Budget of $20,000.

	RESIDENT	NON-RESIDENT
weekdays (9 holes)	$ 19.00	$ 22.00
weekdays junior/senior (9 holes)	$ 15.00	n/a
weekdays (18 holes)	$ 29.00	$ 32.00
weekends/holidays (9 holes)	$ 26.00	$ 26.00
weekends/holidays (18 holes)	$ 38.00	$ 38.00
monthly	$365.00	$ 545.00
yearly	$760.00	$1,120.00
juniors	$300.00	$ 445.00
seniors	$350.00	$1,120.00
senior plus	$505.00	n/a

RECREATIONAL ACTIVITIES. The Department of Human Service Programs provides year-round evening adult classes and after-school children's activities at the War Memorial Recreation Center. The revenue from this wide range of classes is used to pay instructors and cover minimum equipment costs. Swimming and cardio room revenues are also included.

ATHLETIC LEAGUES. The Department of Human Service Programs sponsors men's and women's softball leagues in the summer. The Recreation division charges $350 per softball team.

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

SENIOR ACTIVITIES. These funds are generated from ceramic classes, the Walking Club and various other senior recreational/ leisure activities. This also includes funds received from Somerville Cambridge Elder Services to support the breakfast and lunch program for seniors, which is operated by the Council on Aging 365 days a year.

FIELD PERMITS. A fee of $90 per two-hour period is required for permits. A waiver of fees will be granted to all schools, youth leagues and City sponsored fund-raising events.

COMMUNITY SCHOOL REVENUES. This category includes revenues received from the various classes, camps, programs and activities of the 11 community schools throughout the city.

YOUTH PROGRAMS. These funds are generated from tuition for the pre-teen year round program, summer and vacation camps and from teen membership fees and are used to offset program expenses.

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

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$1,264,901	$1,195,230	CHILDCARE TUITION	$1,195,230

CHILDCARE TUITION. The Department of Human Service Programs administers childcare programs serving approximately 290 children throughout the city. Pre-school programs are held full-time at King, Kennedy/Longfellow, Morse, Peabody and King Open and part-time at Haggerty. After-school programs are located at the Morse, King, Fletcher/Maynard Academy and Peabody Schools. The fees projected for FY11 are $311 per month for after-school care and $774 per month for full-time pre-school enrollment. Revenue from tuition is used to fund teachers' salaries and benefits, classroom and teaching supplies, equipment purchases, food, substitute teachers, special events and field trip transportation.

PROGRAM	FY11 RATE/MO.	PROJECTED ENROLLMENT
King Pre-School		
full-time	$774	34
King Open Pre-School		
full time	$774	16
Haggerty		
pre-school (2 days)	$219	7
(3 days)	$269	7
(5 days)	$374	10
East Cambridge Pre-School	$774	
full-time		17
Morse Pre-School	$774	
full-time		17
Peabody Pre-School	$774	
full-time		16
All After-School Programs	$311	170

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$28,766	$20,000	BOARD OF ZONING APPEALS	$20,000
$5,912	$1,500	CONSERVATION COMMISSION	$1,500
$29,885	$30,000	LICENSE HEARING FEES	$30,000
$64,563	$51,500		$51,500

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

CONSERVATION COMMISSION. Under Massachusetts General Laws, Chapter 131, section 40, any individual who proposes to alter lands adjacent to 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, in excess of $25, is payable to the City. The list of project categories and associated fees can be found at 801 CMR 4.02 (310). 310 CMR 10.03 (7) (c) describes all the activities in each fee category.

LICENSE HEARING FEES. The License Commission charges a hearing and advertising fee of $175 for all applicants who apply for a hearing before the Commission. There are an estimated 175 hearings per year.

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$21,775	$0	COMMERCIAL RUBBISH FEES	$0
$275,245	$260,000	CEMETERY FEES	$260,000
$220	$200	ANIMAL BOARDING	$200
$1,409,750	$1,469,515	MUNICIPAL ACCESS FEES	$1,446,990
$30,357	$28,000	WHITE GOODS	$25,000
$9,093	$8,700	SALE OF COMPOSTING BINS	$7,500
$1,746,440	$1,766,415		$1,739,690

RUBBISH TICKETS. The Department phased out the service in FY10 and therefore no revenues have been budgeted in FY11Department.

CEMETERY FEES. The Public Works Department maintains the Cambridge Cemetery. Fees help support the cost of operating the cemetery. The fee for a single grave opening is $1,000 and the recording fee for a deed is $20. These fees are lower than or comparable to similar municipal cemeteries.

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

MUNICIPAL ACCESS FEE. The payments to the City are derived through revenues received from Comcast. As Comcast Cable television revenues increase, the municipal access fees received by the City will increase proportionately and are used to support municipal programming.

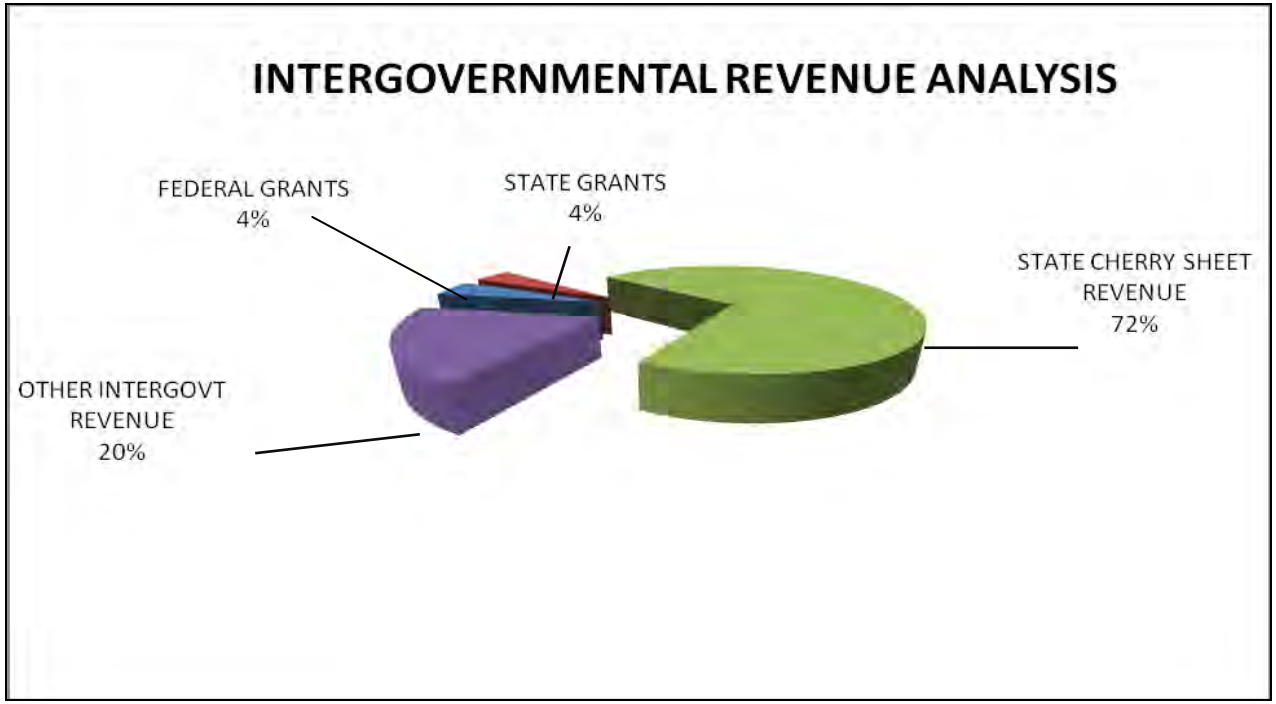
WHITE GOODS. City residents wishing to have their large appliances picked up and disposed of by Public Works are required to obtain an orange-colored sticker. To more accurately reflect the costs of providing the service, the cost will increase in FY11 by $5 to $25 per item or $20 for senior citizens. There are approximately 35 appliances picked up each week. The number of stickers has been declining as more retail stores offer to dispose of old appliances when new ones are purchased.

SALE OF COMPOSTING BINS. The Recycling Division of the Department of Public Works sells home composting bins to residents at a cost of $50 each.

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$3,002,988	$3,290,535	FEDERAL GRANTS	$1,839,745
$2,324,920	$2,172,010	STATE GRANTS	$1,613,240
$34,981,426	$30,218,220	STATE CHERRY SHEET REV.	$29,034,040
$7,862,496	$7,879,195	OTHER INTERGOV. REVENUE	$7,957,845
$48,171,830	$43,559,960		$40,444,870

GRANT FUND. In FY11, the City will continue to accept, appropriate and expend grants in a special revenue fund. Grants are accepted and appropriated year-round by the City Council at the time of notification by the grantor to the City. However, a small number of federal and state grants, imperative to the operating budgets of some departments, will be appropriated in the General Fund budget process.

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



ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$2,993,476	$3,183,775	COM. DEV. BLOCK GRANT	$1,835,245
$0	$102,260	HOME GRANT REIMBURSEMENT	-
$9,512	$4,500	VETERANS' REIMBURSEMENT	$4,500
$3,002,988	$3,290,535		$1,839,745

FEDERAL GRANTS. The following federal grants will be appropriated in the FY11 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.

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 decent housing, enhancing the City's physical environment, preserving the City's diversified employment base and improving the quality of public services. The FY11 allocation of the CDBG fund is as follows: Community Development, $1,283,580; Department of Human Service Programs, $546,665; and Historical Commission, $5,000. The FY11 budgeted amount represents only that portion of CDBG funds used in operating budgets; the Public Investment Budget includes an additional $1,552,580.

HOME GRANT. The HOME grant is a federal grant that supports affordable housing production. Grant revenues associated with the HOME program in the amount of $102,260 have been removed from the General Fund Budget. Total revenues will be entirely budgeted with the grant program in FY11.

VETERANS' GRANT. In FY11, the Department of Veterans' Services and Benefits will receive approximately $4,500 in reimbursements from the U.S. Department of Veterans Affairs for burial plot payments, which can vary.

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$26,730	$35,730	ADDITIONAL VOTING HOURS	$26,730
$77,751	$70,000	REIMB/NON-CONTRIB PENSIONS	$50,000
$54,000	$50,000	CONSUMERS' COUNCIL GRANT	$50,000
$2,132,952	$2,001,560	STATE MWPAT SUBSIDY	$1,472,610
$17,840	$14,720	MASS. CULTURAL COUNCIL	$13,900
$15,647	$0	STATE GRANTS/NUTRITION	$0
$2,324,920	$2,172,010		$1,613,240

STATE GRANTS. The following state grants will be appropriated in the General Fund in FY11. All other state grants will be appropriated in the Grant Fund during the course of the fiscal year.

ADDITIONAL VOTING HOURS. In FY11, the State will fund additional voting hours for the September 2010 State Primary and for the November 2010 General Election.

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

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

STATE WATER POLLUTION ABATEMENT TRUST SUBSIDY (MWPAT). The City currently receives subsidies from the state for 10 sewer loans and 2 water loans. The subsidies on the sewer loans cover approximately 43% of the FY11 debt service costs, with subsidies on water loans covering approximately 30% of the FY11 principal and interest on the two loans for the construction of the water treatment plant. These subsidies are scheduled to decrease from $2,001,560 in FY10 to $1,472,610 in FY11 due to the decrease in the balances of the existing loans.

MASSACHUSETTS CULTURAL COUNCIL (MCC). The Arts Council receives a state grant to provide operating support to offset administrative and programming costs. Because MCC grant amounts are reflective of state funding, the FY11 Budget amount reflects a small reduction.

BUREAU OF NUTRITION. This revenue from the Department of Education's Bureau of Nutrition was eliminated in FY10.

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$32,468,770	$28,058,165	SCHOOL/LOCAL AID (UGGA)	$26,935,840
$797,427	$1,325,855	EDUCATION REIMBURSEMENT	$1,229,165
$1,715,229	$834,200	GEN. GOVT REIMB/DISTRIB	$869,035
$34,981,426	$30,218,220		$29,034,040

CHERRY SHEET. Every year the Commonwealth sends to each municipality a "Cherry Sheet," named for the pink colored paper on which it was originally printed. The Cherry Sheet comes in two parts, one listing the state assessments to municipalities for MBTA, MAPC, air pollution control districts and the other state programs; the other section lists the financial aid the City will receive from the state for funding local programs. Each Cherry Sheet receipt is detailed on the following pages. Cherry Sheet revenue is used in funding 21 City departmental operating budgets and for Cherry Sheet Assessments.

The City estimates receiving $1,122,325 less in FY11 than it did in FY10 (budget to budget) for the two major local aid categories, for a total of $26,935,840. However, there are additional net decreases in other state aid categories equaling $65,300, which brings the total decrease to $1,187,625 for FY11. These additional reductions include $103,920 less in Police Career Incentive and $92,455 less for Charter School Tuition Reimbursements. Veterans' Benefit Reimbursements are scheduled to increase by $139,325. Total Cherry Sheet revenues represent 6.3% of the total FY11 Operating Budget.

DEPARTMENT	FY11	DEPARTMENT	FY11
Mayor's Office	$ 32,000	Weights & Measures	17,925
Executive	163,865	Electrical	207,865
City Council	14,110	Public Works	2,015,310
City Clerk	19,300	Community Development	16,185
Law	50,000	Peace Commission	23,450
Finance	605,635	Library	407,920
General Services	94,825	Human Services	266,265
Elections	82,250	Women's Commission	9,960
Public Celebrations	16,500	Veterans' Benefits	495,160
Police	966,595	School Department	21,553,200
		Cherry Sheet Assessments	1,975,720
		TOTAL	**$29,034,040**

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$8,336,917	$9,130,365	SCHOOL AID/CHAPTER 70	$8,765,150
$24,131,853	$18,927,800	UNRESTRICTED GENERAL GVT. AID /LOCAL AID	$18,170,690
$32,468,770	$28,058,165		$26,935,840

SCHOOL AID. In FY11, the City anticipates receiving $8,765,150 in Chapter 70 school aid. This is based on a preliminary State budget estimate that includes a reduction of $365,215 in FY11 for Chapter 70 School Aid.

UNRESTRICTED GENERAL GVT. AID /LOCAL AID. Local Aid refers primarily to distributions from the Commonwealth to municipal general revenue for additional assistance and lottery aid. However, in FY10 lottery and additional assistance revenues were combined and renamed Unrestricted General Government Aid (UGGA). UGGA is estimated to be $18,170,690 in FY11, a decrease of 757,110.

The City is estimating it will receive $1,122,325 less in FY11 than it did in FY10 for these two major local aid categories. These two local aid categories represent 5.9% of the total Operating Budget.

Approximately 70% ($12,764,150) of UGGA supports the School Budget.

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$25,955	$28,135	SCHOOL LUNCH PROGRAM	$23,900
$771,472	$1,297,720	CHARTER SCHOOL TUITION REIMBURSEMENT	$1,205,265
$797,427	$1,325,855		$1,229,165

LUNCH PROGRAM. Under MGL, Chapter 871, Cambridge will receive reimbursement for a portion of the cost of providing school food services. This reimbursement varies according to the number and type of meals provided. The Commonwealth reimburses the local school department less than two percent of total program costs. Federal reimbursements and revenues from sale of meals comprise the major sources of funding for school lunch programs.

CHARTER SCHOOL TUITION. This revenue, which first appeared on the Cherry Sheet in FY05, is intended to partially reimburse local communities for the cost of Charter School tuitions which are assessed to local communities through the Cherry Sheet. The state reimburses increased costs over a three-year period at a declining rate of 100%, 60%, 40% and then zero for students attending charter schools. The FY11 reimbursement amount is estimated to decrease by $92,455.

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$129,668	$87,765	LIBRARY AID	$88,685
$1,072,093	$211,430	POLICE CAREER INCENTIVE	$107,510
$333,776	$355,835	VETERANS' BENEFITS	$495,160
$122,966	$179,170	REAL ESTATE ABATEMENTS	$177,680
$56,726	$0	ELDERLY TAX EXEMPTIONS	$0
$1,715,229	$834,200		$869,035

STATE CHERRY SHEET REV. - General Governmental Reimbursement/Distribution

LIBRARY AID. This sum includes a Library Incentive Grant of 50 cents per capita, a Municipal Equalization Grant apportioned according to the lottery distribution formula including equalized property valuation, and non-residents recompense for each loan made to residents of other Massachusetts towns and cities. The rate for recompense per loan is determined by dividing the amount appropriated by the legislature by the statewide total of non-resident loans in the previous year. All of this Library Aid funding is contingent upon the municipal library being certified annually by the Mass. Board of Library Commissioners as meeting the minimum standards of library service as established for its population category.

POLICE CAREER INCENTIVE. Under MGL, Chapter 41, members of participating police departments receive a salary increase predicated on the amount of college credits earned towards a law enforcement degree. The Commonwealth will reimburse the City for one-half of this salary increase. Under the revised law, officers will be awarded a 10 percent increase in their base pay for an associate's degree, a 20 percent increase for a bachelor's degree and 25 percent increase for a master's degree. This revenue is estimated to decrease by $103,920 in FY11.

VETERANS' BENEFITS AND AID TO DEPENDENTS OF VETERANS. Under MGL Chapter 115, section 6, each municipality can submit an application to the state Department of Veterans' Benefits for reimbursement of amounts expended for veterans' benefits. The State Secretary of Veterans' Services assigns to the City an amount equal to 75% of the total expenditures for veterans' benefits. The reimbursement amount is estimated to increase by 139,325 in FY11 based on an increase in applications.

REAL ESTATE ABATEMENTS. The State Cherry sheet reimburses the City for loss of taxes due to real estate abatements to veterans, surviving spouses and the legally blind. Under MGL, Chapter 59, section 5, Clauses 22, 22A, 22B, 22C and Chapter 58, section 8A, municipalities are reimbursed for amounts abated in excess of $250 of taxes for veterans with disabilities or Purple Hearts. The base exemption amount is $250 and can be increased to as much as the full amount of the veteran's real estate tax depending upon the extent of the veteran's disability. The Veterans' Administration certifies eligibility. Once certified, the veteran files an application each year with the Assessing Department. When a veteran dies, the widow must obtain a statement from the Veterans' Administration certifying the veteran's eligibility at the time of death.

MGL, Chapter 59, section 5, clause 17D provides tax relief to certain persons over age 70, minors and surviving spouses. Under the provisions of this clause, the estate of the applicant must not exceed $55,775, with the value of that portion of the applicant's domicile which exceeds three dwelling units having to be counted in the calculation of total assets. The base amount of the exemption allowed is $280 for fiscal year 2010. Each year, this base amount is increased by the cost of living. This amount can be increased to as much as double, depending upon the tax increase experienced by the applicant from the prior fiscal year. Clause 37A provides an abatement of $500 for a legally blind person which can be increased to a maximum of $1,000, depending upon the tax increase over the prior year. Again, the State reimburses the City for abatement amounts up to the base amounts of the exemptions.

In FY10, the Elderly Tax Exemption category contained on the Cherry Sheet was combined into one amount - Real Estate Abatement. The following description reflects the reimbursements related to Elderly Tax exemptions. Under Clause 41C, persons over age 65 with yearly maximum earnings of $23,061 for a single person or $34,592 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 $46,122, or married, in excess of $63,418, excluding the first three dwelling units of the domicile, receive a base exemption of $1,000. This can be increased up to $2,000, depending upon the amount of the applicant's tax increase.

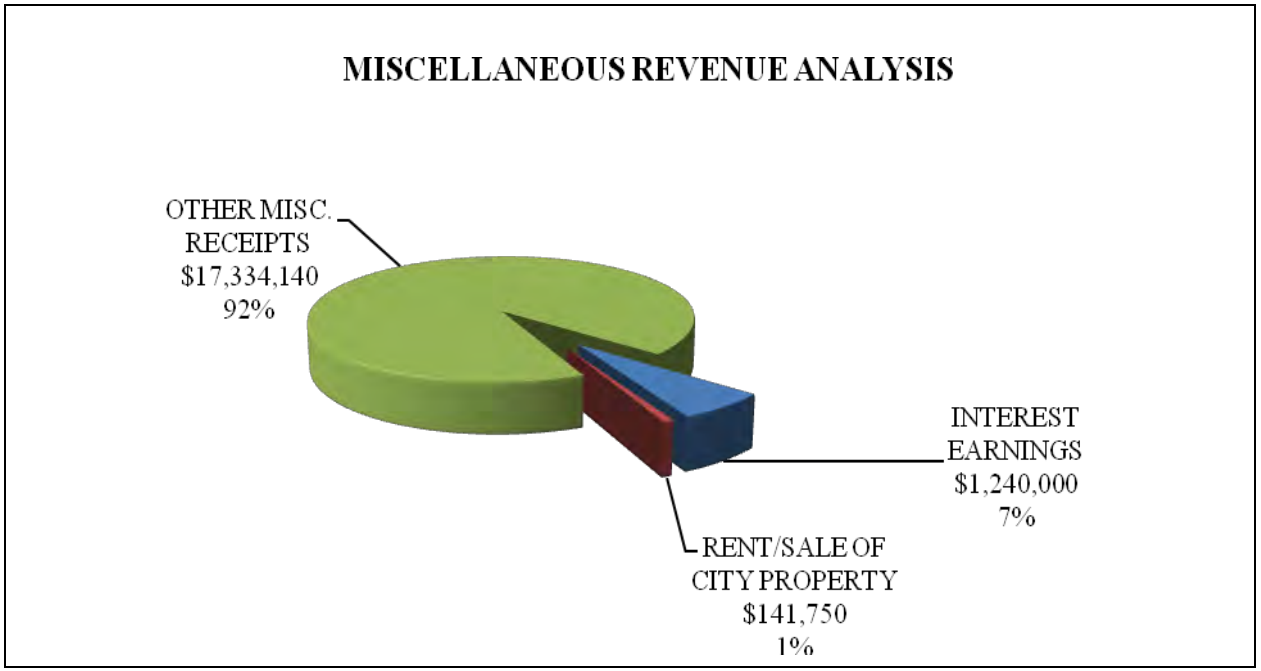
ACTUAL FY09	PROJECTED FY10		BUDGET FY11	INTERGOVERNMENTAL REV. - Miscellaneous Intergovernmental Revenue
$899,715	**$900,000**	**MEDICAID REIMBURSEMENT**	**$900,000**	**SCHOOL MEDICAID REIMBURSEMENT.** This revenue source reflects reimbursements of special education medical costs for Medicaid eligible students.
$6,962,781	**$6,979,195**	**CAMBRIDGE HEALTH ALLIANCE**	**$7,057,845**	
$7,862,496	**$7,879,195**		**$7,957,845**	

CAMBRIDGE HEALTH ALLIANCE. Bonds issued in the past for renovations to the Cambridge Hospital and construction of a new ambulatory care center are legal obligations of the City and principal and interest payments on these loans are included in the Debt Service budget. This category includes the fourth debt payment for the construction of the new ambulatory care center. Reimbursement for its share of contributory retirement system costs is budgeted in the Employee Benefits Department. The detail distribution is: Employee Benefits, $5,017,845; and Debt Service, $2,040,000.

THIS SPACE RESERVED FOR COUNCILLORS' NOTES

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$3,417,537	$1,240,000	INTEREST EARNINGS	$1,240,000
$152,700	$146,900	RENT/SALE OF CITY PROPERTY	$141,750
$2,000,000	$0	FREE CASH	$0
$16,295,524	$18,510,870	OTHER MISC. RECEIPTS	$17,334,140
$21,865,761	$19,897,770		$18,715,890

MISCELLANEOUS REVENUES. The General Fund includes a variety of revenues that cannot be categorized in the other five accounting designations. Interest earnings on investments, rental income from City property and transfers from non-operating budget funds comprise the bulk of revenues in this category. Miscellaneous revenues total 4.1% of the FY11 General Fund budget.



ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$3,417,537	**$1,240,000**	**INTEREST EARNINGS**	**$1,240,000**

INTEREST EARNINGS. The City regularly invests temporarily idle cash and receives interest on these investments. Interest rates and interest earnings are subject to market conditions. Interest from the Parking Fund is included in the above estimate, but interest received from trust and agency fund investments are not included. Also included is interest on perpetual care funds. A person purchasing a lot in the Cambridge Cemetery may make a perpetual care contribution.

General Fund interest earnings of $1.1 million have been included in the FY11 Budget, which is a decrease of $1,650,000. In addition to this amount, $100,000 in interest earnings from the Parking Fund, which reflect a $250,000 decrease, and $40,000 from interest on perpetual care accounts have been budgeted in FY11.

Total interest earnings are budgeted at $1,240,000 in FY11. Interest rates have steadily declined during FY10 and, therefore, interest earnings have been budgeted conservatively. If interest rates increase slightly during the fiscal year the City will be able to generate additional revenue from this source.

Interest income is used to offset expenditures in: Finance ($1,100,000); Community Development ($100,000); and Public Works ($40,000).

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$74,819	$78,800	RENT OF CITY PROPERTY	$73,500
$77,881	$68,100	SALE OF CITY PROPERTY	$68,250
$152,700	$146,900		$141,750

RENT OF CITY PROPERTY. In FY11, the City will receive $73,500 in rent from the newsstand in Harvard Square and the New School of Music. These funds are used as an offset to the Public Works budget.

SALE OF CITY PROPERTY. Revenue is received from the sale of lots and graves at the City cemetery. The price of a single lot has been increased from $1,000 to $1,250. Revenue from this source is $67,500 per year, which is used to support the operation and maintenance of the cemetery. The Animal Commission has an adoption program for animals that are picked up and not claimed by their owners. These animals are brought to a veterinarian for testing, vaccinations and a complete examination before they are placed in new responsible homes. The Animal Commission has adoption fees for these animals that reflect the costs of the veterinary care that has been completed. The FY11 revenue estimate is $750.

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$2,000,000	$0	FREE CASH	$0

APPROPRIATING FREE CASH. Under Massachusetts General Laws, Chapter 80, "free cash" is certified at the beginning of each fiscal year by the State Bureau of Accounts. A community's Free Cash or budgetary fund balance is the surplus amount of funds that are unrestricted and available for appropriation. This figure is usually generated by actual revenues that exceed estimates and actual expenditures that are less than budgeted amounts. The City carefully limits its use of free cash to reduce the property tax levy annually. The surplus prevents short-term borrowing, bolsters the City's bond rating and earns interest that is used to fund programs.

It is estimated that the City will again use $9 million in Free Cash in FY11, as it did in FY10, to lower the property tax levy increase, which is consistent with the City's financial plan. It is projected that the $9.0 million in Free Cash used in FY10 will be replenished, but not the additional $1.2 million, which has been used in FY10 mostly for one-time capital budget items. Free Cash is not directly shown in the FY11 Budget as a revenue source, but will be reflected in the City Manager's recommendations to the City Council in the fall to set the final property tax levy amount, as part of the tax rate setting process.

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$1,440	$0	RESTITUTION	$0
$4,446	$11,000	ROYALTIES	$7,500
$5,500,000	$6,750,000	CLAIMS TRUST TRANSFER	$7,000,000
$7,000,000	$8,000,000	DEBT STABILIZATION TRANSFER	$8,300,000
$2,919,340	$2,795,770	SCHOOL STABILIZATION FUND TRANSFER	$1,198,615
$200,000	$300,000	TEACHER RETIREMENT TRANSFER	$300,000
$36,390	$40,270	SECTION 108 LOAN PAYMENT	$39,025
$30,000	$30,000	TRAFFIC MITIGATION FUNDS	$30,000
$35,777	$29,100	TRAFFIC KNOCKDOWN	$15,000
$286,227	$75,000	RECYCLING	$5,000
$71,144	$81,130	BUS SHELTER ADVERTISING	$60,000
$94,852	$89,000	OVERTIME REIMBURSEMENT	$84,000
$115,908	$59,600	MISC. REIMBURSEMENT	$45,000
$0	$250,000	SCHOOL HOMELESS BUS REIMB.	$250,000
$16,295,524	$18,510,870		$17,334,140

RESTITUTION. This revenue source represents restitution payments made by defendants to the court for court time costs for a police officer. Based on the small amount collected from this revenue it was eliminated in FY10.

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 historical research and color consultations, the sale of photographic prints from the archives, and photocopying. The amount budgeted in FY11 reflects diminishing sales of a new publication, "World War II and the Home Front" which was published in FY10.

CLAIMS TRUST TRANSFER. In an effort to lessen the impact of Employee Benefit increases on the property tax levy, $7,000,000 in employee contributions from the Health Claims Trust Fund will be used as a revenue to offset health insurance, dental and life insurance costs. The use of these funds is in accordance with the objective of the fund to be used as a contingency against higher than anticipated health insurance costs. The increase of $250,000 in FY11 reflects the increase in employee contributions from non-union and unionized employees.

DEBT STABILIZATION TRANSFER. In FY11, $8,300,000 in Stabilization Funds is being used, which is an increase of $300,000, as a revenue source to offset increases in debt service costs, based on our five-year financial plan. This planned use of reserves, which began in FY07, is intended to reduce the increase in property taxes as our debt service costs increase. The total fund balance for the Debt Stabilization Fund is estimated to be $13.2 million as of June 30, 2010.

SCHOOL STABILIZATION TRANSFER. In FY11, $1,198,615 in School Stabilization Funds is being used to offset the drop-off in School Building Authority reimbursements prior to the completion of the principal and interest payments on related bond issues for two elementary schools, as well as to cover a

portion of the debt costs for the War Memorial Recreation Center beginning in FY09. The total fund balance for the School Debt Stabilization Fund is estimated to be $7.2 million as of June 30, 2010.

TEACHER RETIREMENT TRANSFER. Every two years, the City performs an actuarial study to determine the level of yearly contributions needed to fully fund the System's actuarial accrued liability by the year 2028, as required by the Commonwealth of Massachusetts. In accordance with the revised funding schedule, the City is projected to fully fund the City's unfunded actuarial liability by 2013. This funding schedule assumes the normal yearly budgeted contribution as part of the General Fund Budget and an annual $200,000 transfer from the Teachers Retirement Agency Fund. The City receives over $300,000 yearly from reimbursements from the Massachusetts Teachers Retirement Board which are deposited into this agency fund.

SECTION 108 LOAN REPAYMENT. During FY94, the City entered into a loan guarantee agreement with the Department of Housing and Urban Development (HUD) for $1,000,000, which was loaned to Brookline Street Limited Partnership to cover a portion of the costs of the Brookline Street Housing Development. As principal and interest payments come due, the Partnership repays the City, which then repays HUD. The loan will be repaid over 20 years. The amount shown as revenue in this section will cover payments due in August 2010 and February 2011, which are lower than previous years due to the City taking advantage of a refinancing opportunity through HUD to lower interest payment costs.

TRAFFIC MITIGATION FUNDS. The New England Development Company and their subsidiaries will contribute approximately $30,000 to the City in FY11 to implement traffic mitigation measures set forth in their development agreement with the City.

TRAFFIC KNOCKDOWN. The Electrical Department receives reimbursements for the replacement of street lights and/or fire alarm boxes from individuals who have knocked them down with their vehicles. This revenue is used to fund the expenditure for replacement light poles and fire alarm boxes.

RECYCLING. The City receives revenue for the recyclable materials collected in our curbside collection and drop-off programs. The amount the City receives is based on the market prices per ton of paper, cardboard, cans and bottles collected minus a per ton processing fee. When market conditions are poor the City pays for processing of recycled materials. $5,000 is budgeted for FY11 based on market conditions and processing fees.

BUS SHELTER ADVERTISING. This revenue reflects the income received by the City for advertising located in bus shelters.

OVERTIME REIMBURSEMENT. The Police, Fire and Public Works Departments receive reimbursements from various outside agencies for overtime and services provided by City personnel.

MISCELLANEOUS REIMBURSEMENT. The Public Works Department receives reimbursements for utility costs associated with two community service programs located in City buildings, as well as reimbursement for fuel obtained at the DPW headquarters. This revenue is used to fund expenditures for energy included in the DPW budget. Also, the Fire Department receives reimbursement for the limited use of a rental facility by a third party.

SCHOOL HOMELESS BUS REIMBURSEMENT. Students are entitled to continue to attend their existing school if they become homeless and are living in a homeless shelter in another community. School districts are required to provide transportation for the student. The sending and receiving communities are jointly responsible for the cost. This revenue source reflects reimbursements to our Public School from other districts for the transportation of homeless students.

SUMMARY: GENERAL GOVERNMENT

FY09 ACTUAL	FY10 PROJECTED	PROGRAM EXPENDITURES	FY11 BUDGET
$662,240	$499,315	Office of the Mayor	$540,395
$1,831,830	$1,849,250	Executive	$1,980,195
$1,153,990	$1,400,710	City Council	$1,518,725
$869,935	$908,830	City Clerk	$942,660
$1,938,345	$2,499,905	Law Department	$2,045,615
$10,784,050	$11,360,635	Finance	$11,515,850
$16,407,640	$21,113,990	Employee Benefits	$26,703,280
$942,365	$716,280	General Services	$835,185
$890,020	$1,029,090	Election Commission	$897,050
$713,325	$748,390	Public Celebrations	$762,320
$0	$0	Reserve	$37,500
$36,193,740	$42,126,395		$47,778,775

FINANCING PLAN	FY11 BUDGET
Taxes	$31,987,315
Charges For Services	$835,700
Licenses and Permits	$52,300
Fines & Forfeits	$316,500
Intergovernmental Revenue	$6,186,960
Miscellaneous Revenue	$8,400,000
	$47,778,775

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$372,150	$400,790	ADMINISTRATION	$434,835
$219,995	$24,715	GOVERNMENTAL RELATIONS	$29,500
$64,660	$68,450	CEREMONIAL FUNCTIONS	$70,500
$5,435	$5,360	COMMUNITY LEADERSHIP	$5,560
$662,240	$499,315		$540,395

PURPOSE & OVERVIEW: Every two years, the City Council elects one of their members to serve as Mayor. The Mayor serves as the Chairperson for both the City Council and the School Committee. As the official leader of the City, the Mayor fulfills political, ceremonial and community leadership functions on behalf of the City.

The Mayor's Office serves as a conduit for members of the public seeking information or seeking to address concerns regarding city government and municipal services. Offering the public immediate assistance with such inquiries is a priority of the Mayor and his staff.

The Office of the Mayor has a broad range of duties and responsibilities. These include the implementation of diverse citywide public events and celebrations throughout the year, conducting public policy research, drafting legislation and serving as the city liaison between federal and state agencies, as well as community groups and citizens. The Mayor serves as the City's official receiver for visiting dignitaries and distinguished visitors.

ADMINISTRATION: The Mayor's Office is an important hub of governmental leadership in Cambridge. The Mayor, Vice-Mayor and the City Councillors work together to serve various interests within the City. It is a goal of the Mayor's Office to be responsive to the diverse range of requests it receives from the citizens of Cambridge.

GOVERNMENTAL RELATIONS: The Mayor hosts numerous visiting delegates, local colleagues and officials interested in forging or growing partnerships with the Mayor's Office and the City of Cambridge. The Mayor participates in various conferences, municipal policy boards and educational boards, with the goal of ensuring his active engagement in and awareness of current issues and trends facing municipalities. The Mayor is involved with the National League of Cities, the U.S. Conference of Mayors, the Massachusetts Municipal Association and the Massachusetts Mayors Association.

CEREMONIAL FUNCTIONS:
The Mayor's Office hosts a variety of ceremonial and public events. The two largest events are for our Cambridge seniors; one in conjunction with Harvard University in the summer and the other in conjunction with the Massachusetts Institute of Technology in the spring. Many months of the year have special themes or events which are coordinated with or by the Mayor's Office. Each occasion celebrates Cambridge's diversity and the rich heritage of the city's many groups.

COMMUNITY LEADERSHIP: An important role that the Mayor performs is promoting unity and forging

new partnerships throughout the city. Occasionally, the Mayor may appoint special commissions or task forces to examine or effectuate policy discussions around issues of concern to the citizenry. The Community Leadership Fund is used for printing, mailing and other organizational or public information expenses. Additionally, this section includes funding for the Sister Cities Program, which maintains relationships and fosters exchange between the City of Cambridge and several cities around the world.

FY11 GOALS:

Support Efforts to Raise Academic Achievement: In conjunction with the work of the School Committee and the Office of the Superintendent, the Mayor's Office will support work around raising academic achievement for all students in Cambridge. Specifically, the Mayor's Office will support efforts to close the achievement gap, ensure that the needs of our Special Education students are met and that all students are being challenged to fulfill their academic potential.

Strengthen Youth Experience In Middle School Years: The Mayor's Office will support the work of the Department of Human Services and the Cambridge Public Schools to ensure that middle school students have an engaging and rigorous school day and an enriching and developmentally appropriate out of school time experience. In particular, the Mayor's Office will continue to support the work of the Blue Ribbon Commission on Middle School Youth.

Facilitate Efforts to Create a Long Term Strategic Plan for School Facilities: In collaboration with the City Manager's office and the Cambridge Public Schools' Superintendent and Chief Operating Officer, the Office of the Mayor will facilitate the development of a long term strategic plan for school facilities.

Revitalize Relationship Between the Cambridge Public Schools and the Business Community: The Mayor's Office will work to develop a formalized relationship between the Cambridge business and academic communities and the Cambridge Public Schools.

Support Collaboration Among City Agencies that Support Children and Families: Through the continued work of the Kids' Council and the implementation of the Kids' Council Strategic Plan, the Mayor's Office will support the effort to increase collaboration between city agencies and community based organizations to improve the lives of children and families in Cambridge.

Cambridge Public School Mini-Grants for Teachers: A Collaboration with Cambridge Teacher's Association: The Mayor's Office will provide mini-grants to Cambridge Public School teachers to support collaboration among staff. The mini-grants program will be a collaborative initiative with the Cambridge Teacher's Association.

Plan for BIO International Convention 2012: The Mayor's Office will begin to lay the foundation for promoting the City of Cambridge at the June 2012 BIO International Convention being held in Boston, by

fostering partnerships between the City, the Massachusetts Biotech Council and partners of interest.

Encourage efforts to promote patronizing Cambridge Businesses: The Mayor's Office will work with local leaders in the business community and relevant agencies to promote programs that encourage residents and visitors to shop at Cambridge businesses.

Work to promote and highlight the 'Aging in the Cambridge Community Initiative': The Office of the Mayor will work with the Community Development Department and relevant groups to raise awareness of how Cambridge can prepare for the aging of our population and to become a community that is good to grow up in, live in and grow old in.

Provide Staff support for Mayor's Blue Ribbon Committees: The Mayor may create, from time to time, Blue Ribbon Committees to deal with or to address special needs or concerns of the City. The Office of the Mayor will continue to provide staff support for such committees.

Continue a to support the GLBT Commission: The office of the Mayor will continue to support the work of the GLBT Commission and the work they do to promote a safer and more inclusive community. The Mayor's Office will work cooperatively with the Commission on the 'Seniors in Housing and Health Care' Project.

Facilitate and support the next phase for the Cambridge Climate Congress: The Mayor's Office will provide staff assistance to facilitate the implementation of the 'Community Awareness and Action Campaign' of the 2009/2010 Cambridge Climate Congress Report.

FINANCING PLAN	DETAIL	SUMMARY
TAXES		**$508,395**
Real Estate Taxes	$454,995	
Hotel/Motel Excise Tax	$53,400	
INTERGOVERNMENTAL REVENUE		**$32,000**
State Cherry Sheet Revenue	$32,000	
TOTAL FY11 BUDGETED REVENUE		**$540,395**

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	**$399,765**
OTHER ORDINARY MAINTENANCE	**$111,130**
TRAVEL & TRAINING	**$29,500**
EXTRAORDINARY EXPENDITURES	**$0**
TOTAL FY11 BUDGETED EXPENDITURES	**$540,395**

FULL TIME BUDGETED EMPLOYEES	FY09	FY10	FY11
	5	**5**	**5**

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$1,187,010	$1,221,790	LEADERSHIP	$1,290,010
$375,000	$355,000	TOURISM	$407,700
$162,010	$160,635	PUBLIC INFORMATION OFFICER	$164,545
$100,340	$104,325	AFFIRMATIVE ACTION	$107,940
$7,470	$7,500	EMPLOYEES' COMMITTEE ON DIVERSITY	$10,000
$1,831,830	$1,849,250		$1,980,195

PURPOSE & OVERVIEW: The City Manager, as Chief Executive Officer of the City, is responsible for providing leadership to and administration of all City departments and services. The Manager and his staff are responsible for the enforcement of all relevant laws and City ordinances; the appointment of department heads and members of the numerous boards and commissions; and for the submission of the Annual Budget to the City Council. The City Manager also recommends policies and programs to the City Council and implements Council legislation. The City Manager and his staff respond to citizen inquiries and requests regarding City services and departmental policies and conduct numerous neighborhood meetings regarding community issues. Included in this department are the Affirmative Action Office and the Public Information Office. The Cambridge Office for Tourism, a non-profit agency, receives City funds budgeted in this department and the Deputy City Manager serves as a board member.

SIGNIFICANT BUDGET MODIFICATIONS: The Cambridge Office for Tourism (COT) Budget reflects an increase of $52,700 to $407,700 in FY11. These additional funds will be used to enhance its presence on the internet though advertising and promotions. This funding increase fulfils a commitment to the restaurant and hotel community that a portion of additional revenues generated by the City from the acceptance of local option meals and hotel/motel excises in July 2009 would be used to support the COT activities.

FY10 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

The City Manager's Office, through its leadership, management and oversight of all City departments, has worked diligently to accomplish the City Council's Objectives and Goals in the provision of City services, programs and projects, mindful of the Council's mission to improve the quality of life for everyone in the community. The City Manager's Office's careful management of resources has enabled the City to maintain its strong financial position, with particular attention to the impact of budget decisions on taxpayers. The following provides a brief overview of the seven City Council goals.

Ever mindful of the Council's goal to evaluate expenditures while maintaining a **strong fiscal position**, and fully aware of the potential **impacts on taxpayers**, the City Manager's office has, in collaboration with the City Council, produced budgets over the last five years with an average property tax levy increase of 3.8%. In addition, approximately 80% of residential taxpayers, on average over the last five years, have seen a reduction, no change or an increase of less than $100 in their property tax bill. Working with the Finance Department and all City departments, the City Manager's Office has developed a budget that will ensure delivery of quality

services to residents while maintaining a reasonable tax rate. Other examples of the efforts of the City Manager's Office toward this goal include:

- The City retained the rare distinction of being one of approximately 23 municipalities in the United States with three Triple A ratings from the nation's three major credit rating agencies. These ratings are in conjunction with the City's sale of $32.2 million in General Obligation bonds, which took place on February 16, 2010. The City received a true interest cost of 3.08%**.** This low rate reflects the credit market's favorable view of Cambridge as a very secure credit during this time of our nation's economic crisis and fiscal distress of US local governments.
- Responsible for Project Management of many significant new public construction projects, a number of which were dedicated this fiscal year, including the Sheila Doyle Russell West Cambridge Youth and Community Center and Main Library renovation and construction projects.
- Renovations to the CRLS buildings are under way. This phased project began in June 2009 and completion is anticipated for late summer 2011.
- Convened a Cable License Renewal task force to coordinate the relicensing process for Comcast's cable television license. Held a series of six focus groups to elicit stakeholder and resident input for the development of the community needs assessment; contracted for telephone and online surveys of citizen's needs and interests with regard to cable usage and satisfaction; and researched compliance by licensee with current cable license requirements, in preparation for negotiation of the new cable license.
- Continued participation, in cooperation with chief executives from neighboring communities, as a member of the Metropolitan Mayor's Organization, in a planning process to determine areas for future mutual coordinated efforts such as emergency management planning and response, energy consumption and group health insurance.
- Worked with City departments on planning for reuse of the old Police Station at 5 Western Avenue, which would include space for the Community Learning Center.

Working with the Community Development Department (CDD), the Department of Human Service Programs (DHSP), the Police Department (CPD), the Department of Public Works (DPW) and the License Commission, the City Manager's Office has supported the Council's objectives of **fostering community** and **neighborhood vitality** through a range of efforts and public events undertaken by these and other departments to engage Cambridge citizens in efforts to get to know and appreciate one another. In addition to supporting the many events coordinated by the departments noted, the City Manager's Office has coordinated (or help to coordinate) the following events:

- Organized the 14th Annual Danehy Park Family Day in September 2009. Many City employees generously volunteered their Saturday to help make this event a success. Family Day provides Cambridge residents an opportunity to enjoy free amusement rides, kites, T-shirts and food, experience the arts, learn

about public safety, and enjoy the outdoors at our award winning recycled open space facility.

- Collaborated with the MIT Museum, Cambridge Public Schools, Cambridge Public Libraries, WGBH, the Museum of Science and others, with support services provided by a number of City departments, in the development and production of the Fourth Annual Cambridge Science Festival, a celebration and exploration of science and technology and their impacts on our lives, which took place over nine days in April and May 2010 in locations throughout Cambridge.
- Consistent with City Council policy, worked with City departments in coordinating community events and programs including the Citywide Dance Party and a Taste of Cambridge.
- Organized the Third Annual Fresh Pond Day in May, to celebrate this remarkable local environmental resource, highlight the ongoing efforts to improve the Reservation lands, celebrate the many sustainable practices and outreach efforts by the Water Department and other City departments and foster expanded community awareness and enjoyment of the City's largest public open space and its state-of-the-art water treatment facility.
- Coordinated the Fifth Annual Fresh Pond Stewardship Awards in November, recognizing two women with long histories of involvement with and concern for the City's watershed, the environment at Fresh Pond and native flora.

The City Manager's Office works, through its support of a range of DHSP programs and in conjunction with the Cambridge Public Schools (CPS) and the Cambridge School Committee, to strengthen and support **public education and other learning** for the benefit of all of Cambridge residents. This work includes efforts to identify and evaluate potential locations for a permanent home for the Community Learning Center and long term capital planning for the eventual renovations to elementary schools, as identified by CPS's assessment of current conditions and future needs. DHSP's newly initiated Baby University program, modeled after the Harlem Children Zone's "Baby College," is just part of a concerted effort to increase the percentage of children entering kindergarten with the necessary skills for them to be ready to learn.

The Council's goal to value and support racial, socioeconomic, cultural and religious **diversity** in the City is exemplified by the efforts of the Employees' Committee on Diversity, which is overseen by a staff member from the City Manager's Office, in conjunction with representatives of a number of City departments, and is funded within the City Manager's budget. This Committee continues to provide a variety of educational activities and social events, including films and lectures, and to recognize and celebrate the diversity of City of Cambridge employees. Through the combined efforts of DHSP and CDD staff, a plan for Aging in Community has been developed, encompassing a range of City programs providing support to elders and their caregivers, consistent with the Council's goal. The Office of Affirmative Action (OAA), funded through the City Manager's budget and working in conjunction with the Personnel Department, assisted City Departments with establishing a plan, with measurable hiring goals, to increase diversity in the city workforce. The City Manager's Office has worked for years to recruit new members of City Boards and Commissions who reflect the City's diversity, and who bring a broad range of perspectives and experience to the work of the boards and commissions, consistent with

City Council goals. Additional examples of the City Manager's Office's efforts to achieve this goal include:

- Solicited and received over 90 nominations for the 16th Annual Outstanding City Employee Awards and presented awards to 9 City employees representing an array of City departments.
- Supported the Employees' Committee on Diversity through staffing, logistics and planning for a variety of presentations, films, lectures and cultural awareness events.
- The Cambridge Employees' Committee on Diversity continued to provide a variety of educational activities and social events, to recognize and celebrate the diversity of City of Cambridge employees.
- OAA collaborated with the State Human Resources Division and several City departments to promote the Municipal Fire Fighter exam, launching a recruitment campaign targeting Cambridge residents and under-represented, protected classes. In collaboration with the Fire Department, the OAA provided classroom preparation free to all Cambridge resident applicants.
- Actively participated on the 2010 Census Complete Count Committee and developed a City of Cambridge informational Web page and affiliated news stories.

The City Manager's commitment to promoting a **healthy environment** is reflected in the range of efforts undertaken, in conjunction with the City Council's leadership, to adopt healthy, environmentally sound and energy efficient practices throughout the City. Working with the DPW, CDD, the Cambridge Water Department (CWD), the Department of Public Health (DPH), the non-profit Cambridge Energy Alliance (CEA) and other City staff, the City Council's goals in these areas are addressed through a variety of programs and policies. Among the many examples of the City Manager's Office's role in achieving this goal are:

- Completed construction of the new 34,000 square foot City park on Memorial Drive at Western Avenue, providing new public open space with a stunning view of the Charles River.
- Completed reconstruction of the playground on the Cambridge Common, incorporating concepts of "healthy play" into the design.
- Completed construction of a 12,000 square foot fenced off-leash dog run at Danehy Park.
- Completed renovations and upgrades to Clement Morgan/Pine Street Park and Playground; created a "pocket park" on the Broadway edge of Sennott Park, near Norfolk Street; and renovated the basketball courts at Hoyt Field. Significant improvements to Joan Lorenz Park were made in conjunction with the Main Library construction project.
- Cambridge was recognized by the Massachusetts Department of Conservation and Recreation for the 17th year in a row as a Tree City USA. Cambridge was also awarded the Tree City USA Growth Award, provided by the Arbor Day Foundation, in cooperation with the National Association of State Foresters and the USDA Forest Service. The Growth Award recognizes Cambridge's achievements in the areas of education and public relations, partnerships, planning and management, and tree planting and

maintenance, with regard to its urban forestry efforts.

- Provided staff support and logistical planning for City Council's Climate Congress.
- Participated in the Open Space Committee, which reviews open space needs and provides long term planning for improving and acquiring open space throughout the city. The recently revised 7-year Open Space Plan provides support for grant funding of a range of open space efforts throughout the City.
- Convened the Healthy Parks and Playgrounds Task Force, with representatives from a variety of City departments, specialists in public health, education, playground design and childhood development to review the City's approach to design of play spaces throughout the City. Developed a report and recommendations regarding future playground planning efforts for presentation to the City Council and the public.
- Completed construction of the Stream C flood control drainage and habitat improvement project at Fresh Pond Reservation.
- Collaborated with City departments to promote GreenSense, an energy usage awareness campaign which engages 75 municipal employees in more than 40 City buildings to educate colleagues and promote energy conserving practices in their departments. Reduced electricity consumption in participating City buildings by 5% during the first full year of the program.
- Continued working with the non-profit Cambridge Energy Alliance, a large-scale energy efficiency implementation project designed to reduce peak power demand by all city (public and private) sectors by 50 Megawatts (15% of current demand).

Cambridge's long term commitment to the preservation and creation of **Affordable Housing** for low, moderate and middle income residents, including families, is reflected in the involvement of the City Manager's staff in the coordination and staffing of the Community Preservation Act (CPA) Committee, membership in the Affordable Housing Trust, and support of the work of CDD in administering the many housing programs and housing support services available in Cambridge. The City Manager's Office provided oversight for the following efforts:

- Convened public meetings of the Community Preservation Act (CPA) Committee; made formal recommendations to the City Council for additional funding for affordable housing, historic preservation and open space preservation under the CPA. With the latest appropriation for FY10 of $9.1 million in CPA funds, the City has been able to appropriate/reserve $92.2 million in CPA funds, of which approximately $36.6 million was derived from state matching funds.
- Worked with the Affordable Housing Trust to: fund production of new home ownership and rental opportunities, including new projects on Main and Harvard Streets; provide financial backing for the first-time homebuyer Financial Assistance Program; provide funding support for rehabilitation of the city's rental housing stock; preserve the affordability of expiring use properties; and provide policy support for the Inclusionary Zoning Ordinance.

In conjunction with the work of the Council, the City Manager's staff, working with CDD, DPW and the License Commission, helps promote **doing business in Cambridge** and works to strengthen mutually beneficial partnerships with local businesses and universities. These efforts include CDD's reviewing successful nightlife campaigns in other cities, focusing on zoning opportunities for sustaining and expanding ground floor retail, and ongoing recommendations in neighborhood studies regarding desired and appropriate retail mixes for the neighborhoods. The City Manager's staff meets regularly with local business organizations and associations to learn about their needs, support their efforts to promote a positive business environment in Cambridge and to assist with relationship building between businesses, City government and local universities. The Cambridge Office for Tourism (COT), which is partially funded through the City Manager's Office budget, plays a significant role in drawing attention to the many benefits of visiting, living and working in Cambridge.

- The Cambridge Office of Tourism (COT) redesigned and updated the COT Website (www.cambridge-usa.org) to attract a more tech savvy audience. Traffic to the site shows a rise in use of handheld devices to download information about restaurants, events and attractions. A downloadable version of a self-guided Cambridge tour is available in English and Japanese translation, with more translations to follow.
- COT expanded Cambridge's presence through leadership in Greater Boston tourism efforts, which offer incomparable networking opportunities. COT's Director served on the Executive Committee of the Greater Boston Convention and Visitors Bureau (GBCVB) Board of Directors, which will enable Cambridge to have a direct impact on policy development, marketing strategies and the direction and efforts of the GBCVB.
- COT hosted its first ever kickoff event for the August 2009 Restaurant Week, which included over 21 Cambridge participants, and hosted a kickoff for the March 2010 Restaurant Week.

In support of all of the City Council's goals, the City Manager's Office, through its Public Information Office (PIO), has promoted these efforts and informed Cambridge citizens, City staff, businesses, institutions and the general public through a range of outreach efforts, including the following:

- Produced and mailed the *CityView* newsletter to over 49,000 Cambridge households in November and May, and distributed it to over 2,000 City employees.
- Produced the 2009-10 edition of *The Cambridge Life* Magazine & City Resource Guide.
- Produced the FY09 City of Cambridge Annual Report.
- Posted information to the City Website home page on a daily basis, keeping content fresh and updated. This home page information is also sent out weekly to *Cambridge E-Line* subscribers.
- Maintained and posted information regularly on the City's Intranet site, *Common Ground*, to help keep employees informed.
- Continued to produce the weekly PIO Update e-mail newsletter to City employees.
- Provided ongoing support to City departments requesting publicity assistance, Website postings and

calendar submissions.

FY11 GOALS

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

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of requests tracked in automated complaint system	681	750	675	675
2. Number of requests resolved	521	700	600	600
3. Number of requests outstanding	160	50	75	75

- *GOAL 2:* *The City Manager will continue to chair the Affordable Housing Trust Fund, which over the years has leveraged millions of dollars in private and other public funds, resulting in the creation or rehabilitation of over 1,900 family units, single room occupancies and special needs housing.*

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

- *GOAL 4:* *Oversee the Annual Budget and Capital Budget processes, ensuring that departmental budgets and benchmarks are in accordance with City Council goals.*

- *GOAL 5:* *Work with the Finance Department annually to prepare presentations for the major credit rating agencies, with the goal of maintaining the City's AAA credit ratings.*

- *GOAL 6:* *Oversee construction of the CRLS Renovation project.*

TOURISM

PURPOSE & OVERVIEW: The Cambridge Office for Tourism (COT), a non-profit agency that receives City funding, serves as the central clearinghouse for all tourism marketing and visitor information in Cambridge. The COT seeks to enrich the City of Cambridge by promoting its many special attractions and cultural amenities for

the enjoyment of both residents and visitors. By coordinating tourism marketing efforts, the COT seeks to increase recognition of Cambridge as an important component of the Greater Boston destination, thereby developing a stable and consistent tourism base in the local economy. The Office produces information to help visitors including a Cambridge bookstore guide, a seasonal Calendar of Events, a marketing brochure, a dining guide, a historical walking guide and a comprehensive Visitors Guide. The COT also produces sales and marketing materials for the hotels to use to attract convention and conference business to Cambridge. This collaborative effort between the Cambridge hotels and meeting sites is called the Cambridge Conference Collection, and it has received wide acclaim from the hotels and the Greater Boston Convention and Visitors Bureau (GBCVB).

As COT begins its 15th year, the tourism industry is still reeling from the effects of the down economy. The hotel occupancy rates reflected the unfortunate state of travel and tourism, and the upcoming months stand to pose some difficult tests for hoteliers if the future bookings are any indication. Restaurants continue to confront the downturn of corporate functions, leisure tourism and special events and are becoming more creative in their pricing, promotions and marketing. The optimism in the industry has taken on a more somber tone as the bad economy becomes a more long-term reality. COT is seeking ways to creatively partner with venues to assist in their marketing efforts.

The COT has maintained its relationship with the Massachusetts Convention Center Authority (MCCA) and will once again receive grant funding from them. Last year, the MCCA grant received by the COT was cut in half, but is expected to remain at $50,000 for FY11. These funds enable us to promote the Cambridge hotels, restaurants and attractions to the corporate and association meeting planners. The Tourism Office continues to pursue the international meetings market, whose interest in the United States hinges on the Euro doing so well against the U.S. dollar. This year COT participated in the European Incentive Business Travel and Meetings (EIBTM) in Barcelona. Problems with security and safety have once again become a problem with international travel.

The updated Website (www.cambridge-usa.org) continues to attract a more techno-savvy audience. The traffic reports show a rise in the use of hand held devices using the site to download information about restaurants, events and attractions. The downloadable walking tour—available in English and Japanese—can be viewed online under the Mobile Tourism section, or downloaded onto the designated compatible media devices indicated on the Web site. The Visitor Guide and rack brochure are still COT's strongest print collateral, and both underwent a redesign this year. COT has also managed to implement more advertising into its Website in order to generate more income, however sales have been sluggish due to the economy.

This holiday season, COT participated in an advertising campaign with MAGIC 106.7 and partially underwritten by select hotels, restaurants and attractions to help boost holiday sales in Cambridge and promote the City. The program included a series of on-air commercials, a holiday poll on the MAGIC 106.7 home page, and a holiday web page to enter the contest. Cambridge businesses were also offered the ability to display their holiday offers/specials at no charge. The program is estimated to have reached over 735,000 different people in the Boston market and had over 1.3 million page views. This year, Cambridge Office for Tourism hosted its first-

ever official Kick-Off press event for the August Restaurant Week. The Greater Boston Convention and Visitors Bureau created this event in Boston nine years ago, and it has steadily gained popularity. This year, there were 21 participating Cambridge restaurants. The COT felt this accomplishment merited some press attention on this side of the river. Cambridge continues to show its ongoing support for Restaurant Week.

The Executive Director of the Cambridge Office for Tourism served as a board member for SKAL International Boston, an international organization for top executives in the field of travel and tourism. Additionally, she served on the Executive Committee of the GBCVB Board of Directors, and was a Board member for the Cambridge Chamber of Commerce. These affiliations offer incomparable networking opportunities and exposure for the COT. As a longtime member of the Cambridge Hotel Association, the Tourism Office often has the opportunity to act as a liaison between the Cambridge hotels and the City of Cambridge. COT also acts on behalf of the hotels in representing them in the numerous marketing efforts with the GBCVB.

COT will be playing key roles on the Committee for Taste of Cambridge, the Cambridge Science Festival and the Sidewalk and Nightlife Committee. Additionally, the Marketing Coordinator participates on several community boards and committees, such as the Historic Cambridge Collaborative, the Taxicab Advisory Committee, and the Taxi School Board.

- *GOAL 1:* *Ensure that visitors to Cambridge receive timely, accurate and comprehensive information on the city's accommodations, dining, events and attractions. Increase awareness of Cambridge attractions by hosting familiarization tours for both domestic and international journalists, travel agents and tour operators.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Total number of visitor requests for information via telephone, e-mail, and at information booth	55,275	72,000	59,000	62,000
2. Number of brochures distributed at state visitor centers and area hotels	120,932	160,000	125,000	128,750
3. Number of Calendar of Events distributed to visitors and local residents	48,000	48,000	48,000	48,000

- *GOAL 1: (continued)*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
4. Number of journalists, travel agents, and tour operators who participated in a tour	275	500	350	400
5. Total number of hits on the Tourism Website	3,677,064	3,700,000	3,125,495	3,500,000
6. Total number of detailed visits to the Cambridge Tourism Website	538,397	560,000	475,000	500,000

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

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

AFFIRMATIVE ACTION

PURPOSE & OVERVIEW: A part of the Executive Department, the Affirmative Action Office assists the City in achieving workforce parity. The goal is to reflect at all levels, and in all types of positions, the race, sex, disability or other protected status of the labor markets from which employees are recruited. It provides prompt, fair and impartial processing of complaints of discrimination and provides counseling as needed in an effort to mediate interpersonal disputes or conflicts with Equal Employment Opportunity implications.

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

The Affirmative Action Director monitors construction contracts greater than $50,000 to ensure compliance with federal, state and local laws regulating municipal construction including the Commonwealth's construction reform law that outlines specific thresholds and goals for participation of SOMWBA certified minority owned and women owned businesses.

The City's Affirmative Action recruitment goals are linked with local labor market statistics and utilize projections derived from both the metropolitan statistical area and Cambridge as recorded by the U. S. Census Bureau. Goals are set for each of the eight Equal Employment Opportunity (EEO-4) categories based on this information.

FY11 GOALS:

- *GOAL 1:* *Maintain the level of employees with protected status in proportion to their representation in the city's labor market. Take affirmative steps to ensure that the City's workforce, at all levels and in all positions, reflects the race or other protected status of the labor market from which such employees are drawn.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Percent People of Color in Cambridge workforce	27.0%	27.0%	27.0%	27.0%
2. Percent People of Color employed by the City	31.0%	27.0%	31.0%	27.0%
3. Percent Women in Cambridge workforce	49.5%	49.5%	49.5%	49.5%
4. Percent Women employed by the City	42.0%	49.5%	42.0%	49.5%
5. Percent People of Color in Cambridge workforce: Officials & Administrators	16.0%	19.6%	19.6%	19.6%
6. Percent people of color in Cambridge workforce Professionals	21.0%	22.5%	21.0%	22.5%
7. Percent people of color in Cambridge workforce: Technicians	18.0%	27.0%	18.0%	27.0%
8. Percent people of color in Cambridge: Protective Services	28.0%	27.0%	28.4%	27.0%
9. Percent people of color in Cambridge workforce: Paraprofessionals	44.0%	27.0%	42.7%	27.0%
10. Percent People Color in Cambridge workforce: Administrative support	32.0%	27.0%	32.0%	32.0%
11. Percent people of color in Cambridge workforce: Skilled craft	22.0%	23.3%	23.0%	23.3%
12. Percent people of color in Cambridge workforce: Service Maintenance	35.0%	27.0%	35.0%	27.0%

- *GOAL 2:* *Utilize U.S. Census Preliminary Metropolitan Statistical Area (P.M.S.A.) data to set affirmative action goals to increase racial and cultural diversity in City employment and to measure performance.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Percent of People of Color in PMSA workforce*	n/a	n/a	n/a	15.0%
2. Percent of Women in PMSA	n/a	n/a	n/a	48.2%
3. Percent People of Color in PMSA: Officials and Administrators	n/a	n/a	n/a	9.6%
4. Percent People of Color in PMSA Professionals	n/a	n/a	n/a	13.4%
5. Percent People of Color in PMSA Technicians	n/a	n/a	n/a	17.3%
6. Percent People of Color in PMSA: Protective Service	n/a	n/a	n/a	27.0%
7. Percent People of Color in PMSA: Para-Professional	n/a	n/a	n/a	13.7%
8. Percent People of Color in PMSA: Administrative Assistant	n/a	n/a	n/a	13.5%
9. Percent People of Color in PMSA: Skilled Craft	n/a	n/a	n/a	11.6%
10. Percent People of Color in PMSA: Service Maintenance	n/a	n/a	n/a	24.6%
*City of Cambridge recruitment area				

- *GOAL 3:* *Work with departments to determine measurable affirmative action goals for hiring people with protected status in each department; Assist departments in recruiting and hiring processes to ensure a diverse pool of qualified applicants.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of departments met with to set goals and measure performance	29	20	20	20

- *GOAL 3:* *(continued)*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
2. Meet with all departments that are hiring Department Heads, Professionals and Administrators	100%	100%	100%	100%

- *GOAL 4:* *Provide information and assistance to municipal contractors and bidders on complying with the Cambridge Responsible Employer Plan for municipally funded projects.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Monitor weekly payroll records for City and State funded construction projects	102	100	100	100
2. Attend pre-bid construction conferences	10	6	5	6
3. On-site visits to monitor contract compliance	52	50	40	50

PUBLIC INFORMATION OFFICER

PURPOSE & OVERVIEW: The Public Information Officer (PIO) serves as the City's liaison to the media, helps promote City programs and services and manages the information posted on the City's Web site. In addition, the PIO produces various City publications, including the Annual Report, the biannual community newsletter *CityView*, and the annual magazine and City resource guide, *The Cambridge Life*. The PIO also communicates relevant City information to employees and various external audiences on a regular basis.

FY11 GOALS:

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

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Develop news releases, Website informational pieces	306	300	350	500

- *GOAL 1:* *(continued)*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
2. Produce CityView biannual community newsletter	2	2	2	2
3. Produce the Cambridge Life annual City magazine and resource guide	2	1	1	1

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

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

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Publish PIO Update, the weekly mail bulletin for employees	91	95	100	100
2. Post employee related items on the Common Ground Intranet Page	128	95	130	150

- *GOAL 4:* *Respond to media inquiries in a timely manner.*

- *GOAL 5:* *Manage daily flow of information on the front page of the City's Website and identify improvements to the main information sections for residents, businesses and visitors. Encourage departments to post information on the City's Website, the Web calendar as well as on their department Web page.*

- *GOAL 6:* *Respond to community inquiries via Web, e-mail and telephone in a timely manner. Identify community relations opportunities or customer service improvements that can be made.*

- *GOAL 7:* *Maintain City publications and information in the City Hall Information Area.*

EMPLOYEES' COMMITTEE ON DIVERSITY

PURPOSE AND OVERVIEW: The Cambridge Employees' Committee on Diversity's goal is to enhance the value of individual and group differences and, through a variety of educational activities and social events, to recognize and celebrate the diversity of City of Cambridge employees. During the course of the year, the committee sponsors 6-8 events promoting diversity in the workforce. This cost center supports activities for these events. Examples of events that the Committee sponsored in FY10 include: Film screening and discussion with Director of "Trace of the Trade; West African drumming, dance and poetry reading; Series of health seminars focusing on stress, allergies and healthy living and Haitian Flag Day. In addition to sponsoring events, the Committee has been working on initiating a citywide recruitment effort through creation of a brochure, which will be distributed in the spring along and with an employee survey and welcoming event.

FINANCING PLAN	DETAIL	SUMMARY
TAXES		**$1,561,330**
Real Estate Taxes	$605,000	
Hotel/Motel Excise Tax	$956,330	
CHARGES FOR SERVICES		**$40,000**
Parking Fund Parking Usage	$40,000	
FINES & FORFEITS		**$215,000**
Parking Fines	$215,000	
INTERGOVERNMENTAL REVENUE		**$163,865**
State Cherry Sheet Revenue	$163,865	
TOTAL FY11 BUDGETED REVENUE		**$1,980,195**

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	**$1,435,345**
OTHER ORDINARY MAINTENANCE	**$506,150**
TRAVEL & TRAINING	**$38,700**
EXTRAORDINARY EXPENDITURES	**$0**
TOTAL FY11 BUDGETED EXPENDITURES	**$1,980,195**

FULL TIME BUDGETED EMPLOYEES	FY09	FY10	FY11
	9	**9**	**9**

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$895,345	$1,130,590	POLICY MAKING/LEGISLATION	$1,227,945
$207,445	$222,320	COUNCIL SERVICES	$230,925
$51,200	$47,800	GOVERNMENTAL RELATIONS	$59,855
$1,153,990	$1,400,710		$1,518,725

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

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

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

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

FY10 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Coordinated the City Council inaugural in January 2010.
- Provided staff support and training to the new City Council and Mayor's staff with respect to policies and procedures.
- Facilitated approximately 25 square dedication ceremonies initiated by the City Council.
- Provided staff support for three sessions of the Cambridge Climate Congress.
- Provided staff support to the building dedications for the Mayor Sheila Doyle Russell West Cambridge Youth and Community Center and the Main Public Library.

- *GOAL 1:* *Foster community and support neighborhood vitality. Support opportunities for citizens to participate in setting City priorities and to know each other within their neighborhoods and across the city.*

- *GOAL 2:* *Evaluate City expenditures with a view of maintaining a strong fiscal position and awareness of the impact on taxpayers.*

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

- *GOAL 4:* *Value and support the racial, socioeconomic, cultural and religious diversity of our city.*

- *GOAL 5:* *Promote a healthy environment by adopting healthy and environmentally sound and energy efficient practices throughout the community.*

- *GOAL 6:* *Preserve and create affordable housing for low, moderate and middle-income residents including families.*

- *GOAL 7:* *Promote doing business in Cambridge and work to strengthen our mutually beneficial partnerships with businesses and universities.*

FINANCING PLAN	DETAIL	SUMMARY
TAXES		**$1,504,615**
Real Estate Taxes	$1,504,615	
INTERGOVERNMENTAL REVENUE		**$14,110**
State Cherry Sheet Revenue	$14,110	
TOTAL FY11 BUDGETED REVENUE		**$1,518,725**

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	**$1,416,970**
OTHER ORDINARY MAINTENANCE	**$41,900**
TRAVEL & TRAINING	**$59,855**
EXTRAORDINARY EXPENDITURES	**$0**
TOTAL FY11 BUDGETED EXPENDITURES	**$1,518,725**

FULL TIME BUDGETED EMPLOYEES	FY09	FY10	FY11
	3	**2**	**2**

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$869,935	$908,830	CITY CLERK	$942,660
$869,935	$908,830		$942,660

PURPOSE & OVERVIEW: As charged by statute and ordinance, the City Clerk's Office records, preserves and communicates vital information. Its responsibilities in the area of vital statistics encompass providing documents and information regarding the vital statistics of citizens' individual lives and particular business records required by statute. Cambridge is home to two birth hospitals, which serve a diverse population. In keeping with the City Council's goal of valuing and supporting our diversity, the Clerk's Office is proud to be able to offer assistance with birth certificates and other vital records in Spanish, Portuguese, French and Haitian Creole, as well as English. The City Clerk's Office also produces the agenda for City Council meetings and provides records, information and parliamentarian assistance to enable the City Council to fulfill its legislative purposes and goals, and to fully inform the public regarding City Council actions. In addition, the City Clerk's Office keeps many of the official records of the City and responds to a wide variety of inquiries from the public. The City Clerk's Office faces the dual challenge of preserving original records from Cambridge's municipal beginnings in 1630 and using 21st Century methods and technology to make more information available more quickly to our citizens. Community Preservation Act funding has allowed the Clerk's Office to begin to upgrade our vaults to arrest the damage to 350-year-old vital paper records and to preserve today's vital records into the future. Use of digitized storage and retrieval technology allows us to scan original vital records and produce a certified copy for a customer in less time and with more accuracy than 100 years ago when the City Clerk's Office staff copied the records by fountain pen, and in less time and with less wasted paper than five years ago when the staff made an extra copy of every record and kept the extra copies in notebooks to retrieve and photocopy for certification.

FY10 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Provided staff support for 16 City Council committees, including the Health and Environment Committee as it guided the City Council in Cambridge's adoption of the Stretch Energy Code and the Human Services Committee as it led the policy development for creation of innovative collaborative programs such as Cambridge's Baby University parent education pilot program, which is based on the Harlem Children's Zone Baby College.
- Managed the City Council Agenda, which consisted of 2,137 items for calendar year 2009. Published the permanent bound record of the 2007 City Council proceedings and prepared the 2008 permanent record for publication.
- Continued work on upgrading the vital records storage vault with Community Preservation Act funding to meet a higher standard of archival preservation and to add vital records archival storage space. Construction will begin in the summer of 2010.
- Implemented digitized storage, retrieval and issuance of vital records for the years 2006 through the present.

- Participated in the City/Town Clerks Working Group with Registry of Vital Records officials and IT staff on the Vitals Information Processing (VIP) Project to develop a web-based statewide birth record processing system that will ultimately enable issuance of any Massachusetts birth record from any city or town.
- Worked with the Personnel Department and the City Solicitor's Office to implement new requirements of the State Ethics Law for all municipal employees to receive copies of the law each year and to take online ethics training every two years. The new law requires clerks' offices to record and maintain documentation of these activities.
- Ongoing sustainability accomplishments in FY10 included increasing digital storage to eliminate more paper storage and continued attention to office procedures to conserve energy.

FY11 GOALS

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

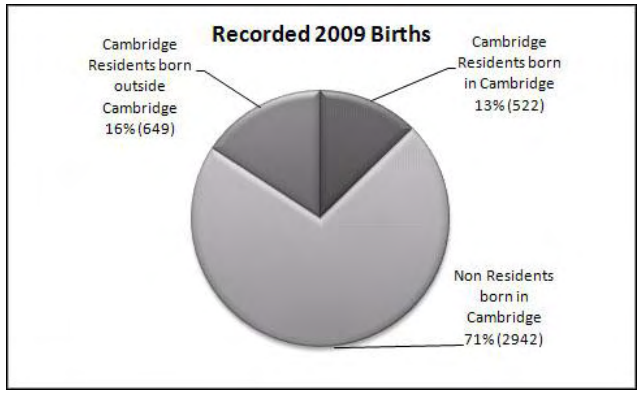
PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Attested copies of completed and recorded birth and death certificates filed with Registry of Vital Statistics within one month	n/a	92%	100%	100%
2. Attested copies of completed and recorded marriage certificates filed with the Registry of Vital Statistics within two months	n/a	92%	100%	100%

Table 1: 2006-2009 Number of Records Recorded

Number or Records Recorded	2006	2007	2008	2009
Births	3,945	4,257	4,198	4,113
Deaths	1,042	942	957	904
Marriage Intentions	1,214	1,164	1,260	1,276
Physicians	457	20	10	18
Domestic Partnerships	37	98	131	139
Business Certificates	685	648	744	765
Corrections and Delayed Records of Births, Deaths, & Marriages	281	229	316	264

Figure 1: 2006-2009 Business Certificates

Figure 2: 2009 Births Recorded in Cambridge



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

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Agenda ready for distribution 72 hours prior to regular City Council meeting	100%	100%	100%	100%

- *GOAL 2: (continued)*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
2. Notification of Council actions completed 38 hours after meeting	100%	100%	100%	100%
3. Number of updates to the Municipal Code distributed to subscribers	1	1	1	1
4. Permanent bound record ready for publication within 18 months after completion of 2009 legislative year	n/a	n/a	25%	100%

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

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. City Council Agenda published accurately on the City's Website 72 hours prior to meeting	100%	100%	100%	100%
2. Each member of the Clerk's Office attends at least one professional development program each year (total # of programs attended)	7	5	10	10

- *GOAL 4: Develop alternative storage and binding options for City Council and vital records to improve access and retrieval of these records and to upgrade level of archival storage.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Develop plan for renovation of large main vault	n/a	50%	10%	25%
2. Implement digitized storage and issuance for 2002-2006 birth, death and marriage records	n/a	n/a	50%	100%
3. Vital records vault upgrade	25%	75%	50%	75%

FINANCING PLAN	DETAIL	SUMMARY
TAXES		**$648,360**
Real Estate Taxes	$648,360	
CHARGES FOR SERVICES		**$236,000**
Certified Copies	$195,000	
Domestic Partnership	$1,000	
Misc Fees (Clerk)	$40,000	
LICENSES AND PERMITS		**$39,000**
Marriage License	$39,000	
INTERGOVERNMENTAL REVENUE		**$19,300**
State Cherry Sheet Revenue	$19,300	
TOTAL FY11 BUDGETED REVENUE		**$942,660**

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	**$882,130**
OTHER ORDINARY MAINTENANCE	**$56,110**
TRAVEL & TRAINING	**$4,420**
EXTRAORDINARY EXPENDITURES	**$0**
TOTAL FY11 BUDGETED EXPENDITURES	**$942,660**

FULL TIME BUDGETED EMPLOYEES	FY09	FY10	FY11
	10	**10**	**10**

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$1,767,330	$1,793,905	LEGAL COUNSEL	$1,845,615
$171,015	$706,000	DAMAGES	$200,000
$1,938,345	$2,499,905		$2,045,615

PURPOSE & OVERVIEW: Established by Chapter 2.26 of the Cambridge Municipal Code, the Law Department is charged with the prosecution and defense of all suits in which the City is a party in state and federal courts, and in administrative agencies. The Department now employs eight full-time attorneys, an office manager, two administrative assistants and a part-time investigator. The Department functions as a full-time law office, handling nearly all of the City's litigation in-house. In addition to this primary litigation function, Department attorneys furnish legal opinions on a daily basis on matters referred to them by the City Manager, Mayor, City Council, School Committee and department heads. Attorneys regularly attend meetings of the City Council and its sub-committees. Attorneys draft, review and approve a wide range of legal instruments required for the orderly accomplishment of the City's business. Individual members of the legal staff have developed areas of specialization in response to increasingly complex legal considerations associated with municipal issues.

FY10 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Continued representation of the City in all pending and newly filed litigation matters. Attorneys have appeared regularly in the courts and agencies of the Commonwealth and the United States for hearings on motions, including many significant dispositive motions and trials, and have briefed and argued a number of appeals. Attorneys have defended decisions of the City's Boards and Commissions, such as decisions of the Board of Zoning Appeals, the Planning Board and the Conservation Commission, and have defended challenges to the validity of various provisions of the City's Ordinances. Other substantial litigation this year included work on significant Public Works, public construction and environmental cases; and successful minimization of the amount of judgments and settlements in negligence cases and contract actions.
- Continued outreach and training to various departments regarding measures to improve risk analysis and control, and provided training to various boards and commissions on their responsibilities, and on laws pertaining to ethics and conflicts of interest.
- Focused significant resources on analysis, review and advice relating to: assisting the Election Commission with a Vacancy Recount and on a range of issues in multiple elections; working with City departments in connection with federal and state permitting requirements, including those pertaining to the environmental impacts of development; working extensively with the Co-Chairs of the Ordinance Committee on the Alexandria Petition to rezone a portion of East Cambridge; drafting and reviewing a number of other new ordinances and proposed amendments to existing City Ordinances; contracting issues related to major public construction, sewer and storm drain reconstruction and utility infrastructure projects; drafting numerous legal instruments related to real estate transactions, large project

development and environmental issues; and working with the Assessing and Finance Departments on real estate tax exemption applications and bankruptcy matters.

FY11 GOALS:

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

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of claims filed against City*	213	-	119	-
2. Number of written opinions and City Council Order responses issued*	38	-	20	-
3. Number of lawsuits filed against City*	31	-	35	-
4. Hourly rate for direct internal attorney services (based upon attorney salaries assuming a 37.5 hour work week)	$63.02	$64.98	$64.98	$67.32
5. Hourly rate for department legal services (based upon total departmental salaries, assuming a 37.5 hour work week and operating expenses)	$81.35	$83.82	$81.35	$86.04
*FY10 projected figures are actuals as of 3/31/10.				

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

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Training sessions conducted	8	4	4	4
2. Employees and members of boards and commissions in attendance	154	40	40	40

■ *GOAL 2: (continued)*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
3. Departments and boards and commissions affected	44	6	6	6

FINANCING PLAN	DETAIL	SUMMARY
TAXES		**$1,895,615**
Real Estate Taxes	$1,895,615	
LICENSES AND PERMITS		**$2,500**
Street Obstruction Permits	$2,500	
FINES & FORFEITS		**$97,500**
Parking Fines	$97,500	
INTERGOVERNMENTAL REVENUE		**$50,000**
State Cherry Sheet Revenue	$50,000	
TOTAL FY11 BUDGETED REVENUE		**$2,045,615**

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	**$1,326,715**
OTHER ORDINARY MAINTENANCE	**$508,655**
TRAVEL & TRAINING	**$210,245**
EXTRAORDINARY EXPENDITURES	**$0**
TOTAL FY11 BUDGETED EXPENDITURES	**$2,045,615**

FULL TIME BUDGETED EMPLOYEES	FY09	FY10	FY11
	11	**11**	**11**

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$496,040	$531,350	ADMINISTRATION	$541,090
$412,010	$411,190	BUDGET	$422,520
$1,491,870	$1,703,615	PERSONNEL	$1,761,885
$2,150,195	$2,236,980	ASSESSORS	$2,012,700
$717,565	$650,760	PURCHASING	$688,230
$751,100	$816,960	AUDITING	$809,560
$890,240	$986,665	REVENUE	$1,032,600
$641,330	$620,905	TREASURY	$638,360
$3,233,700	$3,402,210	INFORMATION TECHNOLOGY DEPARTMENT	$3,608,905
$10,784,050	$11,360,635		$11,515,850

PURPOSE & OVERVIEW: The Finance Department, under the direction of the Assistant City Manager for Fiscal Affairs, is responsible for the planning, implementation, oversight, integrity and reporting of the City's operating and capital finances. The Finance Department is comprised of the Budget, Personnel, Assessing, Purchasing, Treasury, Revenue and Information Technology functions. The Auditing Department also appears in this section, although the Auditor is appointed by the City Council.

FY10 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- The Administration, Budget, Assessing and Revenue Departments collaborated to publish and mail three separate brochures explaining the City budget, property values, real estate taxes, abatements and exemptions to Cambridge businesses and residents.
- Continued to manage the City Scholarship program. During fiscal year 2010, the Finance department continues to collaborate with the CRLS to ensure that the online scholarship application is compatible with the City Scholarship program application requirements. In 2009, there were 201 City of Cambridge scholarship application submissions. The City awarded scholarships to 37 recipients this past spring. The Department also hosted an award event and reception to recognize each scholarship recipient individually.
- Provided analysis and recommendations to the City Manager for establishing the FY11 Water and Sewer rate to support operating and capital budgets.
- Received, for the 24th consecutive year, the Government Finance Officer's Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting.
- The Investment Oversight Committee developed an Investment Allocation Plan for Other Post Employment Benefits (OPEB) deposited into the Irrevocable Trust created in early 2010. The Committee has retained a professional investment advisor for assistance.
- The Other Post Employment Benefits (OPEB) Working Group continues to oversee the implementation of GASB 45, which in FY10 included overseeing and analyzing the results of the second OPEB actuarial study. The Working Group made recommendations to the City Manager to accept Chapter 479 of the Acts of 2008, which provides for the establishment of an OPEB liability trust fund. This trust fund is in

an irrevocable trust and its assets can only be used to fund the OPEB liability. The Working Group also recommended providing initial funding to the OPEB liability trust fund through a $2 million transfer from the Health Claims Trust account. Both recommendations were submitted to and approved by the City Council in December 2009.

- Developed, recommended and monitored the planned use of the City's Debt Stabilization Fund in order to minimize the impact of increasing property tax supported debt, which is used to fund major capital projects.
- Prepared all documents for the $32,225,000 Bond Sale held on February 16, 2010. The City's AAA bond rating allowed the City to sell these bonds at the low interest rate of 3%.
- Provided analysis and recommendations to the City Manager for acceptance of local option excise taxes. The Adopted State Budget provided cities and towns in the Commonwealth the opportunity to replace some or all of their loss in local aid by allowing, for the first time, an allocation of 0.75% of the Meals Excise upon local acceptance for local use, and has allowed a local option to increase the room occupancy excise by 2%. Both options were approved by the City Council in July 2009.
- Continued to coordinate the development of formal investment, debt service and reserve policies. This, coupled with existing financial management practices, has resulted in part in Standard and Poor continued Financial Management Assessment (FMA) of the City of "strong." An FMA of "strong" indicates that practices are strong, well embedded and likely sustainable.
- Participated in the Health Care Costs Task Force established by the City Manager in FY09, which reviewed health plan costs and opportunities to provide employees with wellness initiatives. This resulted in recommendations to achieve $500,000 in budget savings due to changes in plan design.
- Assisted with the development of budget strategies for AARA funds received by the City in FY10.
- Organized meetings with major City Departments and the City Manager to develop FY11 budget saving strategies.
- Received, for the 25th consecutive year, the GFOA Certificate of Achievement for Distinguished Budget Presentation for the FY10 Operating and Capital budgets.
- Implemented a seasonal laborer lottery program for Cambridge residents, with drawings to be held on a quarterly basis.
- Offered a smoking cessation program in conjunction with our health insurance plans.
- Piloted an on line application system for teaching positions in the Department of Human Services Childcare and Afterschool programs, resulting in significant savings for the City.
- Partnered with the Affirmative Action Director and Fire Department to recruit a diverse pool of applicants for the 2010 entry level fire fighter exam, with particular efforts to maximize local participation in the civil service examination.
- Fostered and maintained positive working relationships with members and representatives of collective

bargaining units, including the settlement of firefighter and librarian units, resulting in all units being settled at least through June 30, 2011. Negotiated labor contracts with the majority of City/School unions, which provides for wage/benefit stability through Fiscal 12, consistent with the City's financial condition.

- Developed computer application proficiency testing process with valid and reliable exams offered monthly to eligible city employees.
- Redesigned and delivered "Valuing Diversity" mandatory training to over 200 City employees.
- Recruited, screened and hired to fill vacancies in department head positions.
- Developed new assessment neighborhood map to more accurately reflect the current real estate market and refined the residential assessment model to 2008 market conditions, thereby reducing the number of overvaluation appeals.
- Continued with the interior building inspection program to improve existing data integrity and capture new growth from building improvements, which resulted in $715,989,115 in new growth of assessed value from real and personal property, generating $9,789,433 dollars in new taxes.
- Worked closely with the IT Department to improve the Assessor's Web page to allow access to comparable sales data, GIS information and maps, in order to assure taxpayers of the overall validity and fairness of assessed values.
- Conducted numerous public information seminars to better inform taxpayers of services available for real estate tax exemptions for the elderly, disabled veterans, the blind and those suffering financial hardship and to more fully explain the mass appraisal system used to establish assessed values and build public confidence in their accuracy.
- Worked closely with the Traffic and Parking Department to allow up-to-date access to Assessor's Data Base, in order to help validate legal addresses and streamline the resident parking program.
- Completed Department of Revenue certification of real and personal property valuation process.
- Successfully defended numerous tax appeals before the Massachusetts Appellate Tax Board.
- Increased Personal Property data collection and audit verification, which increased the tax base for FY10 by $1,164,000.
- Developed cost effective and efficient procedures for bids and contracts. Vendors are notified how to download bids from the Purchasing website. Contracts are sent electronically to the successful bidder for processing. Fully executed contracts are emailed to the appropriate Departments.
- Increased the campaign advocating the purchase of environmentally preferred products and tracking the use of those products.
- Assisted in the implementation of the Ban on Trans Fats for City functions and events by certifying restaurants that were interested in doing business with the City in compliance with the Ordinance.
- Continued to encourage all departments to do business with local and minority/women owned businesses

for those eligible purchases below $5,000.

- Expanded the City's role in School Department bids for goods, services and capital projects leveraging increased volume for better value.
- Collaborated with other members of the Metropolitan Mayors' Coalition to execute cooperative bids for recycled paper, road salt, fuel, office products and vehicles.
- Successfully upgraded the MUNIS tax system to version 7.2 and implemented the MUNIS Utility Billing system (Water and Sewer).
- Continued to create standards for on-line credit card payments and to develop a review process for expanding the number of City programs accepting credit card payments.
- Expanded remote electronic deposit of checks by more Departments, which has resulted in more timely deposits of funds.
- Implemented new City, Library and Public Works web sites. New look, feel and navigation to streamline access to all City services offered on the Web.
- Installed a new email archiver, ArcMail, allowing unlimited storage of e-mail.
- Installed new "green planet" software for shutting down PCs when they are inactive.
- Assisted the Library in installing 170 new PCs at the Main Library.
- Installed state of the art VoIP telephone system at new Main Branch Library.
- Implemented the new Wireless network at the public library.
- Implemented online Activity registration application for DHSP programs, golf course, War Memorial, recreation, facility reservation, pass management, ID cards, point of sale, tee times and memberships.
- Conducted a citywide flyover of Cambridge in Spring 2010 for the creation of new GIS base map layers and color orthophotos (seamless aerial photos). GIS layers will include paved surfaces, buildings, rail lines, water bodies, pavement markings, traffic features, topographic contours and an impervious surface layer.
- Improved Web-enabled interactive GIS tool, Cambridge CityViewer, for city staff and for use on the Internet. Added many more links to Assessing data, added 1947 aerial photographs, an improved water distribution system viewer and a new oblique image viewer. All viewers are available to the public.
- Continued a full review for the U.S. Census 2010 Local Addressing Program (LUCA) and participated in the New Construction Program. This information will aid the U.S. Census in delineating accurate census tracts and boundaries in the 2010 Census.
- Implemented the online submission of parking consideration requests to the Traffic & Parking Department.
- Implemented the online submission of 30 licenses and permits to the Licensing Commission.

- Provided online application and payment capability for 7 Public Works permits. Implemented the online submission of 5 new permits for Public Works: White Goods, Park Use, Easement Overhang, Manhole Access and Discharge Permit. Developed modifications to Sidewalk Business Use, Newsrack and Excavation Permits.
- Assisted with design/implementation/testing of the New Library's data and VoIP Infrastructure.

FINANCING PLAN	DETAIL	SUMMARY
TAXES		**$9,251,265**
Real Estate Taxes	($8,173,005)	
Motor Vehicle Excise Tax	$6,000,000	
Hotel/Motel Excise Tax	$6,744,270	
Corporation Excise Tax	$1,700,000	
Meals Tax	$2,300,000	
Penalties and Delinquent Interest	$680,000	
CHARGES FOR SERVICES		**$558,950**
Water Usage Charge	$225,000	
Parking Fund Parking Usage	$23,950	
Sewer Service Charge	$225,000	
Municipal Lien Certificates	$85,000	
INTERGOVERNMENTAL REVENUE		**$605,635**
State Cherry Sheet Revenue	$427,955	
Cherry Sheet-Loss of Taxes Abatements	$177,680	
MISCELLANEOUS REVENUE		**$1,100,000**
Interest Earnings	$1,100,000	
TOTAL FY11 BUDGETED REVENUE		**$11,515,850**

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	**$8,584,555**
OTHER ORDINARY MAINTENANCE	**$2,654,625**
TRAVEL & TRAINING	**$213,870**
EXTRAORDINARY EXPENDITURES	**$62,800**
TOTAL FY11 BUDGETED EXPENDITURES	**$11,515,850**

FULL TIME BUDGETED EMPLOYEES	FY09	FY10	FY11
	83	**80**	**80**

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$266,040	$281,350	LEADERSHIP	$280,090
$230,000	$250,000	INDEPENDENT AUDIT	$261,000
$496,040	$531,350		$541,090

PURPOSE & OVERVIEW The Finance Department's Administration Division provides leadership to the Department's operating divisions and financial policy direction to other City departments. In addition, the annual independent audit of the City's financial records is budgeted in this division. The audit is performed in accordance with generally accepted accounting principles and Government Accounting Standards Board (GASB) requirements, and assures potential purchasers of City notes and bonds of the City's fiscal soundness. The independent auditor also recommends ways to improve the City's financial management.

FY11 GOALS:

- *GOAL 1:* *Increase customer awareness of the City's schedule for mailing tax bills, property values, property taxes, abatements/exemptions, and the City's budget through the publication and distribution of three brochures, notices on the City's Website and City TV-8. Distribute an annual newsletter about the water and sewer rates and the senior citizen water/sewer discount program.*

- *GOAL 2:* *Manage the City Scholarship program by soliciting donations, promoting the program, processing applications and ensuring timely payments of scholarship awards. Host award ceremony and reception to recognize each scholarship recipient.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Amount of donations received	$126,941	$110,000	$115,000	$115,000
2. Number of donations received	1,566	1,500	1,500	1,500
3. Number of applications received	201	220	200	200
4. Number of scholarship recipients	39	30	30	30

- *GOAL 3:* *Provide quality information to the public via the Finance Department's Website, including frequently asked questions and finance-related forms.*

- *GOAL 4:* *Respond to inquiries and informational requests sent to treasurer@cambridgema.gov in a timely manner.*

- *GOAL 5:* *Assist Water Department in monitoring and resolving water bill variances.*

- *GOAL 6:* *Continue to participate on the Health Care Cost Task Force, reviewing City efforts to control cost increases in health plans.*

- *GOAL 7:* *Continue to monitor planned use of the City's Debt Stabilization Fund, in order to minimize the property tax impact of increasing debt costs, which fund the City's major capital projects.*

- *GOAL 8:* *Continue to meet with Investment Oversight Committee to review cash investments on a quarterly basis and monitor cash balances to ensure that cash is invested at the best rate possible.*

- *GOAL 9:* *Participate on the Investment Oversight Committee to review the Other Post Employment Benefits (OPEB) Irrevocable Trust Investment Portfolio on a quarterly basis and contribute to investment decisions made by the Committee with the assistance of the City's investment advisor.*

- *GOAL 10:* *In conjunction with the Auditing Department, prepare the Comprehensive Annual Financial Report within 180 days after the end of the fiscal year.*

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$412,010	$411,190	BUDGET	$422,520
$412,010	$411,190		$422,520

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

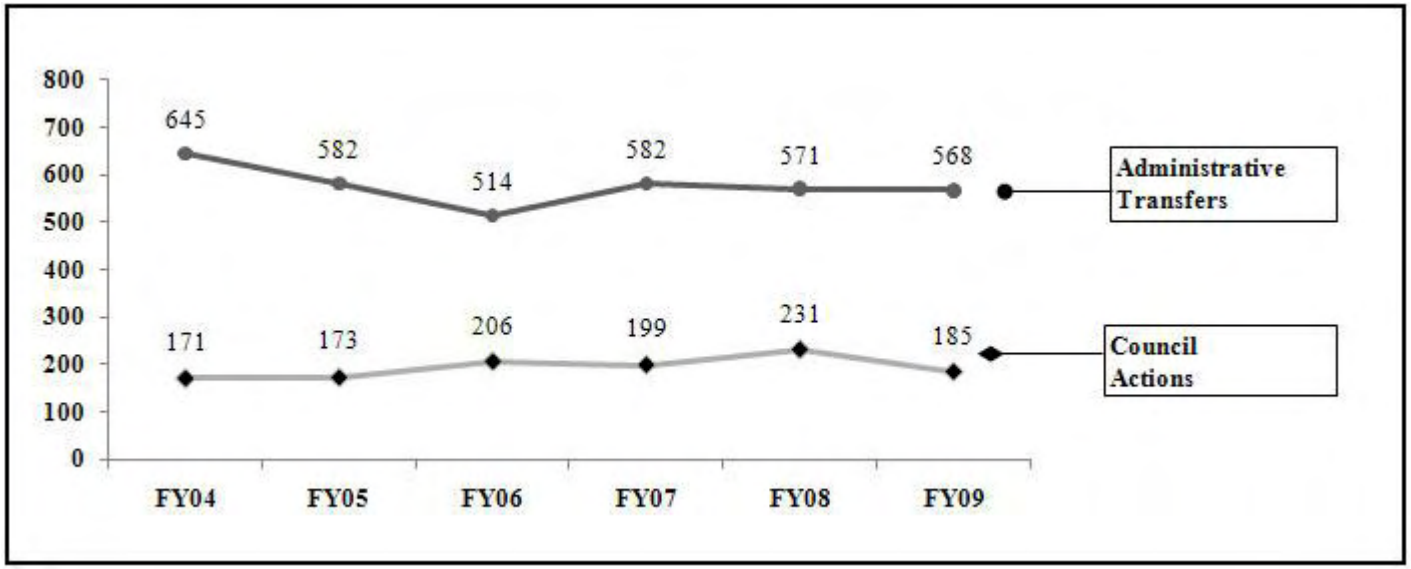
FY11 GOALS:

- *GOAL 1:* *Develop a performance based budget which contains quantifiable performance measures and concise statements of services. This includes annual reviews with departments to develop new performance measures and goals, as well as tables and charts to reflect work measures.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Date budget submitted to Council	04/27/2009	04/26/2010	04/26/2010	04/25/2011
2. Average number of meetings/reviews per department while developing the annual budget	12	13	13	13

Figure 1: Fiscal Year Administrative Transfers and Council Actions Processed

In order to accommodate the evolving needs of department operations and ensure that the City adheres to the intent of the adopted budget in a given fiscal year, the Budget Office must complete a series of administrative transfers within departments, and prepare documentation to enable council actions when those transfers are between departments, funds or statutory categories. The graph below shows the number of transfers processed.



- *GOAL 2:* *Maintain the City's long-term financial viability by forecasting the City's funding sources; create successful strategies for capital acquisitions; monitor revenue and expenditures for operating, project grant and capital budgets; identify potential financial problems; research operational issues for resolution or improvement; and share best practices.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Coordinate annual general obligation bond sale to finance capital projects with the City's fiscal advisors and bond counsel and prepare required documents to present to credit rating agencies	$47.4M	$66.6M	$32.2M	$62.8M

- *GOAL 2:* *(continued)*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
2. Number of individual communications with departments to review grant and capital project balances	7	8	8	8

- *GOAL 3:* *Provide training for City departments and individual employees on inquiry and reporting functions of PeopleSoft Financial System, in order to enhance the capacity of departments to manage their budgets.*

- *GOAL 4:* *Provide information about Budget Department operations, policies, procedures and publications online.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of online systems, policies/procedures and other informational documents for departments posted on the City's Intranet site	10	10	10	10
2. Number of days from submitted budget to transmission on the Web	1	1	1	1

- *GOAL 5:* *Continue Fiscal Staff Working Group to enhance communication between the Finance Department and other City departments concerning financial policies and opportunities for collaboration.*

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$1,039,115	$1,199,095	ADMINISTRATION	$1,244,365
$280,130	$317,520	INSURANCE	$325,520
$172,625	$187,000	EMPLOYEE BENEFITS	$192,000
$1,491,870	$1,703,615		$1,761,885

PURPOSE & OVERVIEW: The overarching responsibility of the Personnel Department is to support other operating departments in ensuring that their staff are qualified, prepared and committed to providing the highest level of service possible to Cambridge residents and visitors as well as City employees.

FY11 GOALS:

- *GOAL 1:* *Maintain consistent employment processes to ensure open, accessible and responsive applicant intake systems, using a variety of outreach methods focused on local recruiting.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Participate in outreach events and activities, such as career fairs, mailings, community group meetings and Civil Service exam preparation	25	25	25	25
2. Total applicants, all positions	5,814	4,500	4,600	4,600
3. Total job postings	118	125	125	125

- *GOAL 2:* *Assist the City Manager, Affirmative Action Director and departments in meeting the goal of building a City workforce which is representative of the diversity within the City of Cambridge. Assist departments in making appropriate and effective hiring decisions to ensure qualified employees.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Percent of new hires who are Cambridge residents	83%	80%	83%	80%
2. Cambridge residents submitting applications or resumes (excluding Labor Service)	1,161	900	900	900

■ *GOAL 2: (continued)*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
3. Voluntarily self-identified people in racially protected groups submitting applications or resumes (excluding Labor Service)	208	300	250	300
4. Voluntarily self-identified women submitting applications or resumes (excluding Labor Service)	215	275	250	300

■ *GOAL 3: Provide learning and professional development opportunities to all employees through internal and external training activities and through the Tuition Reimbursement program.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Total attendance at all training events (includes internal workshops and external programs paid through Personnel budget)*	1,681	800	800	800
2. No. of courses, consultations, facilitations, training sessions and workshops offered in management development, performance management, change management, general skills development, business skills, technical skills, mentoring, career development, customer service, health, safety and lifestyles	213	90	96	96
3. Employees receiving tuition assistance or funding for professional conference attendance	85	75	75	75

■ *GOAL 3:* *(continued)*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
4. Provide and/or participate in providing diversity and sexual harassment training events and activities (number of events/activities) *FY09 Actuals reflects the conversion to Outlook 2007 and associated trainings and courses	12	18	18	18

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

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. City collective bargaining agreements settled in the fiscal year*	6	3	2	2
2. City collective bargaining agreements unsettled one year after expiration	0	0	0	0
3. City grievances reaching third step	14	30	15	20
4. City grievances resolved by arbitration *FY11 reflects anticipated early settlement of FY12 contracts, as there are no open contracts for FY11	1	5	3	5

- *GOAL 5:* *Provide high quality comprehensive health insurance plans and other appropriate benefit programs for employees and retirees at reasonable cost, with changes at or below the relevant inflation rate; participate on health care cost task force to review City efforts to control cost increases in our health plans; increase participation of Medicare eligible retirees in HMOs.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Percentage of Medicare eligible retirees in HMOs	62%	60%	63%	65%
2. Cost per contract (employees and retirees)	$9,470	$10,816	$10,816	$11,265
3. Provide or participate in providing wellness training events and activities (number of events/activities)	11	10	10	12
4. Number of contracts rebid for City benefits vendors, including Flexible Spending Accounts, Employee Assistance Programs, and Unemployment Compensation services	n/a	n/a	n/a	3

- *GOAL 6:* *Participate on the Other Post Employment Benefits (OPEB) Working Group to monitor funding sources and other potential sources of funds, in compliance with Government Accounting Standard Board (GASB) rules and regulations.*

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$2,150,195	$2,236,980	ASSESSORS	$2,012,700
$2,150,195	$2,236,980		$2,012,700

PURPOSE & OVERVIEW: The Assessing Department is responsible for establishing full and fair cash value for all Cambridge real estate and business personal property. These values are the foundation for distribution of the City's property tax levy on an equitable basis, as mandated by state law. To accomplish its mandate, the Department must list 23,891 taxable and 1,001 exempt real properties and 2,663 personal property accounts by maintaining accurate ownership and property data information. The Assessing Department must be prepared to reasonably adjust or defend values which are challenged through the appeal process. The Assessing Department also administers the Motor Vehicle Excise Tax for approximately 60,000 vehicles. It is the mission of the Assessing Department to provide quality customer service to taxpayers and ensure fair and equitable administration of property appraisal laws as defined by the General Laws of the Commonwealth of Massachusetts. FY11 will be a certification year, with the Department of Revenue (DOR) conducting an onsite review of the models and applications for real and personal property.

FY11 GOALS

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

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Commercial buildings inspected	104	200	200	200
2. Tax Exempt properties inspected	95	200	250	200
3. 1, 2 & 3 family houses with interior inspections	780	1,000	800	850
4. Interior apartment building inspections accomplished	75	75	50	50
5. Condominium unit inspections accomplished	2,660	2,000	2,400	2,300

- *GOAL 2:* *Collect market data for annual revaluation of property. The fiscal year residential property values are based on the prior calendar year sales activity. A sales analysis is conducted each year for houses and condos. The income approach, including income and expense data requests along with sales analysis, is conducted each year for apartment buildings. For commercial properties, income and expense data will be requested from commercial property owners and analyzed to develop income approach to value.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Deeds processed	2,250	2,400	2,400	2,400
2. Residential sales verification mailers	1,200	1,500	1,275	1,275
3. Commercial sales verification mailers*	152	170	20	50
4. Apartment building Income & Expense requests mailed	1,200	1,200	1,200	1,200
5. Commercial Income & Expense requests mailed	1,100	1,150	1,500	1,500
*FY10 Projected and FY11 Proposed reflects lower commercial sales activity				

- *GOAL 3:* *Maintain an accurate personal property database by continuing a five-year data recollection cycle for existing personal property accounts and by ensuring that all new businesses which opened in Cambridge during calendar year 2009 are valued and billed for FY11.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Existing accounts inspected	820	1,000	1,000	1,000
2. New accounts listed and inspected	250	250	250	250

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

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Residential overvaluation applications filed	245	250	204	200
2. Commercial overvaluation applications filed	165	175	178	175
3. Statutory & Residential Exemption applications	729	622	604	600
4. Motor vehicle excise applications	2,228	2,500	2,300	2,300
5. Personal property overvaluation applications	44	60	29	30

- *GOAL 5:* *Improve customer access to Assessing Dept. data by enhancing information available via the Web based mapping database, increasing the number of applications and other forms available on the Website, and maintaining the public access terminals located in the Assessing office.*

- *GOAL 6:* *Continue to update neighborhood assessing districts in conjunction with improvements to the statistical model for valuing residential property, with enhancements to this model in the Assessing Department's CAMA (Computer Assisted Mass Appraisal) system.*

- *GOAL 7:* *Improve public understanding of the property tax and encourage taxpayers' participation in the assistance programs made available at libraries, senior centers and neighborhood meetings.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Taxpayer assistance/general property valuation information workshops annually	10	10	10	10
2. Taxpayers attending workshops	150	150	150	150

- *GOAL 8:* *Continue to make enhancements to existing commercial and industrial valuation models to ensure fairness among all classes of real property.*

- *GOAL 9:* *Update mailing address changes for new ownership within 3 months of date of sale.*

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$717,565	$650,760	PURCHASING	$688,230
$717,565	$650,760		$688,230

PURPOSE & OVERVIEW: The Purchasing Office implements and administers the purchasing policies and practices of the City. It ensures that all purchases of goods and services, including public construction, are made in accordance with State laws and City ordinances and are open, fair, competitive and obtained at the lowest possible cost without sacrificing best quality. The Purchasing Office encourages the participation of and outreach to minority businesses in the bidding process through the City's Minority Business Enterprise (MBE) program, and encourages all City departments to purchase locally under the sound business practices threshold. The Purchasing Office also encourages the purchase of environmentally preferable products, disposes of surplus property and oversees the Print Shop and Mail Room.

FY11 GOALS:

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

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Formal bids	90	90	110	120
2. Informal bids/quotes	76	72	80	85
3. Construction bids	58	45	45	40
4. Request-for-Proposals (RFP's)	9	2	6	4
5. Purchase orders issued	12,742	12,840	13,456	13,325

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

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Environmentally preferred purchases made from available categories	90%	92%	92%	92%
2. Percent of paper purchased that has 30% post-consumer content or higher	100%	100%	100%	100%

- *GOAL 2:* *(continued)*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
3. Light bulbs, florescent tubes and ballasts purchased that are energy efficient	97%	97%	97%	97%
4. Outreach efforts (notices) to encourage City departments regarding green purchasing	4	4	4	4
5. Outside print jobs using recycled paper	96%	97%	97%	97%

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

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

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Quotes received within 3 weeks	99%	99%	99%	99%

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

- *GOAL 6:* *Notify vendors via a postcard that bid documents are available to download off of the Purchasing Website, thereby saving postage and paper through not mailing out the bid documents.*

- *GOAL 7:* *Collaborate with other Finance Department divisions to close inactive purchase orders by year-end to facilitate a smooth end-of-year close-out and minimize the number of purchase orders carried over into the new year.*

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$474,835	$419,125	ADMIN AND ACCTS PAYABLE	$395,850
$276,265	$397,835	FIN REPORTING AND CONTROLS	$413,710
$751,100	$816,960		$809,560

PURPOSE & OVERVIEW: The Office of the City Auditor provides independent, timely oversight of the City's finances and operations and ensures that the City's programs are being executed legally, efficiently and effectively. The Office serves as a barrier to potential fraud or misuse of City resources. The Office provides financial and other information to the City Council, City Manager, City departments, the investment community, federal, state and other levels of government, and to the citizens of Cambridge. The Office also provides assistance to the City Council in its review of the proposed City budget.

FY10 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Promoted the participation of vendors in the electronic transfer payment option for vendors enrolled in the PayMode program. This payment method will reduce payment and processing costs, help the City to provide a more efficient business process and support the evolving demands of electronic commerce.
- Completed engaging actuarial services to evaluate the liabilities of the City's workers compensation claims. The specific objectives of this analysis were to estimate outstanding losses and expenses incurred through June 30, 2009 and to develop a preliminary projection of losses and allocated expenses to be incurred during the year beginning July 1, 2009.
- Continued to satisfy requirements of Governmental Accounting Standards Board (GASB) Statement 40, disclosing deposit and investment risk.
- Continued to assist with internal and external requests for Accounts Payable information and vendor inquiries.
- Completed all Massachusetts Department of Revenue required reports.
- Continued preparation of the City's Comprehensive Annual Financial Report (CAFR).
- Continued to provide basic training for other departments in procedures related to PeopleSoft accounting/bill paying functions.
- Prepared the City's annual financial statements entirely in-house, including the requirements of GASB Statement 34, which is available on the City's Website for easy public access to the financial status of the City.

FY11 GOALS:

- *GOAL 1:* *Provide independent financial oversight for the City's accounting system so that financial transactions are timely and accurately recorded. Develop indicators to measure unit costs of the Department's operations. Continue to prepare 90% of postings in one day.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of accounting adjustments	1,087	1,600	1,250	1,200
2. Percent posted within one day	90%	90%	90%	90%
3. Purchase orders processed* *Includes School and City purchase orders.	20,824	21,000	21,000	21,000

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

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of invoices processed	59,504	62,000	61,000	61,000
2. Percent posted within one day	85%	85%	90%	90%

- *GOAL 3:* *Report the City's financial operations to the City Council, City Manager, City departments, the investment community, federal, state and other levels of government and the citizens of Cambridge. Prepare the year-end financial reports in accordance with generally accepted accounting principles (GAAP).*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Days to prepare Comprehensive Annual Financial Report	172	180	180	180
2. Days to prepare Schedule A	112	120	120	120

- *GOAL 4:* *Implement the use of scanning technology to scan documents into a shared drive for access by users of the financial system in order to streamline payments to routine vendors.*

- *GOAL 5:* *Participate on Steering Committee developing strategies to implement Other Post Employment Benefits (OPEB) actuarial study recommendations, including funding liabilities, in compliance with GASB rules and regulations.*

- *GOAL 6:* *Conduct cash control procedure interviews with City Departments to ensure cash controls are in place.*

- *GOAL 7:* *Continue preparation of the draft Auditing policy and procedure manual.*

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$890,240	$986,665	REVENUE	$1,032,600
$890,240	$986,665		$1,032,600

PURPOSE & OVERVIEW: The Finance Department's Revenue Division is responsible for collecting and recording all of the City's revenues in a timely and accurate manner and for providing a high level of customer service to taxpayers requesting assistance. During the course of a year, the Division processes approximately $409 million in receipts and issues approximately 185,000 bills and notices. In order to protect the City's legal interests, this Division also works with the Law Department to initiate tax title and foreclosure proceedings for severely delinquent properties.

FY11 GOALS:

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

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Percent of real estate levy collected	98%	99%	98%	99%
2. Percent of personal property levy collected	98%	99%	99%	99%
3. Percent of motor vehicle excise tax collected	91%	90%	91%	90%
4. Percent of water/sewer bills collected	89%	95%	90%	90%

- *GOAL 2: Coordinate with the Assessing Department to ensure that real estate and personal property tax bills are mailed to the property owner's most current mailing address.*

- *GOAL 3: Enforce the timely collection of delinquent real estate taxes through the issuance of demand notices and warrants and, when necessary, through tax title proceedings.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of demands issued	2,012	2,000	2,000	2,000
2. Number of accounts transferred to tax title	135	150	150	150

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

Figure 1: Real Estate Bills by Payment Type

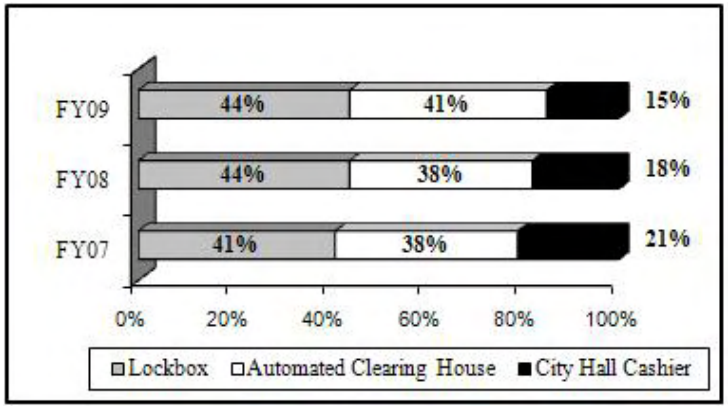


Figure 2: Motor Vehicle Excise Bills by Payment Type

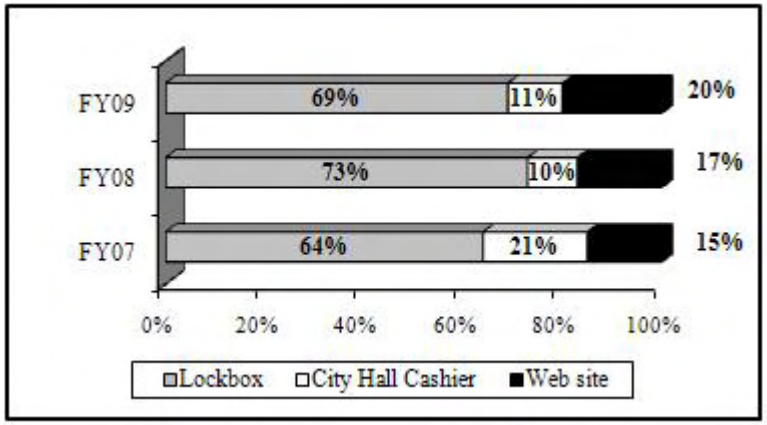
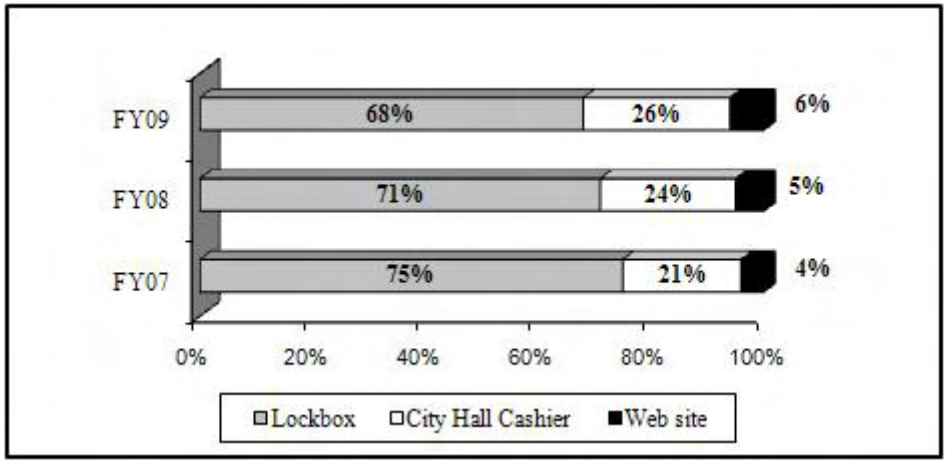


Figure 3: Water and Sewer Bills by Payment Type



LEGEND: Methods of Payment

Lockbox – Customers mail payments to a 3rd party payment processor.

City Hall Cashier – Customers submit payments in person to the cashier's window in City Hall.

Automated Clearinghouse – Customers make arrangements for escrow tax payments to be made by banks to the City.

Website – Customers make payments online.

- *GOAL 5:* *Increase customer service to taxpayers who have a lien on their property, through additional communications beyond tax title procedure statutory requirements. Provide suggestions and creative solutions (i.e. set up payment plans, provide program information from other sources within the City, send out reminder letters on quarterly basis) to assist the taxpayer.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of additional letters sent to taxpayers who have a lien on their property and are therefore in Tax Title	100	250	150	150
2. Letters mailed to taxpayers who have paid their tax title balance in full, and the lien on their property has been "released" at the Registry of Deeds	118	100	116	115

- *GOAL 6:* *Issue correct municipal lien certificates within 10 business days of request.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Municipal lien certificates issued	3,029	2,000	1,800	2,000

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$357,220	$324,645	CASH MANAGEMENT	$331,560
$284,110	$296,260	PAYROLL MANAGEMENT	$306,800
$641,330	$620,905		$638,360

PURPOSE & OVERVIEW: The Finance Department's Treasury Division is comprised of two cost centers: Cash Management and Payroll. Cash Management is responsible for all City banking, including the City's banking services contract, identification of all wire transfers into City bank accounts, investment of City cash, management of City trust funds, reconciliation of all cash, timely payment of all debt service obligations and prompt payment of all approved obligations to vendors and contractors. Payroll is responsible for processing the payroll for approximately 3,000 employees. Payroll is also responsible for paying federal, state and Medicare withholding; health and life insurance; deferred compensation and retirement; purchasing MBTA passes; and administering garnishments and attachments to employees' wages. At year-end, Payroll prepares and distributes approximately 5,790 W2's.

FY11 GOALS:

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

- *GOAL 2:* *Make debt service payments promptly.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of individual loan payments	32	32	32	32

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

- *GOAL 4:* *Increase the number of vendors paid through EFT rather than a physical check and monitor its effectiveness.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Total payments issued	29,229	28,000	28,500	29,000
2. % paper checks issued	82%	75%	78%	75%
3. % EFT payments issued	18%	25%	22%	25%

- *GOAL 5:* *Streamline cash receipts processing by implementing remote electronic deposit of checks and increasing credit card payments.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Total number of remote electronic deposits being used	5	6	7	8
2. Total number of locations accepting credit card payments	3	4	4	5
3. Number of locations accepting online credit card payments	2	n/a	3	4

- *GOAL 6:* *Provide for timely processing and disbursement of weekly employee paychecks, prompt payment of federal, state and Medicare withholding taxes, and issuance of W-2 and 1099-MISC forms no later than January 31.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of payroll checks issued	165,844	165,000	165,000	165,000
2. Number of W2's issued	5,790	5,800	5,800	5,800
3. Number of 1099s issued	619	600	581	600

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

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of updates tested	6	6	6	6

- *GOAL 8:* *Increase investments in local banks by offering Certificate of Deposit bids at least twice a year through our online bid process. Also ensure that the online bank contacts are updated yearly.*
- *GOAL 9:* *Review outstanding check reconciliation reports for City disbursement accounts on a monthly basis to ensure that older outstanding (over 6 months) accounts are investigated promptly and appropriate actions are taken.*

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$3,233,700	$3,402,210	INFORMATION TECHNOLOGY DEPARTMENT	$3,608,905
$3,233,700	$3,402,210		$3,608,905

PURPOSE & OVERVIEW: The Information Technology Department (ITD) provides centralized technology services to approximately 1,000 users working in 42 departments located in 40 municipal buildings across the city. ITD is responsible for maintaining all enterprise-wide municipal computer applications. The largest applications include Finance, Human Resources, Computer Assisted Mass Appraisal (CAMA) and Geographical Information System (GIS). The Department manages a fiber optic network that links all City locations, thousands of users and major infrastructure services such as Schools, Fire and Police. ITD is continuously developing and improving the City's Website, which provides remote access to important City resources and information. These include the ability to transact business with online payment options, permit and license application services, access to City Council meeting agendas and information, property search capability and City mapping information via the GIS system. Overall, ITD serves as a technical consultant to all City departments and provides desktop, network and systems management services. ITD strives to innovate with new technology such as Voice over Internet Protocol (VoIP), Wireless Fidelity (WiFi) and Worldwide Interoperability for Microwave Access (WiMax).

FY11 GOALS:

- *GOAL 1: Maintain a high level of computer availability, application development and user support.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of user support requests completed	3,000	3,000	3,000	3,200
2. Complete departmental requests for application changes within agreed time	99%	99%	99%	99%
3. Number of department legacy databases converted to improve access to data for staff and City residents and to include potential for self-service via the Web	2	2	2	1

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

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of GIS User Group meetings	4	4	4	5
2. Number of GIS Training classes and workshops	10	10	10	15
3. Meet end user requests and expectations	98%	98%	98%	98%
4. New enhancements to the external GIS CityViewer on the Web	4	4	4	4

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

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Percent of "uptime" for the City network	99.5%	99.5%	99.5%	99.5%
2. Plan the design and manage the implementation of the network for the CRLS renovation project	n/a	50%	50%	95%

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

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Transition existing City web content to the new Content Management System (CMS)	n/a	45%	45%	65%
2. Key additional departments transitioned to the new Sitecore Website and CMS	n/a	n/a	1	2

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

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of desktop upgrades	250	250	250	300
2. Number of new PC's installed	150	150	150	200
3. Number of ITD classes conducted on Content Management, Microsoft applications and PeopleSoft	130	75	75	75

- *GOAL 6:* *Provide citizens with greater access to government services through the Web.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Implement Permit and License pay online for departments other than Traffic	40%	75%	50%	80%
2. Increase awareness and usage of the E-Line program and measure growth by number of users	5,000	6,500	9,000	10,000

- *GOAL 6: (continued)*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
3. Integrate additional departments' participation in the Cambridge E-Line (e-mail notification) service for the general public	2	2	2	2
4. Implement a Departmental Invoicing System	n/a	50%	50%	100%

- *GOAL 7: Design and implement VoIP service for new municipal construction buildings.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Design and implement VoIP for the CRLS renovation project	n/a	25%	25%	85%

- *GOAL 8: Evaluate appropriate departments for continued roll out of VoIP.*

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$13,353,305	$18,574,205	PENSIONS	$20,566,775
$2,874,640	$2,418,085	INSURANCE	$3,041,185
$179,695	$121,700	COLLECTIVE BARGAINING	$3,095,320
$16,407,640	$21,113,990		$26,703,280

PURPOSE & OVERVIEW: The primary purpose of this allotment is to provide funding for all employee benefit programs which are not included in departmental budgets, for costs related to the non-contributory retirement system and health insurance costs for retirees. In addition, all funds budgeted in the individual departments are transferred to cost centers within this department at the beginning of the fiscal year to facilitate payments to the Cambridge Retirement System and various health insurance carriers. The Collective Bargaining unit of this budget includes funds to cover salary increases for all collective bargaining units that have not yet settled and additional costs related to certain salary items that are not included in departmental budgets.

SIGNIFICANT BUDGET MODIFICATIONS: The total Employee Benefits budget has increased from its FY10 budgeted level of $25,209,775 to $26,703,280 in FY11. The primary reason for this increase is a result of needing to fund an additional payroll for certain departments due to 53 pay dates occurring in FY11.

HEALTH COSTS INCREASE

Health costs for active and retired employees have increased steadily over the last several years, consistent with trends in the Commonwealth and nationally. The City has attempted to moderate these increases by modifications to plan design and increased cost sharing with employees and retirees. Nonetheless, actual costs are projected to increase by 23.1% from FY07 through FY10. The total health insurance budget for FY11 is 7.4% higher than the FY10 budget, and 9.8% higher than the FY10 total projected cost. It is 35.2% higher than actual costs in FY07.

	FY07 Actual	FY08 Actual	FY09 Actual	FY10 Budget	FY10 Projected	FY11 Budget	Variance FY07-11
Blue Cross / Medex	30,609,433	32,834,412	33,295,781	39,106,281	37,303,662	41,984,431	11,374,998
Harvard Pilgrim	6,245,589	5,683,303	7,032,249	6,685,582	8,143,000	7,191,009	945,420
Tufts	4,071,468	5,296,440	5,067,762	5,730,204	4,951,991	6,140,015	2,068,547
TOTAL	40,926,490	43,814,155	45,395,792	51,522,067	50,398,653	55,315,455	14,388,965

PENSION COSTS INCREASE BY 3% FOR FY11

The chart below shows a comparison of pension costs for the various components of the Cambridge Retirement System for FY10 Projected and FY11 Budget. FY11 City contributions include an additional $200,000 which was previously appropriated in FY09 and FY10 in accordance with the revised funding schedule, which is projected to fully fund the City's unfunded actuarial liability by 2013. However, it is expected that this date will be extended based on the actuarial study as of January 1, 2010 which will be completed in Spring of 2010.

	FY10 Projected	FY11 Budget	Variance
City	18,130,369	18,562,542	432,173
Cambridge Health Alliance	4,871,695	5,017,845	146,150
Schools	3,068,505	3,160,560	92,055
Water	567,045	573,545	6,500
Cambridge Housing Authority	1,051,558	1,193,684	142,126
Cambridge Redevelopment Authority	38,539	45,366	6,827
TOTAL	27,727,711	28,553,542	825,831

HEALTH AND PENSION COSTS ALLOCATED TO DEPARTMENTS

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

	City Departments	Schools	Water	Employee Benefits	Total
Health Insurance					
Blue Cross / Medex	18,598,885	12,852,200	822,870	9,710,475	41,984,430
Harvard Pilgrim	3,185,580	2,201,299	140,940	1,663,191	7,191,010
Tufts	2,719,995	1,879,571	120,340	1,420,109	6,140,015
TOTAL	24,504,460	16,933,070	1,084,150	12,793,775	55,315,455
Pensions					
Contributory	16,907,390	3,160,560	573,545	6,672,997	27,314,492
Non-Contributory	-	-	-	1,350,000	1,350,000
TOTAL	16,907,390	3,160,560	573,545	8,022,997	28,664,492

FINANCING PLAN	DETAIL	SUMMARY
TAXES		**$14,335,435**
Real Estate Taxes	$9,315,435	
Payments In Lieu Of Taxes	$5,020,000	
INTERGOVERNMENTAL REVENUE		**$5,067,845**
Reimb/ Non-Contrib Pensions	$50,000	
Misc Receipts/TCHCN	$5,017,845	
MISCELLANEOUS REVENUE		**$7,300,000**
Claims Trust Fund Transfer	$7,000,000	
Teacher Retirement Transfer	$300,000	
TOTAL FY11 BUDGETED REVENUE		**$26,703,280**

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	**$25,872,205**
OTHER ORDINARY MAINTENANCE	**$831,075**
TRAVEL & TRAINING	**$0**
EXTRAORDINARY EXPENDITURES	**$0**
TOTAL FY11 BUDGETED EXPENDITURES	**$26,703,280**

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$6,370,935	$6,482,565	RETIREMENT FUND	$6,673,000
$750,255	$1,350,000	NON-CONTRIBUTORY PENSIONS	$1,350,000
$6,232,115	$10,741,640	RETIREES' HEALTH INSURANCE	$12,543,775
$13,353,305	$18,574,205		$20,566,775

PURPOSE & OVERVIEW: The Pensions budget is divided into three sections: Retirement Fund, Non-Contributory Pensions and Retirees' Health Insurance. As previously mentioned, funding for the Retirement Board is provided through the investment earnings of the system, with no appropriation required by the City Council. Non-contributory pensions are a separate category of retirement allowances that are totally financed with City funds. The Retirees' Health Insurance cost center contains funds for all health insurance costs related to retirees.

RETIREMENT BOARD

PURPOSE & OVERVIEW: The Cambridge Retirement System was established in 1939 and is governed by Massachusetts General Laws, Chapter 32, for the purpose of administering a retirement system for the employees of the City of Cambridge, Cambridge Health Alliance, Cambridge Housing Authority and Cambridge Redevelopment Authority. The Public Employee Retirement Administration Commission (PERAC) is the regulatory authority and oversees all retirement systems in the Commonwealth. The system is administered by five board members, two of whom are elected by the membership, one appointed by the City Manager, the City Auditor who serves as an ex-officio member, and one who is appointed by the other four members.

The City of Cambridge has a mandatory retirement plan for all public employees who are regularly employed on a permanent full-time basis and part-time (20 hours or more) basis. This plan is portable among all 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 at the rate of 9% plus an additional 2% on compensation over $30,000 for all those hired after July 1, 1996.

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

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

FY10 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Conducted over 244 private and group retirement sessions, meetings and seminars.
- Processed 106 retirement applications, added 153 new members to the system, refunded contributions to 201 members, and counseled 28 disabled employees and surviving beneficiaries of deceased members.

RETIREMENT FUND

In accordance with the provisions of Massachusetts General Laws Chapter 32, Section 22 (7) (c), the Executive Director of the PERAC has determined that the amount the City of Cambridge is required to appropriate for contributory pensions in FY11 is $27,314,492. These funds are included in the departmental budgets. In addition, the Cambridge Housing Authority and Cambridge Redevelopment Authority contribute $1,193,684 and $45,366, respectively, to cover the required appropriation of $28,553,542.

	FY10 Projected	FY11 Budget	Variance
City	18,130,369	18,562,542	432,173
Cambridge Health Alliance	4,871,695	5,017,845	146,150
Schools	3,068,505	3,160,560	92,055
Water	567,045	573,545	6,500
Cambridge Housing Authority	1,051,558	1,193,684	142,126
Cambridge Redevelopment Authority	38,539	45,366	6,827
TOTAL	27,727,711	28,553,542	825,831

The assets of the Cambridge Retirement System, as of December 31, 2009, were reported at $670,544,682.

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

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

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$460,600	$0	BLUE CROSS/SHEILD	$250,000
$150,000	$0	HARVARD PILGRIM	$0
$1,634,855	$1,715,545	MEDICARE	$1,875,125
$-7,490	$0	MEDICARE PAYROLL TAX	$100,000
$365,315	$391,820	LIFE INSURANCE	$391,820
$19,905	$20,000	ACCIDENT INSURANCE	$20,000
$75,785	$200,000	UNEMPLOYMENT COMP.	$275,000
$75,670	$90,720	DISABILITY INSURANCE	$129,240
$100,000	$0	TUFTS	$0
$2,874,640	$2,418,085		$3,041,185

PURPOSE & OVERVIEW: The primary purpose of this Division is to provide centralized cost centers for the disbursement of funds to the various health care providers. Funds budgeted in the individual departments are transferred at the beginning of each fiscal year to the Blue Cross/Blue Shield, Harvard Pilgrim Health Plan and Tufts cost centers; this enables the City to accumulate costs in one cost center. The other cost centers provide funds for other types of insurance benefits, including Medicare reimbursement, accident and life insurance and unemployment compensation.

HEALTH INSURANCE: The City offers a variety of health maintenance organization (HMO) options including Blue Cross/Blue Shield's Blue Choice and HMO Blue, Harvard Pilgrim Health Plan and Tufts Associated Health Plan. Over 2,600 employees are covered by these plans. The City currently funds 82-88% of the costs with the remaining 12-18% paid by the employees.

MEDICARE: Medicare, through the Social Security Administration, becomes the primary insurer for our pensioned, eligible employees over age 65. For those employees and their spouses, the City reimburses a significant portion of the premium cost for Part B. The Medicare cost has increased by 9.3% for FY11 and this increase is reflected in the figure shown above.

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

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

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

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

DISABILITY INSURANCE: This allotment provides funds for disability insurance for non-union employees who suffer long-term, disabling injuries or illnesses as well as certain other contractually required coverage.

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$111,085	$121,700	SALARY ADJUSTMENT	$2,845,320
$68,610	$0	DENTAL PLAN	$250,000
$179,695	$121,700		$3,095,320

PURPOSE & OVERVIEW: The primary purpose of this Division is to provide a place in the City budget where estimates for cost-of-living allowances and benefits for both union and non-union employees can be set aside without being allocated to departmental budgets. Also, since most vacant positions in this budget are shown at the minimum level of funding, it is sometimes necessary to supplement the budgeted salaries with additional funds in order to attract qualified candidates for certain positions. This allotment includes funds for this purpose that are transferred to the departments only if needed.

SALARY ADJUSTMENT: All cost-of-living-allowances (COLA) for FY11 are included in departmental budgets. The largest component of this budget in FY11 is an allocation to fund an additional payroll for certain departments due to 53 pay dates occurring in FY11. The second component of this budget is the pre-paid legal services allotment for all Local 25 employees. It is important to note that the only expenditures made directly against this appropriation are for the pre-paid legal services. Other components include funds to cover sick/vacation buyback for employees who are retiring, sick leave incentive, educational incentives, MBTA pass reimbursements, living wage increases and costs associated with the City's flexible spending program.

DENTAL PLAN: In the FY11 budget, an allocation of $250,000 has been made to cover a portion of the costs of the dental plan for school employees.

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$414,535	$209,840	TELEPHONE	$311,820
$269,785	$258,065	MAILING	$266,835
$258,045	$248,375	PRINTING	$256,530
$942,365	$716,280		$835,185

PURPOSE & OVERVIEW: General Services acts as a centralized point for budgeting the costs of telephone, mailing and printing expenses for all City departments. The telephone budget is managed by the Electrical Department; the Printing and Mailing budgets are managed by the Purchasing Department.

SIGNIFICANT BUDGET MODIFICATIONS: The FY11 General Services Budget reflects the elimination of a vacant part-time telephone operator position as a result of the full implementation of an automated call attendant telephone answering system.

FY10 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- The Voice Over Internet Protocol has been installed in the Public Safety Facility, IT Department, Fire Headquarters, Main Library and will be installed in CRLS and War Memorial Building.
- Instituted automated call attendant telephone answering system.
- Continue to print monthly newsletters for the Council on Aging, Commission for Persons with Disabilities and Center for Families.
- Provided printing, finishing and binding services to various City departments including the following projects: City Council meeting and roundtable packages; Community Preservation Act presentation documents; Budget Notebooks; Veteran's benefit and services brochure; posters for Veteran's and Patriot's Day observances; Cambridge Scholarship Fund letters and return envelopes; collective bargaining agreements; Public Works Snow Operations Manual; Fire Department monthly assignment calendars; policy, procedures and protocol manual for the new public safety facility; City Council inaugural invitations; abutter notices for Community Development projects; parking ticket and RMV change notices; and postcard notifications for public meetings.

TELEPHONE

PURPOSE & OVERVIEW: The Telephone budget includes funds for telephone operating costs for all City departments. There are six City departments that budget for, and reimburse this budget for, actual telephone usage. This division continues to work with Verizon and other vendors to improve the quality of service and to maintain or reduce overall costs. In collaboration with ITD, the City has continued the implementation of a Voice over Internet Protocal (VoIP) system. VoIP will allow departments to have the latest technology available and meet the demands for enhancements in the future. The new technology will allow the city to utilize its fiber network for voice and data and reduce the number of leased telephone lines in use, while allowing the integration of voice and data for the benefit of the public and employees.

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

- *GOAL 2: Continue to implement the Voice over Internet Protocol (VoIP) system in a phased process.*

MAILING

PURPOSE & OVERVIEW: The Mailing Division is responsible for preparation and processing of outgoing mail and ensuring that items are processed in accordance with postal regulations. This division, in conjunction with the Purchasing Department, analyzes postage costs, forwarding of postage costs by department to the Budget Office so that postage bills may be issued. Other functions are to record keeping of postage costs by department; as well as loading and maintaining funds for postage, develop cost savings strategies and to streamline mail processing as well as operation and maintenance of the postage equipment. In addition, the Mailing Division picks up the City Hall mail at the Clifton Merriman Building, sorts the mail to the interoffice mail boxes and delivers the mail each day to City departments located within City Hall.

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

- *GOAL 2: Hold regular trainings with departments that have high volume mailings on various procedures and strategies to achieve cost savings.*

PRINTING

PURPOSE & OVERVIEW: The City's printing needs, such as: basic graphic services, letterhead, business cards, binding, creation of covers, collating, copying, printing, punching, folding, cutting and other services and provided by the three-person staff.

- *GOAL 1: Continue to respond to City departments' basic printing needs.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of bids, letterhead and newsletters printed in-house	2,300	2,300	2,500	2,500
2. Number of major documents printed and bound using fastback system	130	130	200	200
3. Number of business card orders printed	125	125	150	150
4. Number of pads, labels, envelopes and routine copy orders completed	1,350	1,350	1,500	1,500

- *GOAL 2: Hold periodic Open Houses to exhibit the print jobs done by the Print Shop.*

- *GOAL 3: Continue outreach to City departments to further expand customer base.*

- *GOAL 4: Continue to promote and expand the use of recycled paper as well as the reuse of paper that would otherwise be recycled to create scratch pads, peel stock and index cards for City departments at no cost.*

FINANCING PLAN	DETAIL	SUMMARY
TAXES		**$736,360**
Real Estate Taxes	$736,360	
FINES & FORFEITS		**$4,000**
Parking Fines	$4,000	
INTERGOVERNMENTAL REVENUE		**$94,825**
State Cherry Sheet Revenue	$94,825	
TOTAL FY11 BUDGETED REVENUE		**$835,185**

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	**$313,915**
OTHER ORDINARY MAINTENANCE	**$521,270**
TRAVEL & TRAINING	**$0**
EXTRAORDINARY EXPENDITURES	**$0**
TOTAL FY11 BUDGETED EXPENDITURES	**$835,185**

FULL TIME BUDGETED EMPLOYEES	FY09	FY10	FY11
	4	**4**	**4**

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$191,970	$189,435	POLICY AND ADMINISTRATION	$187,455
$439,435	$389,850	OFFICE OPERATIONS	$439,050
$55,145	$69,120	ANNUAL CENSUS	$70,425
$10,845	$11,320	VOTER REGISTRATION	$12,030
$73,745	$101,395	PRIMARY ELECTION	$91,295
$118,880	$94,120	GENERAL ELECTION	$96,795
$0	$173,850	MUNICIPAL ELECTION	$0
$0	$0	PREPRESIDENTIAL ELECTION	$0
$890,020	$1,029,090		$897,050

PURPOSE & OVERVIEW: The Board of Election Commissioners was established by the Acts of 1921, Chapter 239, to conduct voter registration, supervise all elections, assume responsibility for the annual census, and certify voter signatures on nomination papers, petitions and ballot questions. Its role was expanded in 1987 to include administration of Chapter 55 of the Massachusetts General Laws, governing campaign and political finance reporting. In 1991, the Commission was also assigned the task of implementing Chapter 2.117 and 2.118 of the Cambridge Municipal Code, known as the "Ethics Ordinance."

SIGNIFICANT BUDGET MODIFICATIONS: The Election Commission Budget reflects a net increase of $56,965 to cover costs associated with conducting a primary and general election in FY11. Also, additional hours have been added to a part-time administrative assistant position to make it a full-time position in FY11.

FY10 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Conducted the 2009 Municipal Election, Special Primary Election and General Elections for U.S. Senator and State Senator. The Municipal Election included administering the first organized write-in/sticker campaign under Cambridge's Proportional Representation system for electing municipal candidates. This involved adopting procedures for processing write-in/sticker ballots, modifying procedures for AccuVote scanning tabulators, purchasing additional small ballot boxes, and training election workers on how to process write-in/sticker ballots.
- Conducted 5-day hand recount of computerized Proportional Representation count for School Committee election. Preparations included working with technical consultants to determine the correct procedures for matching electronic ballot records with actual paper ballots, hiring 25 recount workers, replacing the old "pigeon coops" with new paper boxes to hold the ballots, and setting up the new West Cambridge Youth Center to accommodate the recount. All of this was done in a 5-day period, due to Thanksgiving and preparing for the December 8, 2009 Special Primary Election.
- Processed 793 new voter registrations and 908 Absentee Ballot Applications for the Municipal Election. Processed 149 new voter registrations and 889 Absentee Ballot Applications for the December 8 Special Primary Election. Processed 300 new voter registrations and 1,396 Absentee Ballot Applications for the January 19 Special Election. Voter turn-out was 27% for the Municipal Election, 27% for the Special Primary and 54% for the Special Election.

- Organized the Cambridge Complete Count Committee for the 2010 U.S. Census, wrote and published articles on the Census in print media and the City's Website, and organized a successful kick-off event held at the City Council Sullivan Chambers, with speakers including the Mayor and representatives from state, federal and community organizations.
- Held a Voter Registration training for residents and community organizations and conducted multiple voter registration events, including weekly Saturday sessions at the Galleria Mall, registration tables at Fresh Pond Day, the Cambridge River Festival, National Night Out, and sessions at area universities (Harvard, MIT and Lesley) and several Cambridge Squares (Central, Harvard and Porter).
- Held a public meeting on "Recent Trends in Elections" at the Senior Center featuring Rachael V. Cobb, Assistant Professor of Government at Suffolk University. Meeting was attended by 50 people and topics included: Election Websites; Poll Worker Training and Voting Technology.
- Expanded pool of qualified election workers through two Recruitment Sessions which attracted 150 potential new workers. Professionalized election worker operation by instituting Election Worker Policy with Standards of Conduct and post-election Assessment process.
- Administered and enforced the City of Cambridge Ethics Ordinance and administered year-end Campaign and Political Finance Reporting for School Committee candidates and political committees.

FY11 GOALS

■ *GOAL 1:* *Conduct Annual City Census required by State law to maintain accurate voter lists and provide resident information to the Jury Commission, by contacting directly all Cambridge households, all multi-unit dwellings (with 9 or more units), local universities, nursing homes and the Cambridge Housing Authority; increasing the household census rate of return through additional outreach methods; and increasing the number of persons listed in the Street Listing Book through improved collection and data entry procedures.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Individual households contacted	45,000	45,000	43,000	43,000
2. Percent of households responded	73%	80%	76%	76%
3. Number of Multi-units contacted	n/a	410	460	460

Figure 1: Number of Residents Listed in Street Listing Book

2005	57,119
2006	52,473
2007	54,603
2008	65,141
2009	66,840

- *GOAL 2:* *Implement the Motor Voter Law by encouraging eligible residents to register to vote through development of a citywide Voter Registration Plan with emphasis on the "youth" vote and areas of the city with low registration; distributing voter registration information to citywide sites; continuing voter registration outreach at community events and sidewalk sessions; promoting voter registration through the Annual City Census, Website, pre-election signage and contact with community organizations.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of registered voters	59,256	62,000	60,500	60,750
2. Number of persons eligible to vote	76,840	76,840	76,840	76,840
3. Percentage of eligible persons who are registered	77%	81%	79%	79%
4. Community event and sidewalk session registrations	1,450	400	300	300
5. In-person, mail-in and RMV registrations	17,445	12,500	9,500	9,250
6. Census registrations	n/a	500	500	500

- *GOAL 3:* *Increase voter turnout by utilizing strategies such as: placing pre-election signage at all polling places, major squares and other public locations reminding voters of election dates and registration deadlines; providing election information on City TV-8, CCTV, the City's Website, the Cityview newsletter and other local news sources; utilizing the Election Commission Website to provide visual and written information on election dates, polling locations, candidates, ballot questions and results.*

- *GOAL 4:* *Expand use of Election Commission Website; notifying residents of voter registration requirements, election dates, polling place locations and absentee ballot procedures; providing online forms for absentee ballot applications and voter registration requests;*

publicizing election worker opportunities; posting unofficial election results on election night; posting campaign finance reports for School Committee candidates; maintaining links to Mass. Campaign and Political Finance site for City Council candidates; and maintaining electronic filing of Statements of Financial Interests.

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Visits to Election Website	182,424	30,000	150,000	150,000
2. Number of online Voter Registration requests	n/a	100	75	100
3. Web notices on 2010 Federal Census	n/a	5	4	2
4. Web notices on AutoMARK marking machines	n/a	3	2	2
5. Web notices on Proportional Representation	n/a	3	1	1

- *GOAL 5:* *Work with Office of Secretary of the Commonwealth and residents to implement reforms in the Help America Vote Act (HAVA) by ensuring that all polling places meet the strictest standards of access for voters; expanding use of AutoMARK machines at polling places for persons with disabilities through education and training; liberalizing absentee voting requirements; and continuing voter education and outreach.*

- *GOAL 6:* *Conduct 2010 State Primary and State Election in an effective and cost-efficient manner, using precinct-based computerized optical scanning system; by educating residents about voting procedures; ensuring continued compliance with the Americans with Disabilities Act and HAVA; enhancing pollworker training through multi-media techniques on handling voting machines, AutoMARK machines and all election procedures; and working with IT, City TV-8, CCTV and the Public Information Office to provide timely unofficial results on election night.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Cost for Municipal Election	$0.	$131,625	$173,850	$0.
2. Cost for Prepresidential Election	$0.	$0.	$0.	$0.
3. Cost for the State Primary Election*	$73,745	$0.	$101,395	$91,295
4. Cost for the General Election*	$118,880	$0.	$94,120	$96,795
*Includes Special Elections				

- *GOAL 7:* *Work with U.S. Census 2010 staff to ensure high participation by Cambridge residents. Distribute public information through media and Website; distribute written materials in several languages throughout Cambridge; and sponsor and/or advertise Census events.*

FINANCING PLAN	DETAIL	SUMMARY
TAXES		**$787,320**
Real Estate Taxes	$787,320	
CHARGES FOR SERVICES		**$750**
Document Sales	$750	
INTERGOVERNMENTAL REVENUE		**$108,980**
State Cherry Sheet Revenue	$82,250	
Reimb/Additional Voting Hrs	$26,730	
TOTAL FY11 BUDGETED REVENUE		**$897,050**

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	**$621,145**
OTHER ORDINARY MAINTENANCE	**$273,635**
TRAVEL & TRAINING	**$2,270**
EXTRAORDINARY EXPENDITURES	**$0**
TOTAL FY11 BUDGETED EXPENDITURES	**$897,050**

FULL TIME BUDGETED EMPLOYEES	FY09	FY10	FY11
	7	**7**	**8**

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$424,770	$437,935	CAMBRIDGE ARTS COUNCIL	$460,070
$38,555	$39,900	HOLIDAY CELEBRATIONS	$42,250
$200,000	$200,000	MULTICULTURAL ARTS CENTER	$200,000
$0	$15,000	CITY COUNCIL INAUGURAL	$0
$50,000	$55,555	COMMUNITY EVENTS	$60,000
$713,325	$748,390		$762,320

PURPOSE & OVERVIEW: The Cambridge Arts Council (CAC) exists to ensure that the arts play an active and engaging role in the daily lives of people living, working and visiting in Cambridge. CAC accomplishes its mission by stimulating public awareness and support for the arts, producing high-quality arts programming that celebrates the city's diverse cultural heritage, displaying art in public places, convening conferences and symposia to promote the arts, designing arts education initiatives and developing artistic collaborations to enhance the overall aesthetic experience for residents and visitors of Cambridge.

FY10 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Collaborated with various City departments and community committees to develop site responsive public artworks through the City's Percent-for-Art Program. Major projects developed included: Harvard Square/Palmer Street, the Robert W. Healy Public Safety Facility, the West Cambridge Youth & Community Center, the Women's Memorial Project, Northeast Sector at Fresh Pond, CRLS/War Memorial, New Riverside Park, Paine Park, Costa Lopez Park and the main branch of the Cambridge Public Library.
- Expanded the reach and activity of the Cambridge Poet Populist Program and facilitated the election of the City's second official Poet Populist, Jean Dany Joachim. Mr. Joachim worked with youth in Cambridge Public Schools, Public Library, seniors, a variety of local arts organizations and will host a tent at the 31st Cambridge River Festival to celebrate poetry and the city's rich poetic and literary history. Poet Populist goals for 2010 include launching a regional Poetry Festival that will be based in Cambridge and create opportunities for local poets to connect with audiences broadly in Cambridge and the greater-Boston region.
- The 31st Cambridge River Festival (CRF) will take place on Saturday, June 5, 2010 with a continued focus on in-depth community involvement. Brainstorming meetings to solicit creative ideas and recruit artists and volunteers began in November 2009. The festival includes staged music and performances, interactive art-making activities, roving performers, temporary public art installations and an arts & crafts fair featuring local and international artworks. For CRF, the Arts Council partners with Cambridge-based arts organizations and the CPSD Visual & Performing Arts Department to populate the stages and festival venues with local professional and emerging talent that showcases the depth and scope of the arts and cultural community locally and to foster significant opportunities for artist employment and broad community engagement with the arts.

- Developed a second year of educational programming for the CAC Gallery as part of the First Mondays @ CAC Gallery series. Designed as multisensory events featuring visual arts, live performance, food tastings by local restaurants and introductions to Cambridge-based service organizations, all events took place against the backdrop of exhibitions in the gallery. Exhibitions included Michael Oatman's artwork for the West Cambridge Youth & Community Center, Halsey Burgund's sound installation with the 2009/2010 Public Art Youth Council, the Maud Morgan Visual Art Center and a preview exhibition for Cambridge Open Studios, featuring 100 artworks by local artists working in all media.
- Coordinated the second year of Cambridge Open Studios (COS) from April - June 2010. COS is a citywide program featuring open studios for individual artists and performers located in all neighborhoods of the city. In partnership with local artists, arts organizations, private property owners and managers, the Arts Council worked to combine and centralize resources as a way to create opportunities for a greater number of artists to participate and represent their work, the City's public art collection and the unique character of Cambridge neighborhoods to local and regional audiences.
- With support from the Massachusetts Cultural Council and the City, the Arts Council distributed $51,000 through the CAC Grant Program to fund arts programming and initiatives that have a direct benefit to Cambridge residents and the cultural life of the city. CAC awarded 34 grants to individual artists and cultural organizations in the areas of Creating & Presenting, Education & Access and PASS grants, which provide low-cost opportunities for Cambridge youth to attend professional artistic events in the greater-Boston area.
- Produced the 18th season of *Summer in the City* from late June through mid-August 2010. This citywide series targets youth ages 4 to 11 and offers free, professional, educational and artistic performances in parks and public spaces throughout the city. In 2009, events attracted approximately 3,000 audience members over the course of an 8-week period. Artists and performers were reflective of the cultural diversity of Cambridge and promotional efforts included a dynamic Website, brochure, newsletters, the use of social media communications such as Twitter and Facebook and a physical mailing to every household with children in the Cambridge public school district.
- Received a grant from the National Endowment for the Arts (NEA) to fund the continuation of a Public Art Youth Council (PAYC). Comprised of students at CRLS who themselves are representative of the City's 13 diverse neighborhoods, PAYC members serve as ambassadors for new and existing public art to their friends and families. Participants work under the guidance of the Arts Council's Public Art Program staff to develop events and initiatives that provide a greater level of knowledge and understanding of the role of public art in the community and the process through which it is created. PAYC reverses the more common process where adults develop programming for teen audiences, allowing the students themselves to create initiatives and promote those and artworks in the City's award-winning collection to other residents, friends and family.
- Established a CPSD & University Arts Partnership committee dedicated to working with the university communities locally to develop opportunities for collaboration, resource-sharing and direct support for the Department of Visual and Performing Arts at CPSD. Quarterly meetings with leaders from Harvard

University, MIT, Lesley University/AIB, Longy School of Music and the Cambridge Arts Council provided CPSD Visual and Performing Arts staff with direct access to officials to communicate needs and more fully understand the scope of arts programming and possibilities for more strategic, in-depth collaboration and partner support.

- Continued to organize and implement educational workshops and events related to the City's public art collection including a citywide bicycle tour with a docent, public art tours as part of the Cambridge Historical Collaborative/Discovery Days for residents and area students, and various artist talks, panel discussions and public art performances in the CAC Gallery, youth and senior centers, CPL branches, after school programs, and in various squares and open spaces in the city.
- Building on the development of communications infrastructure related to the department Website and information databases, the Arts Council expanded marketing efforts within the community for both print and digital communications. In addition to the production of a regular digital newsletter and frequent communications in support of local artists and performers, CAC also engaged social media platforms such as Facebook and Twitter to expand interest in the Arts Council's diverse programs and to notify the community of arts-related events and services that are available to residents and visitors in Cambridge. Using a more integrated approach with regard to notifications about programming, it became possible to build in-depth and long-term marketing relationships with new partners such as Art New England, Artscope Magazine, WGBH and the Boston Globe.
- Served as collaborator and/or sponsor for citywide arts events and initiatives including: Dance for World Community, Boston Cyberarts Festival, the Hong Kong Dragon Boat Festival, Cambridge Science Festival, DIYDS National Youth Video & Film Festival and the Boston International Latino Film Festival. Additionally, CAC partnered with the Arts & Business Council of Greater Boston, the Massachusetts Cultural Council, Cambridge Community Foundation, Artists' Foundation, the Boston Foundation and the Boston Dance Alliance to engage and educate leaders in the local arts community on issues pertaining to arts education, funding, marketing, new technologies and cultural planning.

FY11 GOALS:

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

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of applications	87	80	110	110
2. Number of grant awards	35	35	34	34
3. Number of people who benefit	36,750	40,000	40,000	40,000
4. Number of grant-writing workshops and community meetings	63	70	70	75

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

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Estimated audience at events	179,204	135,000	155,00	155,000
2. Number of artists presented	318	300	325	325
3. Number of arts organizations participating	95	45	50	50
4. Number of "Summer in the City" concerts produced for children and families	14	18	18	20
5. Foster and support educational forums and collaborations that educate residents on the arts	15	15	15	15
6. Number of community meetings to promote partnerships and advocacy	43	40	40	40

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

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Street Performer Permits issued	290	260	270	270
2. Number of monitor hours	658	700	700	700

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

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of permanent projects completed	3	7	6	5
2. Total artworks in the City collection	178	184	184	189
3. Number of ongoing permanent projects	9	7	5	5
4. Total number of artworks receiving consistent maintenance	90	90	90	90
5. Number of artworks restored by artist or external conservator	4	10	10	10
6. Number of artworks restored by Conservator of Public Art	n/a	n/a	n/a	5

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

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of temporary art installations	7	5	1	5

■ *GOAL 5: (continued)*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
2. Educational resources and materials created	19	15	15	18
3. Education workshops and programs*	14	15	45	15
4. Meetings with community representatives	8	12	12	15
5. Number of public art dedications	1	5	5	2
*Arts Council hosted all youth/adult drawing classes for Maud Morgan Visual Art Center: Sept 2009 - June 2010				

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

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of artists exhibited*	20	10	116	12
2. Number of exhibitions	5	6	5	5
3. Number of educational activities and events	31	15	15	32
4. Number of participants attending gallery-related exhibitions and events	3,725	3,750	3,750	4,050
*Cambridge Open Studios Exhibition included 100 Cambridge artists (Feb - March 2010).				

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

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of Press Releases created	24	30	25	25
2. Number of Press Releases created for grant recipients and local arts and cultural organizations	23	15	20	20
3. Number of calendar submissions entered/maintained	193	175	175	175
4. Number of Web pages created	51	40	40	40
5. Number of Web pages maintained	210	210	100	100
6. Number of media hits received for Arts Council programs & services	125	150	150	150
7. Total number of marketing/collateral pieces created	80	40	50	60

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

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

CITY COUNCIL INAUGURAL. Funds are provided in this cost center for activities related to the biennial inauguration of the City Council. Funds for this purpose are not required in FY11.

COMMUNITY EVENTS. This allocation supports community events that showcase cultural, art, literary and educational events in Cambridge, which includes providing major support for the Cambridge Science Festival.

FINANCING PLAN	DETAIL	SUMMARY
TAXES		**$721,120**
Real Estate Taxes	$721,120	
LICENSES AND PERMITS		**$10,800**
Street Performers License	$10,800	
INTERGOVERNMENTAL REVENUE		**$30,400**
Direct State Grant Revenue	$13,900	
State Cherry Sheet Revenue	$16,500	
TOTAL FY11 BUDGETED REVENUE		**$762,320**

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	**$390,295**
OTHER ORDINARY MAINTENANCE	**$370,900**
TRAVEL & TRAINING	**$1,125**
EXTRAORDINARY EXPENDITURES	**$0**
TOTAL FY11 BUDGETED EXPENDITURES	**$762,320**

FULL TIME BUDGETED EMPLOYEES	FY09	FY10	FY11
	4	**4**	**4**

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$0	$0	RESERVE	$37,500
$0	$0		$37,500

PURPOSE & OVERVIEW: State law allows each city to establish a fund "to provide for extraordinary or unforeseen expenditures." For FY11, the City has allocated $37,500 for this purpose.

FINANCING PLAN	DETAIL	SUMMARY
TAXES		$37,500
Real Estate Taxes	$37,500	
TOTAL FY11 BUDGETED REVENUE		$37,500

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	$0
OTHER ORDINARY MAINTENANCE	$37,500
TRAVEL & TRAINING	$0
EXTRAORDINARY EXPENDITURES	$0
TOTAL FY11 BUDGETED EXPENDITURES	$37,500

SUMMARY: PUBLIC SAFETY

FY09 ACTUAL	FY10 PROJECTED	PROGRAM EXPENDITURES	FY11 BUDGET
$271,900	$280,170	Animal Commission	$282,170
$35,994,045	$36,783,920	Fire Department	$38,018,430
$39,534,755	$40,667,360	Police	$42,148,010
$9,370,985	$9,603,220	Traffic Parking & Transportation	$10,034,590
$88,220	$85,205	Police Review and Advisory Board	$90,185
$2,573,130	$2,684,625	Inspectional Services	$2,838,035
$820,160	$845,465	License Commission	$902,730
$116,895	$119,355	Weights & Measures	$124,990
$2,739,000	$2,633,370	Electrical	$2,705,390
$169,560	$179,655	Emergency Management	$0
$3,837,405	$3,872,430	Emergency Communications	$4,018,865
$95,516,055	$97,754,775		$101,163,395

FINANCING PLAN	FY11 BUDGET
Taxes	$77,955,770
Charges For Services	$7,949,965
Licenses and Permits	$6,008,400
Fines & Forfeits	$7,897,125
Intergovernmental Revenue	$1,242,385
Miscellaneous Revenue	$109,750
	$101,163,395

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$109,180	$116,760	ADMINISTRATION	$116,520
$162,720	$163,410	ANIMAL CONTROL	$165,650
$271,900	$280,170		$282,170

PURPOSE & OVERVIEW: The Cambridge Animal Commission, established by ordinance in 1979, continues to work toward making Cambridge a safe environment for people, domestic pets and other animals. The Animal Commission is dedicated to developing, promoting and maintaining programs related to animal control and welfare. Programs include enforcement, education and rescue services.

FY10 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Continued a multi-department effort to develop guidelines, regulations and locations for dog parks in the city.
- Began pilot programs in two locations to determine if these areas can be utilized as shared space for possible off leash hours in the morning between 7:00 AM and 9:00 AM.
- The Cambridge Animal Commission, with the assistance of the Cambridge Fire Department, collaborated with the Merrimac River Feline Rescue Society to visit Cambridge for spay/neuter, micro-chipping and vaccination clinics for cats in the City of Cambridge.
- Conducted outreach to solicit donations for the Helen K. Holland Trust Fund, which provides medical care for many stray cats and dogs. This program was responsible for the emergency care and adoption for over 60 cats in FY10.
- In conjunction with the Cambridge Police Department, Animal Control officers attended several community meetings, which included discussions of neighborhood problems with animals.
- Through an active dog license campaign, the Animal Commission licensed over 2,500 dogs during the 2010 licensing period. The license period runs from April 1, 2009 to March 31, 2010.
- The Cambridge Animal Commission continues to participate with the State Department of Agricultural Resources, Massachusetts Society for the Protection of Cruelty to Animals and The Animal Rescue League to submit legislation to the State House to change and improve the animal control laws in the Commonwealth. The Director of the Animal Commission attended and spoke at a State House Committee meeting regarding improving Chapter 140 laws pertaining to animals. State House meetings also included sponsoring an act that would include pets in domestic abuse prevention.
- Sponsored a Rabies Vaccination Clinic, for dogs only, at the Public Works Department in the spring of 2010.
- Participated in two "License Days" at the Fresh Pond Reservation, to increase awareness and make the licensing process available at the Reservation.

FY11 GOALS

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

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of dog licenses issued	2,546	2,400	2,500	2,500
2. Citations issued for failure to restrain, dispose, license, display license	127	140	85	110
3. Number of dogs picked up	33	41	30	30
4. Number of dogs impounded	9	6	10	6
5. Number of dogs returned to owner	27	39	28	28
6. Number of dogs and cats adopted	47	60	62	60

- *GOAL 2: Provide low cost rabies vaccination clinics for Cambridge cats and dogs.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of animals vaccinated	90	170	100	120
2. Number of clinics	1	1	1	1

- *GOAL 3: Respond to citizen concerns about cruelty to animals, barking dogs, loose dogs, dog waste, animal quarantines, injured animals, wildlife-related problems and feral/stray cat problems.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of calls/inquiries	2,945	3,400	2,900	2,900
2. Number of quarantine in-house inspections	121	140	145	140

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

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of animals (dogs, cats, raccoons, skunks, bats, squirrels, other wildlife and exotic pets) transported	120	140	130	120

- *GOAL 5:* *Continue working with the Cambridge Public Health Department on the citywide effort to monitor and control the spread of West Nile Virus.*

- *GOAL 6:* *Facilitate visits by the Animal Rescue League's "Spay Waggin," and the Merrimac Valley Feline Society to provide low cost spay/neuter services to the residents of Cambridge and to help reduce pet overpopulation.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of animals (cats and dogs) spayed/neutered	49	90	60	60

FINANCING PLAN	DETAIL	SUMMARY
TAXES		**$262,970**
Real Estate Taxes	$262,970	
CHARGES FOR SERVICES		**$200**
Animal Boarding	$200	
LICENSES AND PERMITS		**$17,000**
Animal License	$17,000	
FINES & FORFEITS		**$1,250**
Animal Fines	$1,250	
MISCELLANEOUS REVENUE		**$750**
Sale of Animals	$750	
TOTAL FY11 BUDGETED REVENUE		**$282,170**

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	**$268,715**
OTHER ORDINARY MAINTENANCE	**$13,305**
TRAVEL & TRAINING	**$150**
EXTRAORDINARY EXPENDITURES	**$0**
TOTAL FY11 BUDGETED EXPENDITURES	**$282,170**

FULL TIME BUDGETED EMPLOYEES	FY09	FY10	FY11
	3	**3**	**3**

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$14,514,810	$14,597,845	HEADQUARTERS	$15,859,940
$4,776,980	$4,956,275	LAFAYETTE SQUARE	$4,815,720
$3,893,465	$4,099,565	EAST CAMBRIDGE	$4,166,715
$3,385,680	$3,322,590	PORTER SQUARE	$3,257,350
$1,869,715	$1,852,820	INMAN SQUARE	$1,990,290
$1,893,975	$2,028,940	RIVER STREET	$2,056,680
$3,768,705	$4,000,365	SHERMAN STREET	$3,861,710
$1,890,715	$1,925,520	LEXINGTON AVENUE	$2,010,025
$35,994,045	$36,783,920		$38,018,430

PURPOSE & OVERVIEW: The mission of the Cambridge Fire Department (CFD) is to protect the lives and property of the people of Cambridge from fires, natural and man-made disasters, and hazardous materials 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.

The Cambridge Fire Department was established by an act of the state legislature on March 17, 1832 with a suppression force of 6 engines and 1 ladder truck. The Cambridge Fire Department of 1832 fought fires and performed rescues. Today, the Department is a professional organization, nationally rated as a Class 1 Fire Department, which provides fire protection; paramedic emergency medical service; heavy rescue service; water and ice rescue; confined space, structural collapse, trench and hi-angle rescue; hazardous materials protection; and protection to the environment. With the complexity of today's world, the Cambridge Fire Department has taken on the added responsibility to protect the citizens against terrorist attack. To fulfill all these responsibilities effectively, efficiently, and safely, the members of the Cambridge Fire Department continually train, develop skills and prepare for aggressive action when needed to protect the city.

The Cambridge Fire Department is charged with protection of one of the most densely-populated cities in the country. Infrastructure includes one of the deepest subway tubes in North America, over 4 miles of subway; over 6 miles of waterfront; over 100 hi-rise buildings; large, labyrinthine university, industrial and mercantile buildings; over 3,600 laboratories in the universities and 80 private research facilities; and extensive areas of closely-grouped, multi-story, wood-frame multiple dwellings and apartment buildings. The Cambridge Fire Department is staffed by 276 sworn members and 9 civilian members under command of the Chief Engineer. The Department is a member of Metrofire, the Boston area fire mutual aid network. Thirty-six cities and towns, plus Massport, participate in Metrofire, providing mutual support as needed to major and routine emergencies throughout the metropolitan area. Additionally, the Cambridge Fire Department participates in regional, communications interoperability, security and grant committees. Cambridge is a member of, the Urban Area Security Initiative (UASI), which trains and works together. UASI receives significant grant funding via the Federal Department of Homeland Security.

Operating with a total teamwork concept and within National Incident Management System (NIMS), the Department consists of 2 Line Divisions and 4 Staff Divisions. Line companies, including Engines, Ladders, Squads, Rescue and Division Chiefs, operate from 8 fire houses strategically located throughout the city. Several Staff Divisions support the men and women working on the street. Staff units include the Fire Prevention

Division, Training Division, Technical Services Division and Administrative Services. The Fire Investigation Unit investigates undetermined, suspicious and incendiary fires. Working side-by-side with members of City agencies to keep Cambridge a safe city, the men and women of the Cambridge Fire Department attest to our motto, "Our Family Helping Your Family."

SIGNIFICANT BUDGET MODIFICATIONS: The FY10 Budget included a phased plan to better coordinate the services between the Emergency Management Department and the Fire Department's Emergency Preparedness and Coordination Division (EPAC). The implementation of this phased plan was completed in early March 2010 when the responsibilities and staff of the Office of Emergency Management were transferred to EPAC. This change will allow the Emergency Management functions of the City to be better integrated with other public safety agencies, as well as achieve cost efficiencies.

FY10 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- The Insurance Services Office (ISO) through its Public Protection Classification Program has continued to give the Cambridge Fire Department a Class 1 designation, the highest rating a Fire Department can receive. Currently, in 2010, there are only 60 Class 1 communities across the country, Cambridge is the only one in Massachusetts, and one of only 3 in New England.
- Processed 15 new Firefighters to fill existing vacancies. Two of these Firefighters have been previously trained and certified as Firefighter I/II, and following one week of supplementary in-house training, have been assigned to fire suppression companies. The other 13 spent 12 weeks at the Massachusetts Firefighting Academy Recruit Training Program and graduated in February 2010. Following two weeks of in-house training with the Cambridge Fire Department Training Division, these Firefighters are now assigned to fire suppression companies.
- Placed in service a new 105 foot aerial ladder for Ladder 1. This truck is a 2010 Pierce Arrow XT and replaced an 18-year-old truck. The former Ladder 1 will be designated as a spare apparatus.
- Engine Company No.1 has been established as a Paramedic Engine Company. Originally organized in 1832, following 177 years of continuous service, Engine No. 1 is now Cambridge's first Paramedic Engine, complementing the other three Fire Department paramedic units, Rescue Company No. 1, Squad No. 2, and Squad No. 4.
- In cooperation with the Department of Public Works (DPW), major work has been completed on the living quarters at the Lafayette Square and Headquarters fire houses. These upgrades includes replacement of shower and lavatory areas, which are 75 to 100 years old. The ceilings above the apparatus floor at Lafayette Square have also been replaced.
- Ongoing maintenance and repairs by the DPW have continued at all firehouses. Construction maintenance has included painting, plastering, carpentry and replacement of windows. These ongoing repairs to the Fire Department infrastructure, some of which is over 100 years old, will improve the professional work environment and generate energy savings.

- Battled and controlled several major fires during the year. A few of the notable fires include the 2 ½ story residential building on Grozier Road (February); a 4 story apartment building on Massachusetts Avenue at Hancock Street (February); a church on Longfellow Park (May); a 3 story mixed commercial and residential building on Massachusetts Avenue (May); a 3 story, wood residential building on Cambridge Street (July); a restaurant on Eliot Street (August); a 2 ½ story, wood-frame dwelling on Ash Street (October); structures under construction on Memorial Drive (July and November); a commercial building on O'Brien Highway (December); a 3 story, wood-frame, occupied-multiple-dwelling on Magnolia Ave. (January) and a fire in another 3-story, wood-frame, on Union Street (February).
- Participated in multi-agency mass decontamination drills in cooperation with both the Cambridge Health Alliance and Mount Auburn Hospital.
- Participated in the Mass Inoculation/SURGE mass inoculation drill at the Tobin School in cooperation with Cambridge Health Alliance. Multi-agency use of the Incident Command System was set up and utilized during this drill.
- Continued Fire Company Technical Rescue training. This training has included Trench Rescue, Rope Rescue and Structural Collapse Rescue.
- Continued the ongoing changes to radio systems, frequencies and repeaters to improve radio communications for all City agencies and reduce interference with private cell-phone and direct-connect communication devices.
- The Dive Rescue Team performed inspection and maintenance of submerged aeration system piping at Fresh Pond Reservoir for the Water Department. This operation continued for several days and saved the City the expense of hiring commercial divers.
- The Fireboat participated in "Operation Ready 2010," a multi-agency, multi-discipline exercise to prepare for a mass casualty incident in Boston Harbor.

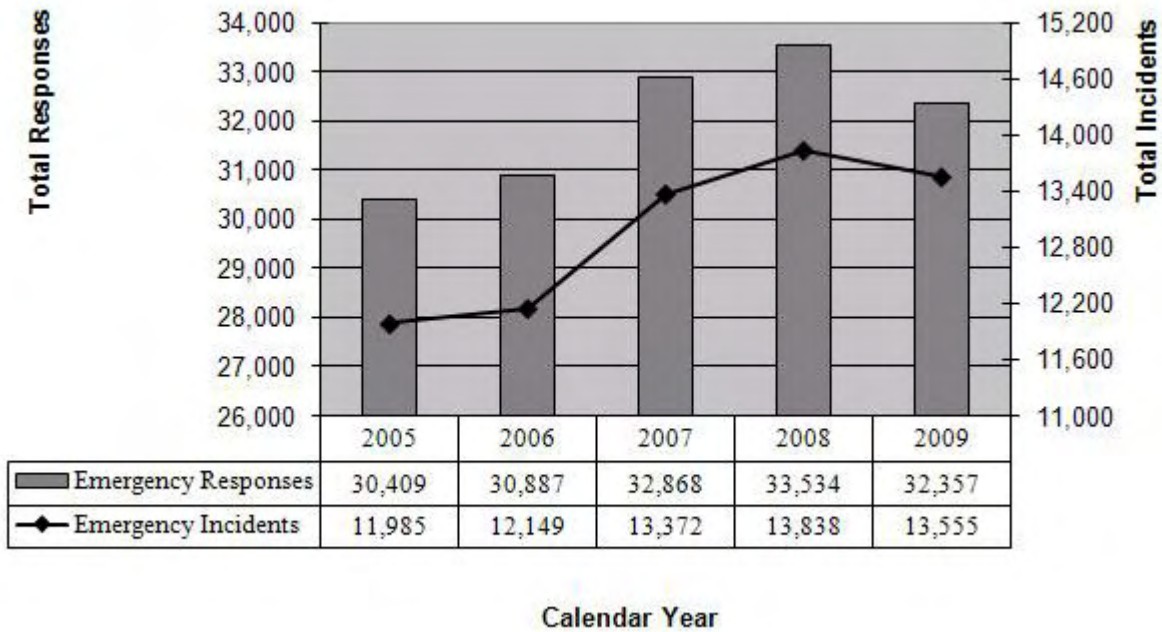
FINANCING PLAN	DETAIL	SUMMARY
TAXES		**$37,091,880**
Real Estate Taxes	$37,091,880	
CHARGES FOR SERVICES		**$805,550**
Photocopy/Reproduction	$550	
Smoke Detectors	$50,000	
Rescue Unit Fees	$720,000	
Fire Detail Surcharge	$35,000	
LICENSES AND PERMITS		**$90,000**
Fire Permits	$90,000	
FINES & FORFEITS		**$4,000**
False Alarm Ordinance Fee	$4,000	
MISCELLANEOUS REVENUE		**$27,000**
Overtime Reimbursement	$15,000	
Misc Reimbursement	$12,000	
TOTAL FY11 BUDGETED REVENUE		**$38,018,430**

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	**$36,329,705**
OTHER ORDINARY MAINTENANCE	**$1,105,225**
TRAVEL & TRAINING	**$473,500**
EXTRAORDINARY EXPENDITURES	**$110,000**
TOTAL FY11 BUDGETED EXPENDITURES	**$38,018,430**

FULL TIME BUDGETED EMPLOYEES	FY09	FY10	FY11
	284	**284**	**285**

Figure 1: Historical Emergency Incidents and Responses

The figure below demonstrates the high level of readiness and comprehensive response of the Cambridge Fire Department. Despite the density of the city, complexity of related incidents, traffic conditions and simultaneous incidents, the average response time in the City of Cambridge was 4.26 minutes in 2009. National Fire Protection Association standards require a structural fire response time of 4 to 8 minutes 90 percent of the time. The American Heart Association requires a medical response time of 4 to 6 minutes.



	2005	2006	2007	2008	2009
Emergency Responses	30,409	30,887	32,868	33,534	32,357
Emergency Incidents	11,985	12,149	13,372	13,838	13,555

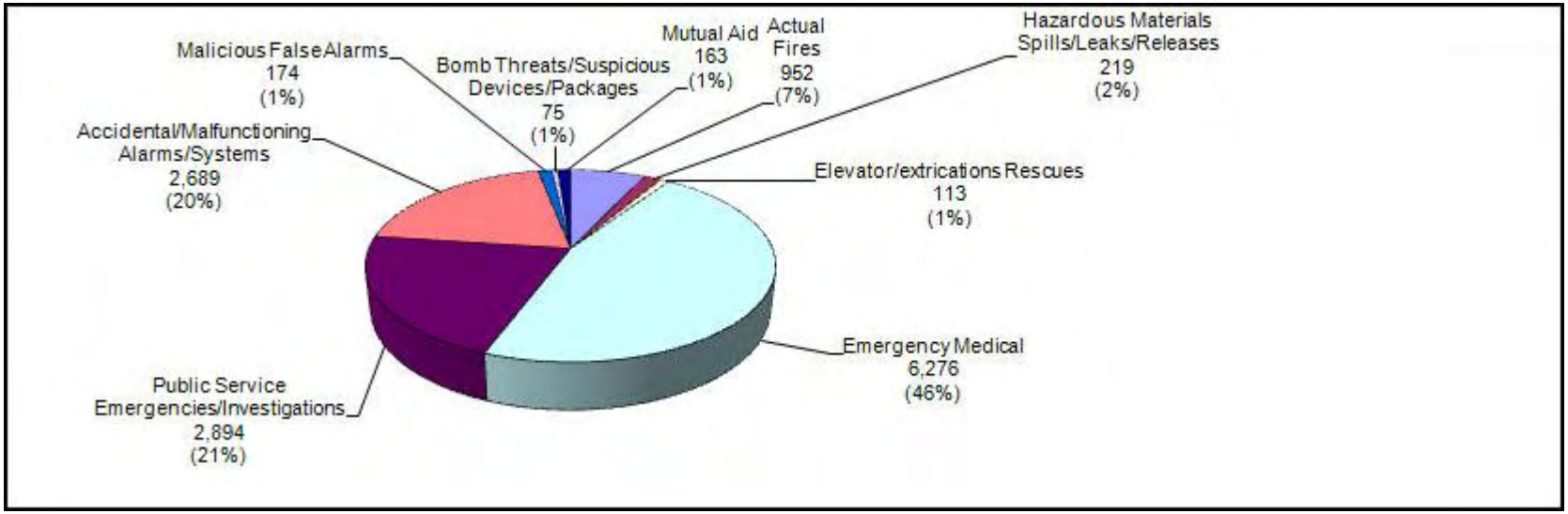
LEGEND

An **Emergency Incident** is a call for service of an urgent nature, sometimes life-threatening and/or immediately threatening to residential or commercial property or to the environment.

An **Emergency Response** is a response by a Fire Department Unit, such as an Engine Company, a Ladder Company, a Rescue Company, a Squad, a Division Chief, a HazMat Unit, a Fire Investigation Unit or other Special Unit. Some Incidents, such as a building fire, may require the response of multiple units.

Figure 2: 2009 Emergency Incidents by Category

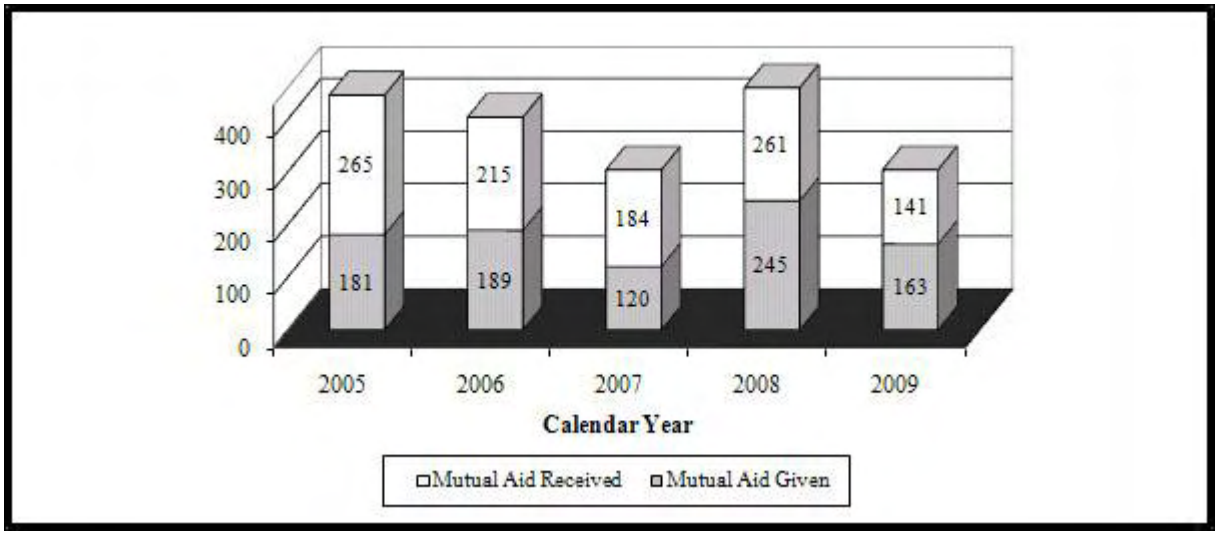
The figure below shows the breakdown by category of the 13,555 total emergency incidents that occurred in the City of Cambridge. As shown in Figure 1, these incidents had 32,357 corresponding responses, which are defined by the number of units that respond to an individual incident.



Incident Category Descriptions	# of Incidents
Actual Fires include all categories of fires, from the multiple-alarm building fire to the outside rubbish fire.	952
Hazardous Materials Spills/Leaks/Releases include gasoline overflows from a vehicle fuel tank, natural gas leaks caused by a broken pipe and laboratory chemical releases.	219
Elevator Extrication Rescues	113
Emergency Medical incidents include both life-threatening and non-life threatening incidents.	6,276
Public Service Emergencies/Investigations include water leaks, structural evaluations, assisting persons in distress, lock-ins, steam emergencies and other investigations.	2,894
Bomb Threats/Suspicious Devices/Packages include calls for "bombs" as well as the investigations of unattended packages left both accidentally and maliciously. In this age of terrorism and security consciousness, the multi-tasking Police and Fire Departments, working with the CPD Explosive Ordinance Device Unit, examine suspicious packages and renders them safe if necessary.	75
Accidental/Malfunctioning Alarms/Systems	2,689
Malicious False Alarms	174
Mutual Aid	163
TOTAL	**13,555**

Figure 3: Historical Comparison of Mutual Aid Given and Received

The Cambridge Fire Department works and trains with our Mutual Aid Fire Departments, which include Arlington, Belmont, Boston, Brookline, Somerville, Waltham and Watertown, and other cities and towns in the metro area. As part of Metrofire, Cambridge provides and receives mutual aid on a pre-arranged protocol, from 1st alarm line-boxes to 10 alarm fires, and also when requested. Mutual aid companies will cover vacant Cambridge fire houses when necessary and respond to and work at emergency incidents and fires in Cambridge. Cambridge provides the same service for mutual aid communities. Cambridge and Somerville maintain one of the oldest mutual aid agreements in the country at over 175 years old.



FIRE SUPPRESSION

PURPOSE & OVERVIEW: The primary responsibility of the Fire Suppression Division of Cambridge Fire Department is to provide first-line defense against hostile fires. This defense includes the protection of life, property and the environment. In addition to fire defense, 21st Century fire suppression duties include prevention of fires, provision of pre-hospital emergency medical care at the advanced life support level, mitigation of incidents involving the release of hazardous materials and the rescue of persons entrapped by building collapse, hi-angle and trench collapse, elevators, machinery, motor vehicle, ice or water accidents. The Fire Suppression Division also provides resources, on a regular basis, when requests for mutual aid are received from other municipalities. Throughout the year, the men and women of suppression units continually participate in an aggressive regimen of training and review of technical firefighting, rescue, hazardous materials, anti-terrorism and medical skills. Suppression members perform fire prevention and safety field inspections, and smoke and carbon monoxide detector installation compliance inspections. They take part in neighborhood walks, give fire station tours to school and community groups, participate in community events, and provide for maintenance and care of fire houses. Regularly scheduled programs of hydrant inspection and testing, water flow testing, hose

testing, and apparatus and equipment testing and maintenance are performed by suppression units. During winter weather, the local fire companies clear snow and ice from hydrants in their respective neighborhoods.

Figure 4: Calendar Year 2009 Comparison of Class 1 Fire Departments Nationwide

The figure below shows a comparative sample of cities receiving a Class 1 Rating from the Insurance Services Office (ISO), a nonprofit service organization that provides rating and other services to property and casualty insurance companies by recognizing the positive impact that effective public fire protection can have on the expected percentage loss due to a fire. The Cambridge Fire Department was upgraded to a Class 1 Rating, the highest level category of fire protection, by the ISO in July 1999, joining two other Fire Departments in the 6 New England States (Hartford, CT and Milford, CT) and 57 Fire Departments out of a total of 37,000 nationwide.

City	Population	Sq. Miles	Density Pop./Sq. Mi.	Total Fires	Emergency Medical Calls	Total Emergency Calls	Emergency Calls per Square Mile
Cambridge	**101,355**	**6.25**	**16,217**	**952**	**6,276**	**13,555**	**2,169**
Syracuse, NY	155,000	25.7	6,031	1,009	11,293	20,392	793
Hartford, CT	121,500	18.1	6,713	1,031	15,252	22,570	1,247
Stockton, CA	334,100	75.2	4,443	1,310	29,057	38,292	509
Median	126,567	27.0	6,031	952	11,293	13,836	509
Charleston, SC	126,567	178.0	711	674	4,462	8,631	48
Huntington Beach, CA	201,993	28.0	7,214	407	11,675	13,836	494
Milford, CT	54,000	27.0	2,000	143	4,741	7,499	278

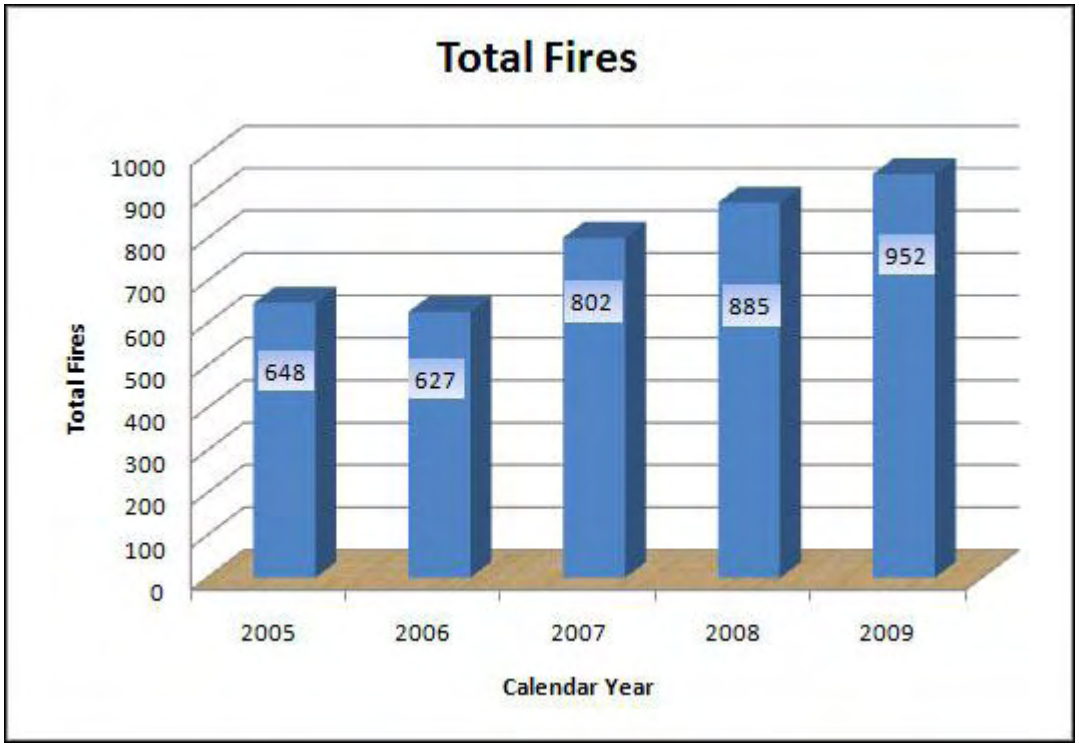
FY11 GOALS:

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

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. First response to fire emergency within four minutes	98%	95%	98%	95%

Figure 5: Historical Fires in Cambridge

The figure below shows a 5-year comparison of the number of fires in Cambridge, with 952 total fires occurring in 2009. The complexity, intricacy and high hazard, high-value nature of buildings protected by the Cambridge Fire Department require the use of life-safety search ropes while making entry, and operating in heavy fire conditions while breathing from Self Contained Breathing Apparatus in zero visibility.

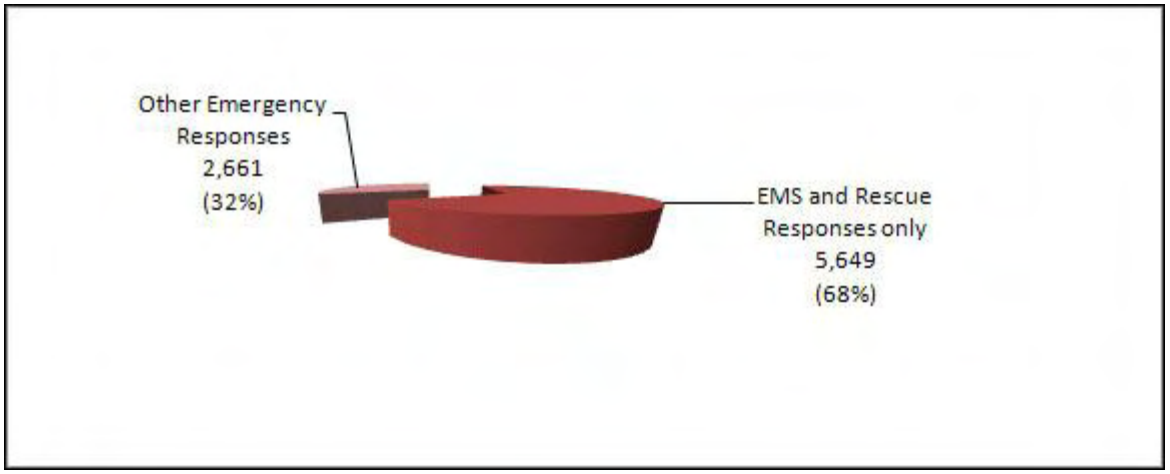


■ *GOAL 2: Deliver emergency medical services (EMS) in a professional and timely manner.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Respond to requests for emergency medical services within four minutes, 90% of the time	98%	90%	98%	90%

Figure 6: Calendar Year 2009 Fire Paramedic Unit Responses

Cambridge Fire Paramedic Units responded to 8,310 emergency incidents in 2009. Fire Department Paramedic Units include Rescue Company #1 (Midtown/Harvard Square), Squad #2 (Downtown/Lafayette Square), and Squad #4 Uptown/Porter Square.) At major incidents, more than one paramedic unit may operate at the same incident. Effective November 19, 2009, Engine Company No. 1 (Midtown/Harvard Square) was also certified, staffed and designated as a Paramedic Unit. This additional tactical paramedic unit enhances the EMS coverage throughout the city and complements the Cambridge Fire Department role with our Urban Area Security Initiative (UASI) technical rescue partners. The figures include Engine 1's responses from November 19 2009. Cambridge Fire Medics are trained as tactical paramedics. The members can operate at technical rescue emergencies such as chemical, biological, radiation and gas emergencies, confined space, hi-angle, structural collapse and fire incidents.



LEGEND
Emergency Medical Responses Only are the responses to incidents that range from the life-threatening cardiac situation or difficulty breathing to the non-life threatening but serious injury bone fracture or fallen victim.
Other Emergencies Responses are responses to incidents that are characterized as fires, natural gas leaks, motor vehicle accidents, construction equipment accidents, elevator entrapments and water rescues.

- *GOAL 3: Maintain equipment in a state of readiness to handle emergency operations.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of active hydrants tested	1,800	1,800	1,800	1,800
2. Number of annual service tests on pumping engines	10	10	10	10
3. Test 100% of fire hoses (in feet)	31,000	31,000	31,000	31,000

FIRE PREVENTION

PURPOSE & OVERVIEW: The Fire Prevention Division strives to prevent hostile fires from occurring. By educating residents, youths, building owners, business people and other members of the public, this Division provides an invaluable public safety service. Public awareness and education regarding fire danger and procedures to use in case of fire have undoubtedly helped to reduce fire danger in the city. The Fire Prevention Division is responsible for providing fire and life safety protection to the public by ensuring fire code compliance and enforcement of the Fire Prevention Laws, Regulations and Building Codes. Major functions include the review of engineered building plans for all life safety systems and the inspection and testing of any installation, alteration, modification or repair to any fire alarm, sprinkler or suppression system. Additional responsibilities include issuing of applicable permits and licenses, the fire-protection compliance inspections of night-club and assembly occupancies, and state-mandated fire inspections of schools, hotels, hospitals, nursing homes and theaters. The Fire Prevention Division is also responsible for ensuring compliance with Nicole's Law, the state carbon monoxide detector law.

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

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of state mandated inspections of facilities including hospitals, schools, nursing homes and theaters	553	470	470	470
2. License Commission compliance inspections	70	100	100	100
3. License Commission Task Force inspections	200	240	200	200
4. Complaint investigations	56	50	50	50

- *GOAL 1: (continued)*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
5. Residential smoke detector compliance inspections (MGL Ch. 148, Sec. 26F)	1,050	1,300	1,100	1,000

- *GOAL 2: Issue assorted permits.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Annual storage of flammable liquids and gases, # of permits	298	450	450	450
2. Installation of fire protection systems (fire alarm systems, sprinkler systems, special suppression systems)	824	800	600	600
3. Cutting/welding operations	307	350	250	250
4. Miscellaneous permits, i.e. sale of Christmas trees, use of portable heat devices, tar kettles, etc.	214	100	75	75
5. Storage tank compliance permits including installation, removal and safe operation	88	100	75	75

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

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Major projects and developments	49	20	20	20
2. Renovations and improvements	254	250	250	250

TRAINING DIVISION

PURPOSE & OVERVIEW: Because of the complex nature of a Firefighter's job, training continues throughout a Firefighters career. Tasks that a Firefighter could be called on to accomplish during his/her professional career are almost innumerable - but fire, medical and hazmat responses are the most common. Therefore training is aimed at the ability of the Firefighter to perform these duties with professionalism, efficiency and safety.

Training for a Firefighter involves being able to perform in some of the most hazardous situations. These include areas that are immediately dangerous to life and health. Firefighters must be able to use and manipulate their self-contained breathing apparatus (SCBA). This is a skill that must be learned and developed. Rapid intervention at the fire scene must be second nature. SCBA and Rapid Intervention Team (RIT) training are staples of the Department and will be reviewed again this coming year. Training is conducted on and with our apparatus annually. This year's training will include driver safety, ladder company operations, pump testing, apparatus placement at an emergency and dual company drills. Other fire training will be completed on foam operations, large diameter hose, electrical hazard awareness and manhole fires.

The CFD Training Division supplements the training for our new firefighter recruits. Following 12 weeks of recruit training at the Massachusetts Firefighting Academy and their successful graduation and certification to National Firefighter I/II level, CFD Training provides the in-house training program. This additional training, including in-company mentoring, will increase the new firefighters' skill levels as Cambridge Firefighters.

Annual training in Cardiopulmonary Resuscitation (CPR) and Semi-Automated External Defibrillation (AED) are constant requirements for medical response skill training for Firefighters and Fire Officers. Other medical training encompasses techniques of patient assessment for medical and trauma patients; response to cardiac, respiratory, diabetic and pediatric emergencies; working at mass casualty incidents; and patient care at ob/gyn and childbirth emergencies. The Training Division is very fortunate to now have a Paramedic Lieutenant to run the Extensive Paramedic training and certification program. He has been instrumental in the conversion of the Emergency Medical Technician Refresher Course from an all classroom to a computer-based program, which includes hands-on medical scenarios.

Training for a Firefighter involves calls to hazmat incidents. Because CFD is one of only two municipalities with on-duty hazmat response capabilities, our firefighters are trained to a hazmat operations level and/or hazmat technician level. This year, we will have training on combustible gas indicators (CGI), five-gas meters with photo ionization detection (PID) for volatile organic compounds, radiation detectors and out new chemical detection devices. A review of our personal chemical protection suits and standard operating guideline will be done this year. Our aim for hazmat training is to have each of the four CFD work groups participate in a drill.

We also need to train with our response partners in Public Safety. We will conduct drills with both hospitals in our city and with Professional Ambulance. A number of key joint response ventures with the police are under way. Tactical Medics are being embedded for certain police responses. A joint Fire/Police response to specific

hazards has been developed with a drill envisioned for this coming year. Training between the CFD Hazmat Taskforce and the Police Explosive Ordnance Unit will continue.

The CFD along with the eight other communities of the Boston Urban Area Security Initiative (UASI), a Homeland Security designation, are in the process of moving forward with a large scale Collapse Rescue training program. This training will result in creating a UASI regional Collapse Rescue Response Team. This immediate response capability will enhance the CFD competence.

As a Class 1 Fire Department, we must constantly hone our skills and increase our knowledge. While some truisms, such as getting water to the seat of the fire will never change, the accomplishment of this goal is in the details. That is where the essence of training lies - in the details. We must constantly review the basics and continue to expand our capabilities in order to respond to whatever situations arise, thus fulfilling our mission to protect the citizens and visitors to the City of Cambridge.

FY11 GOALS:

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

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Cumulative number of training hours	83,875	80,000	85,400	80,000
2. Number of training hours for uniform personnel	335	325	336	325
3. Number of training bulletins issued	30	30	32	30

EMERGENCY PREPAREDNESS AND COORDINATION (EPAC)

PURPOSE & OVERVIEW: In compliance with the Superfund Amendment and Reauthorization Act (SARA-Title III), the City of Cambridge established a Local Emergency Planning Committee (LEPC). The Cambridge LEPC is one of a handful of fully certified LEPCs in the Commonwealth of Massachusetts. Effective March 1, 2010 the Cambridge Office of Emergency Management was relocated to the Cambridge Fire Department with in the Office of Emergency Preparedness and Coordination (EPAC). The transfer of responsibilities to the Cambridge Fire Department will allow the Emergency Management functions of the City to be better integrated with other public safety agencies. By placing the Emergency Management function within the Cambridge Fire Department, a more defined and focused approach can be developed, enabling public safety first responders along with corporate and institutional entities to work alongside one another to better prepare the City of Cambridge for future potential incidents. The ongoing training and preparation exercises that occur across the various disciplines within the City enhance the overall capacity of the City to plan for, respond to and effectively

manage emergency incidents that may occur. The EPAC Office performs many functions integral to the successful emergency planning and response objectives of the City of Cambridge. As noted, the EPAC Office performs the following functions:

- Coordinates the Cambridge LEPC.
- Collects all mandated Tier II Submittals.
- Coordinates the inter-agency planning and response to hazardous material/terrorism incidents.
- Reviews the operation of laboratory/research facilities for permitting.
- Conducts periodic compliance inspections of laboratory/research facilities.
- Investigates all hazardous material releases in the city.
- Works closely with Cambridge Public Health Department officials on emergency planning and response coordination.
- Serves as the safety officer for household hazardous waste collection days by DPW.
- Works closely with the Environmental Health & Safety staff of numerous facilities in the city to ensure compliance with assorted regulations.
- Represents the Cambridge Fire Department on the City of Cambridge Special Events Committee.
- Oversees the Student Awareness of Fire Education (SAFE) program.
- Serves as the Public Relations/Public Information Office for the Cambridge Fire Department. The role of the EPAC continues to evolve in Cambridge. The influx of laboratory/research facilities in the city requires diligence, along with the ability to forge partnerships, to continually enhance the ability of the city to respond to and mitigate potentially harmful incidents.
- Recovery after any type of disaster is often a long and complicated process. Recent and continued emphasis on this important function through numerous training exercises and discussions will help position the city to realize more complete and timely recovery.
- The EPAC Office will continue to encourage greater participation in the Corporate Emergency Access System (CEAS) program which will ensure an effective and timely response to, and recovery from, major incidents by corporate and institutional entities within the city.

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

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of personnel trained	280	276	280	280
2. Number of Hazmat Exercises held	4	4	4	4

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

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of fire safety programs held	255	330	250	300
2. Elderly housing residents attending fire safety programs	108	150	150	150
3. School students attending fire safety programs	6,772	5,000	3,200	5,000
4. Industry personnel attending fire safety programs	90	150	300	200
5. Total number of individuals attending all classes	6,970	5,000	3,900	5,350

- *GOAL 3:* *Continue planning for the disaster related needs of special needs facilities by arranging a site visit by a member of the Emergency Management staff to each special needs facility in Cambridge, including schools, daycare centers and healthcare facilities.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of site visits	21	35	35	35

- *GOAL 4:* *Provide support to the Cambridge Auxiliary Fire Department (CAFD) including equipment, vehicles and training. Members of the CAFD respond to all multiple alarm fires and most working fires in Cambridge. They also respond to major fires in surrounding communities and respond to other incidents upon request of other departments, including the Police, Inspectional Services and Water Departments.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of members of CAFD	15	15	15	15
2. Number of training sessions	73	95	95	95

TECHNICAL SERVICES

PURPOSE & OVERVIEW:
The Technical Service Division is responsible for purchasing and maintaining the fire apparatus and equipment that are the necessary tools for the members of the Cambridge Fire Department. The TSD is responsible for the operations of eight fire houses. This includes the internal systems as well as the exterior envelope of the building. The TSD provides Information Technology (IT) services to the department members and is part of a Public Safety IT Team which manages all of the computers, servers and other IT equipment. The TSD procures, maintains and calibrates the various sampling devices and meters used by the Fire Departments Hazardous Materials Team. These devices can be used to detect substances that range from carbon monoxide and natural gas to gaseous, liquid and particulate weapons of mass destruction.

The Motor Squad works under the umbrella of the TSD and provides repair and regular maintenance to the fire department's vehicles. The TSD also prepares specifications for the renovation and of existing purchase of new equipment.

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$1,943,765	$2,103,360	LEADERSHIP	$2,058,715
$27,359,805	$27,869,115	OPERATIONS DIVISION	$28,971,290
$10,231,185	$10,694,885	SUPPORT SERVICES	$11,118,005
$39,534,755	$40,667,360		$42,148,010

PURPOSE & OVERVIEW: The Cambridge Police Department is committed to providing the citizens of Cambridge the highest level of professional law enforcement services through community policing, building and maintaining relationships with community leaders and organizations, proactive strategies and efficient emergency responses. The Department provides this high level of service while respecting the constitutional rights of every person living in or visiting the city. Our goal is to develop and sustain viable partnerships with community members and other City agencies that will lead to improved relations and effective problem solving.

FY10 MAJOR DEPARTMENTAL ACCOMPLISHMENTS: Several initiatives were instituted to continue to promote effective community partnerships, predictive deployment strategies and programs to address crime prevention and quality of life issues. These initiatives continue to support the Department's goal of building and maintaining relationships as well as solving problems in the community that effect public safety. As a result of these efforts, the Department has had a significant increase in its overall rating by citizens of services provided to the community. In FY09, customer satisfaction responses collected from incident reports rated the Department at 91% satisfaction with Overall Response and 100% satisfaction with Professionalism of Officer Conduct (See Figure 4: Quality of Service Assessment for the full rating). In addition, the 3,570 serious crimes recorded in Cambridge in 2009 was the lowest Uniform Crime Reporting Index number reported to the FBI in over 40 years, which reflects a decrease of 10% from crimes reported in 2008. We value the great diversity of people in both our residential and business communities and we work to serve all with equal dedication.

- The Department, in collaboration with the Department of Human Services, Youth programs (DHSP) and Cambridge Housing Authority, successfully completed a grass roots, door-to-door, get to know the community campaign in several Cambridge communities. Officers and DHSP employees paired up as outreach teams to make contact with each resident in Newtowne Court, Washington Elms, Jefferson Park, Walden Square and Lincoln Way communities. The purpose of this outreach was to inform and describe upcoming summer programs as well as other City resources to residents. The department participated in various programs offered throughout the city that provided for direct contact with the various youth including Area IV Youth Center Sports Camp, Girls Empowerment Programming at Frisoli Youth Center, Gately Youth Center “Night Court” Basketball League, West Cambridge Youth Camp Partnership and the North Cambridge Youth Soccer League sponsored by the Vineyard Church. Also, the Department launched its first six week, 100-hour instructional Cambridge Youth Police Academy (CYPA).

- The Cambridge Police Special Investigation Unit (SIU) initiated “Operation Central Crack Down” as a result of neighborhood complaints of an increase in street level drug activity that was disrupting the quality of life for both the residential and business community of Central Square and the surrounding neighborhood. Starting in June 2009 the SIU with the assistance of the Everett Police Department Drug Unit began an undercover drug investigation with the goal of infiltrating street level dealers with hand to hand buys to an undercover officer. This strategy was designed to assist in securing solid prosecutions involving mandatory jail time with the goal of having an impact on improving conditions in the neighborhood. As a result of this investigation a total of twenty-five (25) suspects will face criminal charges for drug distribution in the city.
- The Cambridge Police Department was awarded $380,000 by the Department of Justice Office of Victim Witness to support the High Risk Assessment Team. This initiative provides a unique opportunity to work with the Arlington and Belmont Police Departments, the Middlesex District Attorney, The Guidance Center, Inc., a private, nonprofit victim services agency, and numerous other partners, have joined forces to create the Cambridge/Arlington/Belmont High-Risk Assessment and Response Team (hereafter referred to as the “Team”). The Team’s objective is to provide a coordinated, multi-disciplinary, community-based approach to identification, assessment and intervention in domestic violence cases that pose the highest risk of lethality. The overarching goal of the Team is to prevent domestic violence-related homicides in the tri-community area. The Team will create a coordinated mechanism through which the organizations involved in domestic violence cases in the three communities will be able to review and provide follow-up services to victims at highest risk. Through the use of assessment tools, practitioners will analyze certain risk factors associated with increased risk of homicides in violent relationships. Members of all participating agencies have received training in high risk assessment for domestic violence victims. This assessment process will enable women to better understand the potential for danger and the level of their risk. Cases identified as high risk will also be better tracked in order to hold offenders accountable and enable effective implementation of law enforcement policies. All marked units were outfitted with DV High Assessment Kits for First Responders.
- The Department was awarded $246,068 through the Department of Justice, Office of Justice Programs under the FY09 Recovery Act Edward Byrne Memorial Justice Assistance Grant, to retain the Neighborhood Coordinator position and Case Manager that was eliminated as a result of the reduction in the community policing grant from the Executive Office of Public Safety (EOPS). The grant is to support hiring initiatives to promote community policing and neighborhood programs. In addition, EOPS awarded Metropolitan Area Planning Council (MAPC) funding to support the Metro Mayors' Shannon Community Safety Initiative. The Department was awarded $19,316 to reduce crime, utilizing problem solving methodology against anti-gang violence. The Department is working closely with the Somerville Police Department to combat overlapping issues in the communities. In addition, the Department is working with DHSP to focus on prevention programs in the middle schools.
- The Department was awarded a grant in the amount of $39,000 from the Governor's Highway Safety Bureau to conduct mobilizations around "Click It or Ticket It," "You Drink & Drive. You Lose" and

"Drunk Driving. Over the Limit. Under Arrest." These campaigns are intended to promote public safety and ensure seatbelts are worn. The Department continues to focus enforcement on high accident locations, traffic regulations and quality of life issues to ensure safety of pedestrians, bicyclists and motorists while traveling in Cambridge. The Operations Division performs directed patrol assignments which are supported by this funding.

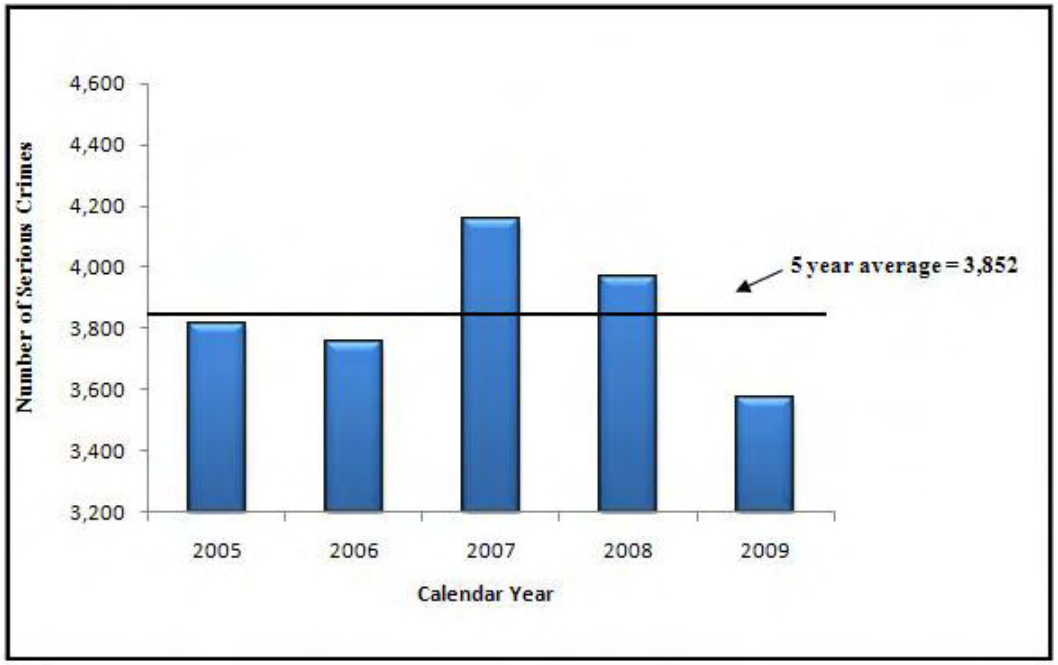
2009 CAMBRIDGE CRIME OVERVIEW: The Crime Index is composed of selected offenses used to gauge fluctuations in the overall volume and rate of crime reported to police. The offenses included are the violent crimes of murder, rape, robbery and aggravated assault, as well as the property crimes of burglary, larceny and auto theft. The Crime Index was developed by the FBI's Uniform Crime Reporting program to standardize the way in which law enforcement agencies report crime statistics.

Table 1: The table below identifies selected offenses comparing the 2008 to 2009 Crime Index

Crime	2008 Jan.-Dec.	2009 Jan.-Dec.	Percentage Change
Murder	**1**	**2**	**Inc.**
Rape	**17**	**20**	**18%**
Robbery	**177**	**172**	**-3%**
Commercial	36	21	-42%
Street	141	151	7%
Aggravated Assault	**274**	**255**	**-7%**
Total Violent	**469**	**449**	**-4%**
Burglary	**467**	**429**	**-8%**
Commercial	76	86	13%
Residential	391	343	-12%
Larceny	**2,788**	**2,496**	**-10%**
From Building	417	321	-23%
Motor Vehicle	1,053	913	-13%
From Person	357	331	-7%
From Bicycle	277	284	3%
Shoplifting	352	368	5%
From Residence	214	185	-14%
Of MV Plate	65	39	-40%
Of Services	26	28	8%
Misc.	27	26	-4%
Auto Theft	**244**	**196**	**-20%**
Total Property Crime	**3,499**	**3,121**	**-11%**
Crime Index Total	**3,968**	**3,570**	**-10%**

The 3,570 serious crimes recorded in Cambridge in 2009 is the lowest Uniform Crime Reporting Index number reported to the FBI in over 40 years. This number corresponds to a decrease of 10% (398 fewer incidents) from the number reported in 2008. This decrease can be attributed to reductions in almost every major crime type. Property crime dropped 11%, which was due to decreases reported in all categories (burglary, larceny and auto theft). Violent crime declined by 4%, with decreases reported in robbery and aggravated assault. The violent crime total of 449 incidents in 2009 was the second lowest violent crime total Cambridge has experienced in over 25 years. Also of note are the two murders that Cambridge experienced this year, which is well below the national murder average of 10 per year in cities of 100,000 people.

Figure 1: Historical Trends for Total Crime Index



NATIONAL/REGIONAL CRIME COMPARISON: A comparison of Cambridge's 2009 Index Crimes per 100,000 residents to crime totals nationwide indicates that Cambridge ranked below the national average for almost all of the index crimes. When ranked in order of total crimes, Cambridge ranked slightly below the average compared to other cities of similar size.

Table 2: 2008 Crimes Per 100,000 Residents in Cities of 94,000-106,000 People, Nationwide

The table reflects selected cities with population between 94,000 – 106,000 nationwide and total crimes reported. (Data source: Crime in the United States 2008, U.S. Department of Justice - F.B.I.)

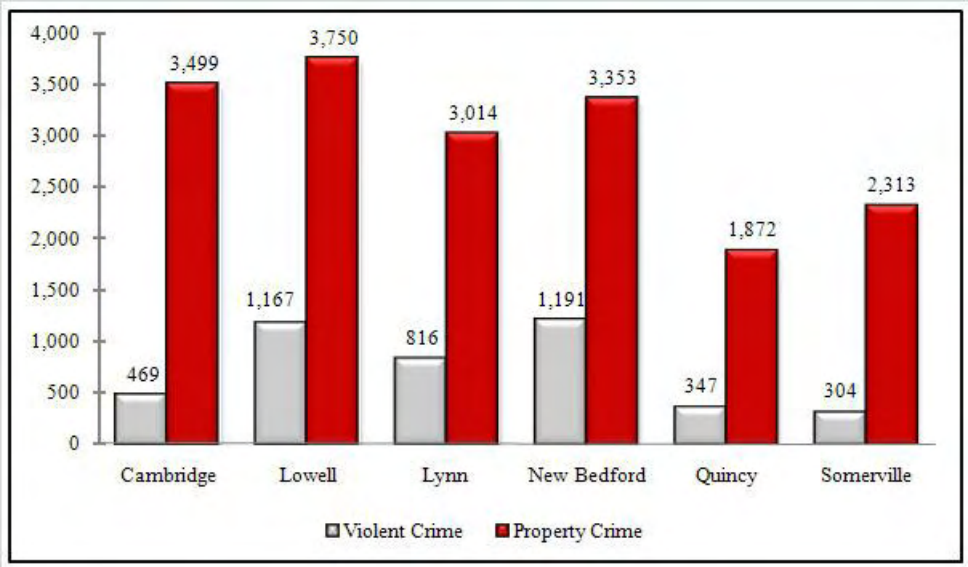
City	*Murder*	*Rape*	*Robbery*	*Assault*	*Burglary*	*Larceny*	*Auto Theft*	*Total*
Mission Viejo, CA	0	3	40	58	204	936	66	1,307
Quincy, MA	2	15	105	225	598	1,139	135	2,219
Livonia, MI	0	13	43	76	318	1,526	259	2,235
Daly City, CA	1	25	143	114	276	1,425	344	2,328
Cary, NC	3	12	47	45	503	1,761	78	2,449
Carlsbad, CA	2	24	51	150	507	1,662	189	2,585
Frisco, TX	1	15	11	79	504	1,992	56	2,658
Woodbridge Township, NJ	1	12	94	85	447	2,105	160	2,904
Arvada, CO	1	27	62	125	416	2,039	248	2,918
Boulder, CO	0	40	33	128	486	2,305	122	3,114
Burbank, CA	2	17	86	130	589	1,834	518	3,176
Santa Clara, CA	4	20	83	124	450	2,172	402	3,255
South Gate, CA	4	19	344	231	477	1,004	1,293	3,372
Green Bay, WI	2	76	104	320	651	2,303	153	3,609
Richardson, TX	4	23	112	130	850	2,282	247	3,648
Ventura, CA	2	23	156	216	669	2,387	232	3,685
Sandy, UT	0	22	36	100	589	2,912	247	3,906
Cambridge, MA	**1**	**17**	**177**	**274**	**467**	**2,788**	**244**	**3,968**
Erie, PA	7	88	317	234	1,111	2,280	163	4,200
Gresham, OR	6	72	156	261	703	2,502	684	4,384
Average	**8**	**36**	**207**	**294**	**849**	**2,702**	**460**	**4,556**
Fairfield, CA	5	28	238	275	736	2,703	587	4,572
Odessa, TX	7	2	73	593	893	2,809	268	4,645
Gary, IN	49	51	254	536	1,406	1,766	976	5,038
Compton, CA	28	48	595	1,067	896	1,409	1,028	5,071
Charleston, SC	14	60	288	438	724	3,399	412	5,335
Albany, NY	9	48	361	615	1,027	3,153	225	5,438
Clearwater, FL	11	38	318	624	856	3,678	251	5,776

City	Murder	Rape	Robbery	Assault	Burglary	Larceny	Auto Theft	Total
Richmond, CA	27	37	523	506	1,222	1,844	1,895	6,054
Wilmington, NC	12	49	319	398	1,465	3,454	528	6,225
Portsmouth, VA	15	59	348	297	1,123	4,182	345	6,369
Davenport, IA	6	46	199	543	1,283	4,153	311	6,541
West Palm Beach, FL	18	47	446	456	1,445	3,887	513	6,812
Athens-Clarke County, GA	2	54	204	275	1,706	4,374	365	6,980
Berkeley, CA	8	25	496	123	1,095	4,790	952	7,489
Wichita Falls, TX	4	46	208	299	1,515	4,936	529	7,537
Everett, WA	1	76	223	284	1,251	5,108	1,183	8,126
Macon, GA	19	41	370	454	1,963	4,972	823	8,642

For additional crime reporting statistics, please visit our Website at www.CambridgePolice.org to view the 2009 Annual Crime Report available online.

Figure 2: Regional Crime Comparison - 2008

The chart below reflects a crime comparison among regional communities by violent and property crime. The crime information is based on 2008 data because official data for 2009 is not yet available for these selected cities.

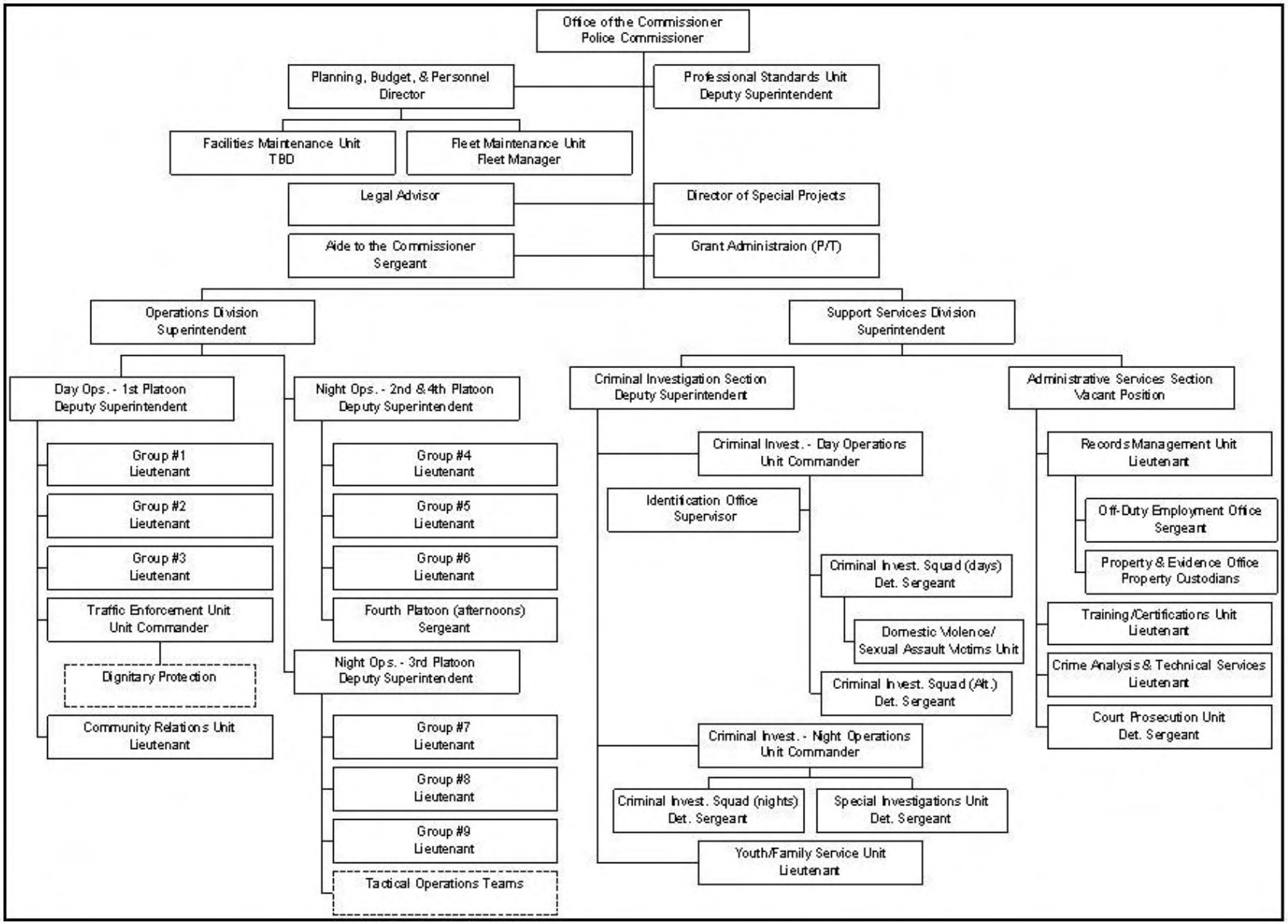


FINANCING PLAN	DETAIL	SUMMARY
TAXES		**$36,218,370**
Real Estate Taxes	$36,218,370	
CHARGES FOR SERVICES		**$1,613,355**
Parking Fund Parking Usage	$1,116,355	
Photocopy/Reproduction	$6,000	
Towing Surcharge	$75,000	
Police Detail Surcharge	$400,000	
Police Agency Fee	$16,000	
LICENSES AND PERMITS		**$124,765**
Street Obstruction Permits	$122,065	
Sunday Permits	$500	
Firearms I.D.	$400	
Revolver Permit	$1,800	
FINES & FORFEITS		**$3,187,925**
Parking Fines	$2,603,425	
Moving Violations	$530,000	
False Alarm Ordinance Fee	$50,000	
Bicycle Fines	$4,500	
INTERGOVERNMENTAL REVENUE		**$966,595**
State Cherry Sheet Revenue	$859,085	
Cherry Sheet-Police Career In	$107,510	
MISCELLANEOUS REVENUE		**$37,000**
Overtime Reimbursement	$37,000	
TOTAL FY11 BUDGETED REVENUE		**$42,148,010**

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	**$39,554,460**
OTHER ORDINARY MAINTENANCE	**$1,909,950**
TRAVEL & TRAINING	**$291,500**
EXTRAORDINARY EXPENDITURES	**$392,100**
TOTAL FY11 BUDGETED EXPENDITURES	**$42,148,010**

FULL TIME BUDGETED EMPLOYEES	FY09	FY10	FY11
	313	**311**	**311**

Cambridge Police Department Organizational Chart



ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$934,370	$1,029,125	COMMISSIONER'S OFFICE	$921,495
$415,635	$480,335	PLANNING, BUDGET & PERSONNEL	$512,040
$593,760	$593,900	PROFESSIONAL STANDARDS	$625,180
$1,943,765	$2,103,360		$2,058,715

PURPOSE & OVERVIEW: The duties and responsibilities of the Office of the Commissioner consist of a range of tasks necessary for the effective operation of the Police Department and planning for the future. Investigation into citizen complaints about the conduct of police officers, staff investigations and proactive communication regarding officer performance remain the primary responsibilities of the Professional Standards Unit (formerly Quality Control). As the Department strives to improve, this unit conducts various audits and inspections of our procedures, to monitor compliance with Department requirements and test the quality of service that we provide. The Professional Standards Unit is also responsible for conducting all public safety background investigations for the City. This includes all Police, Fire and Emergency Communication Dispatcher applicants. The Legal Advisor assists the Commissioner with policy development, research on legal issues in law enforcement, provides training on legal updates and compliance monitoring in order to ensure accountability. The Public Information Office supports the Office of the Commissioner by providing public relations for the Department and distributing the Department daily public log, citizen alerts and neighborhood specific crime reports. The Planning, Budget & Personnel Office's primary responsibilities are to support the Commissioner in maintaining sound hiring practices, budget preparation, setting strategy for project management of Department initiatives, as well as planning and reinforcing our system of accountability. Our major goals over the next few years will consist of continued focus on an evolving vision plan for the future that will ultimately improve the quality of service to the citizens, position the Department to obtain long-term goals identified by various stakeholders and improve quality of life for the citizenry of Cambridge.

The Cambridge Police Department continues to maintain its commitment to being a first class organization that provides high quality service to the city, a good workplace for our officers and civilians, and a Department that operates effectively and efficiently.

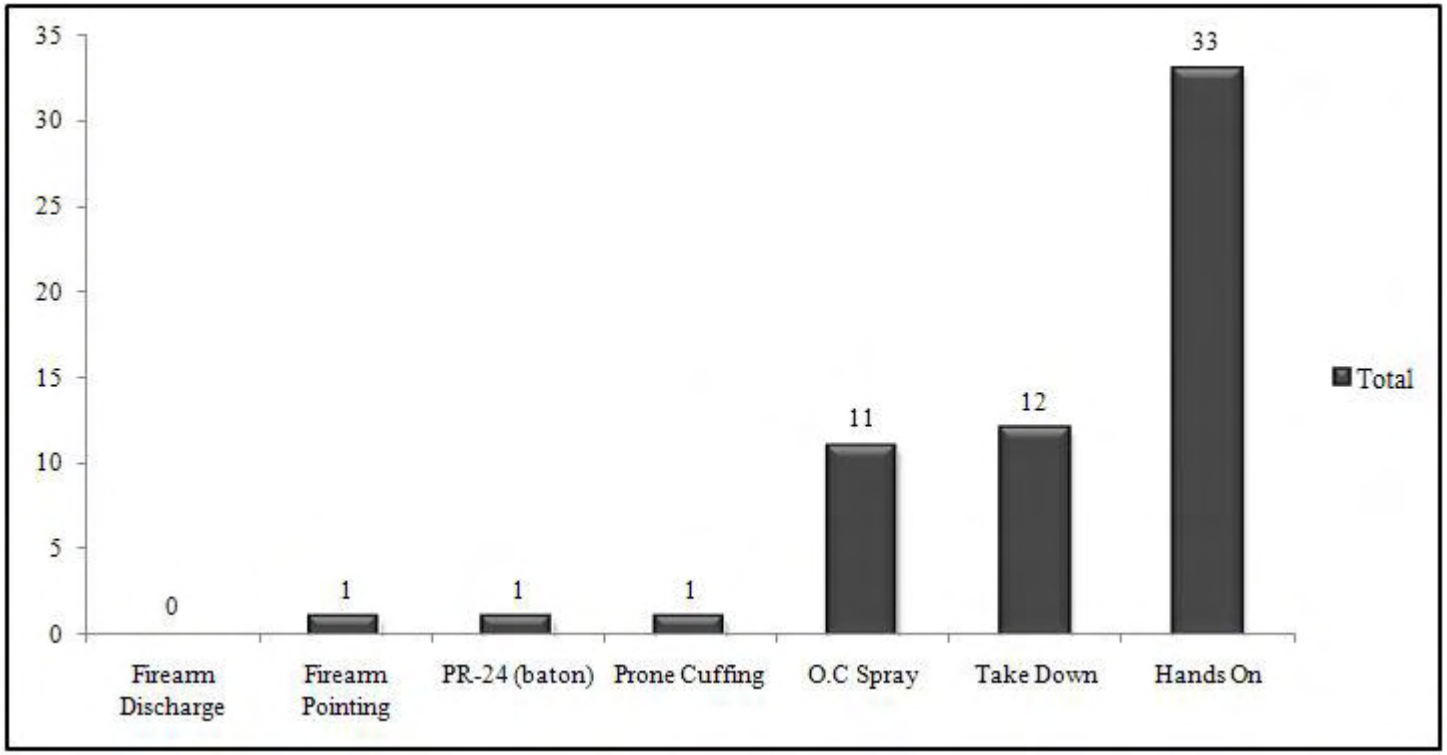
Over the past year, the Department has implemented a wider application of community policing by developing enhanced partnerships with various neighborhood and business groups. Additionally, the Department worked to alter its deployment strategies and, through the collective efforts of the entire membership, changed its modality of policing within the city. Through the use of crime data and calls for service, we undertook a blended approach, deploying more resources in a variety of different methods. We continue to look for ways to increase the presence of police officers throughout the city. We rely more heavily on our walking officers and deploy additional officers on bicycles during the course of the warmer months. These deployment assignments continued the "Safe Parks" initiative, which utilizes foot patrols and bicycle patrol officers during the summer months to ensure public safety in the parks and to report safety concerns such as lights out, clean ups needed and broken equipment to appropriate departments. In addition, officers deployed on bicycles attended community events, summer sports leagues and summer camp programs. This approach enhanced communication with our

residents, those who operate businesses, work, attend school and visit the city.

In an effort to improve accountability, the Commissioner felt that it was necessary to expand and clarify reporting regarding all instances of use of force, as a better practice to account to the community and reduce the risks to the City of Cambridge. Use of force reports allow the Commissioner to monitor the number of incidents by individual officers, geographic areas or organizational units. The reports provide a basis for periodic administrative review to determine whether proper procedure is being followed when force is used. Analysis of use of force by police is regularly discussed in criminal justice agencies and academia. However, it is very difficult to obtain a consistent sample because different law enforcement agencies capture and define use of force incidents differently.

In 2009, the Cambridge Police Department responded to over 100,000 calls for service. There were 59 reported incidents where force was used in 2009; a 32% decrease from the 88 incidents in 2008. The majority of these incidents occurred on the lower end of the force spectrum, involving grabbing or tugging a suspect in order to apply handcuffs. 37.2% of the incidents involved two or more officers and 18.6% of the incidents involved two or three types of force (i.e. hands on and O.C. Spray). For the purpose of the chart below, we counted the more serious type of force used in those incidents that involved two or three different types of force.

Figure 3: Use of Force Reported in 2009
The chart below indicates the Department's reporting for all use of force incidents by type of force utilized.



FY11 GOALS:

- *GOAL 1:* *Improve relationships with the community by continuously assessing the level of service provided by the Department. These assessments will be undertaken using proactive, reactive and collaborative efforts. With the results, the Department will identify deficiencies in policies and procedures, identify training needs, and work to improve the trust and confidence relationship between the police and the community.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of administrative audits conducted by staff	8	8	8	8

■ *GOAL 1: (continued)*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
2. Complete "quality of service" assessment forms - incident reports and investigation follow up	250	245	245	300
3. Complete "quality of service" assessment forms - m/v stops	250	255	250	300
4. Conduct field inspection audits	60	65	60	60

Figure 4: Quality of Service Assessment

The table below indicates customer satisfaction responses collected from incident reports in FY05, FY06, FY07, FY08 and FY09. The percentages listed vary depending upon who responds to surveys, as opposed to a scientific survey that would more accurately reflect the overall opinions of all customers interacting with the Cambridge Police Department. Percentages include those responses rating each service as excellent, good or average. In FY11, the Department is planning to initiate an online survey for residents and business owners, to provide more opportunities for feedback along with a call back program as an additional mechanism to get more information, in an effort to provide enhanced services and identify training needs.

Types of Service Rated	FY05	FY06	FY07	FY08	FY09	% Change (FY05-FY09)
Response of Call Taker	96%	93%	85%	87%	98%	2%
Timeliness of Officer Response	91%	96%	84%	87%	97%	6%
Officer's Response to Questions	97%	95%	95%	97%	98%	1%
Professionalism of Officer Conduct	99%	96%	97%	99%	100%	1%
Cases Followed up by Detectives	61%	64%	57%	58%	85%	24%
Responsiveness of Detective	54%	87%	51%	53%	86%	32%
Overall Response by Department	90%	89%	78%	94%	91%	1%

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$6,152,450	$6,105,765	DAY PATROL	$6,334,425
$15,376,020	$15,245,665	NIGHT PATROL	$15,962,940
$2,462,510	$2,502,785	TRAFFIC	$2,551,415
$138,750	$194,000	COMMUNICATIONS	$195,100
$2,232,060	$3,358,135	COMMUNITY RELATIONS	$3,353,235
$478,465	$374,420	SCHOOL CROSSING	$499,175
$519,550	$88,345	TACTICAL OPERATIONS	$75,000
$27,359,805	$27,869,115		$28,971,290

PURPOSE & OVERVIEW: As the Department's primary and most visible staff resource, this Division is responsible for the suppression and prevention of crime, the apprehension of offenders, the recovery of stolen property, the regulation of non-criminal activity and the maintenance of peace in the community. The Operations Division is divided into Day Patrol, Night Patrol, Selective Enforcement, Community Relations and Tactical Operations. The Day and Night Patrols perform the essential duties of responding to all calls for service. Police Officers are assigned throughout the city to increase visibility, enforce the laws of the Commonwealth and foster positive relationships with community members. The function of the Community Relations Unit is to elicit community participation in identifying problems and solutions. The Department establishes partnerships by developing liaisons with formal community organizations, business groups and other community groups. These partnerships assist the Department in improving practices that relate to community policing by conveying information to the community as well as transmitting concerns from citizens to the Department. The Bicycle Patrol Unit patrols various areas of the city and assists in community outreach through crime prevention programs, bicycle safety awareness and self-defense classes. The Selective Enforcement/Traffic Unit performs specific assignments relating to truck restrictions, traffic, pedestrian and bicyclist safety and parking enforcement. Traffic Supervisors are responsible for the safety of school children at various intersections and crossings throughout the city. The Tactical Operations Unit is comprised of the Special Response Team (SRT), Tactical Patrol Force (TPF), Explosive Ordinance Unit (EOU) and Hostage Negotiator Team. The SRT is a highly trained, disciplined tactical team that is able and prepared to respond to any major crisis within the city. Their primary mission is to resolve high-risk incidents, with a minimal loss of human life. Some of these incidents include hostage situations, high-risk search and arrest warrants, barricaded suspects and any other situation deemed appropriate. The primary role of the TPF is to respond safely to incidents of civil disobedience, which include but are not limited to riots, protests and any other situation where citizen unrest may result. Officers of the Tactical Patrol Force are trained in special tactics to control and calm large crowds. The primary mission of the EOU is to ensure the safety of city residents in an explosive-related incident. They are responsible for the handling, transportation and rendering safe of all explosive items within Cambridge. The Hostage Negotiation Team works closely with these tactical units to assist when there are hostages involved in an incident. Although the Department has skilled officers with specialized training to combat any type of crime, the Cambridge Police Department is committed to the concept of reducing crime through proactive crime prevention, enhanced communication and collaborative partnerships.

FY11 GOALS:

- *GOAL 1:* *Provide a professional standard of law enforcement services to the citizens of Cambridge through suppression and prevention of crime, apprehension of offenders, recovery of stolen property, regulation of non-criminal activity and maintenance of peace in the community. Various deployment strategies are developed through collective efforts of the entire membership of the Department to address current crime trends.*

Figure 5: Selected Serious Crimes for Calendar Year 2008 v. 2009

All four of the selected serious crimes in Figure 5 experienced decreases in the City of Cambridge in 2009. Robbery showed the smallest decrease of the four featured crimes, with a 3% drop. Overall burglaries dropped 8%, thanks to a 12% drop in housebreaks. Total larcenies decreased by 10%, with the most notable reductions reported in larcenies from motor vehicles, from residences and from buildings. Auto thefts dropped 20%, with approximately 78% of the cars stolen in 2009 having been recovered to date. These decreases in robbery, burglary, larceny and auto theft contributed to an overall decrease of 10% in total index crimes in 2009.

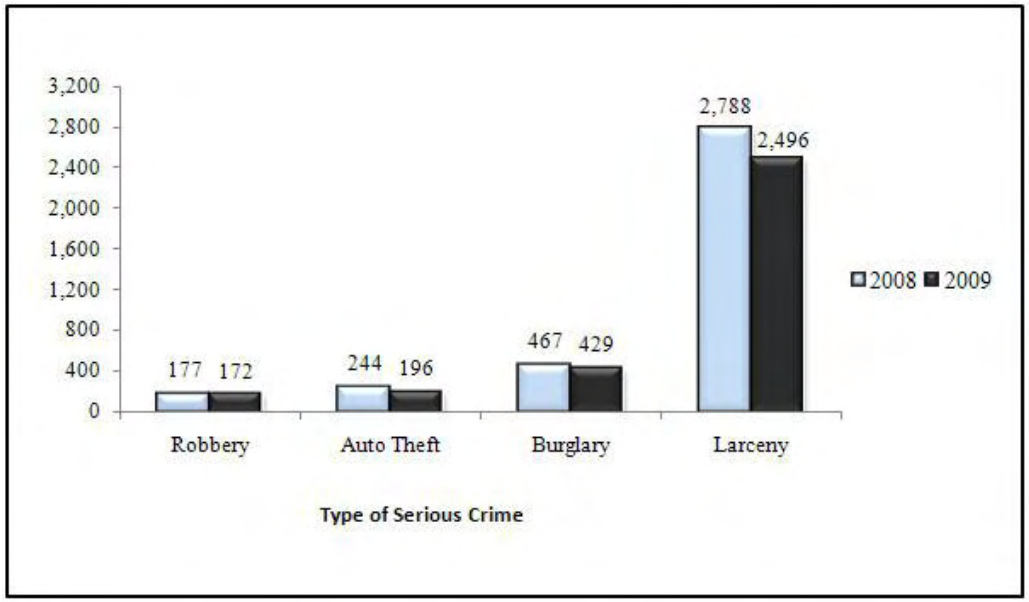


Figure 6 (a): Calendar Year 2008 v. 2009 Breakdown of Robberies by Type

In 2009, robberies in Cambridge decreased by 3% compared to 2008. Commercial robberies experienced a substantial decline in 2009, dropping 42% from 36 incidents in 2008 to 21 in 2009. Banks and convenience stores were the most common targets. Street robberies increased by 7%, rising from 141 incidents in 2008 to 151 in 2009, which is just slightly below the five-year average of 156 incidents. Part of the increase in street robberies can be linked to a surge in the thefts of iPods and high-end cell phones by juveniles.

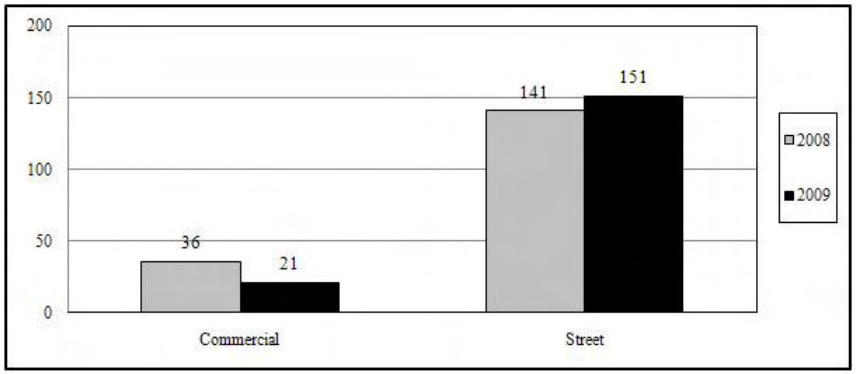


Figure 6 (b): Calendar Year 2008 v. 2009 Burglaries by Type

Burglaries decreased by 8% in 2009. Commercial breaks rose by 13%, with only one significant pattern developing during the year: a homeless male was arrested in March in connection with 11 commercial burglaries at Central Square business establishments. For the second year in a row, housebreaks decreased substantially, dropping 12% from 391 incidents in 2008 to 343 in 2009, due in part to fewer housebreak patterns emerging in 2009 than are usual. The overall burglary total of 429 incidents reported in 2009 was the lowest total reported in Cambridge in over 20 years.

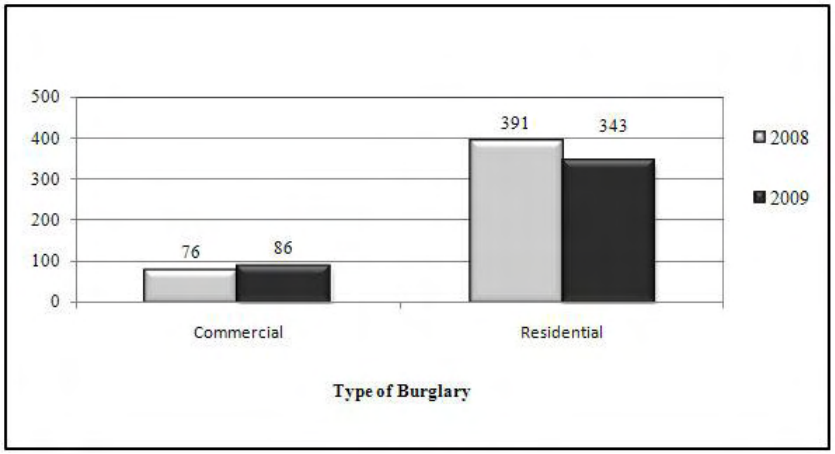
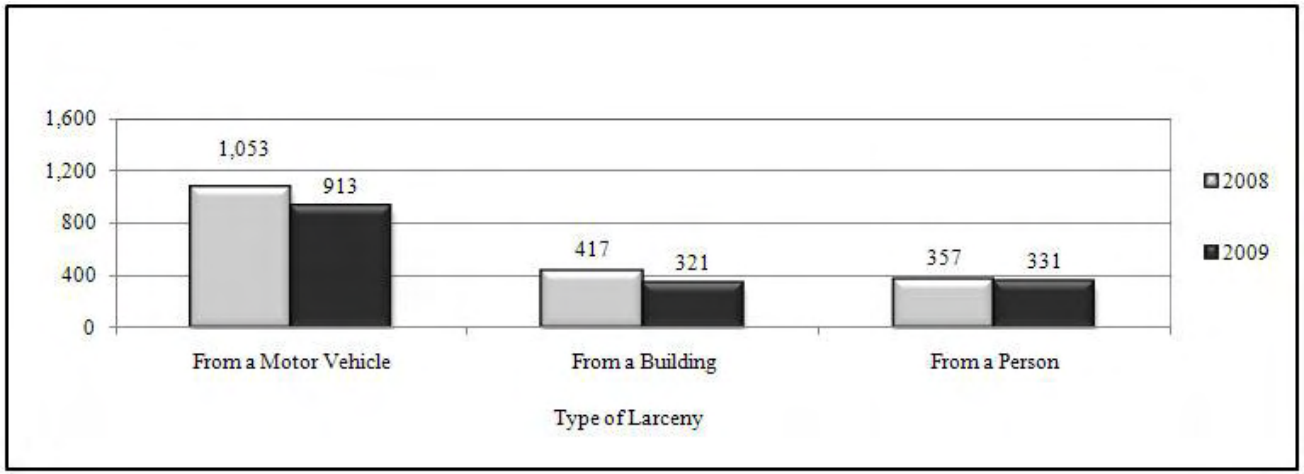


Figure 7: Calendar Year 2008 v. 2009 Breakdown of Larcenies by Type

Larceny decreased by 10% in 2009. This overall decrease can be attributed mostly to a 23% decline in larcenies from buildings, a 14% reduction in larcenies from residences, and a 13% drop in larcenies from motor vehicles (LMVs). In 2007, LMVs were at their highest level ever recorded in Cambridge, due to a dramatic increase in GPS unit thefts from vehicles. It is important to note that both 2008 and 2009 experienced reductions in this problem. Only three categories of larcenies experienced minor increases this year: shoplifting, larcenies of bicycles, and larceny of services. The Department attributes the decrease in larceny from motor vehicles to a successful flier campaign. This campaign was targeted at motorists to advise them of the potential for a larceny and suggested removing or storing personal property securely, including GPS devices and laptops.



For additional statistics, please visit our Website at www.CambridgePolice.org to view the complete 2009 Annual Crime Report online.

- *GOAL 2:* *Provide the highest level of law enforcement and public safety services to the citizens of Cambridge through education. Increase driver safety awareness in order to reduce motor vehicle accidents by enforcing vehicle code violations at identified high accident locations.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of assignments for units at high accident locations	n/a	n/a	2,000	6,000

■ *GOAL 2:* *(continued)*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
2. Number of selective bicycle enforcement assignments	1,113	1,500	1,500	1,500
3. Number of assignments for deployment of units for the enforcement of red light violations citywide	n/a	n/a	n/a	3,000
4. Number of assignments for deployment of units for the enforcement of crosswalk violations city wide	n/a	n/a	n/a	3,000

■ *GOAL 3:* *Provide Child Safety Seat Program for Cambridge residents to assist parents with proper installation of car seats. The Department will continue to modify the existing program and encourage other agencies to participate in this tremendously successful safety program, by increasing available resources to fund this program in order to serve more residents.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Child Safety Seat installations	470	1,000	500	350

Figure 8: Reportable Motor Vehicle Accidents

The chart below reflects a comparison of reportable motor vehicle accidents in 2008 v. 2009 by type of accident. Motorist v. Motorist also includes single car accidents involving property damage.

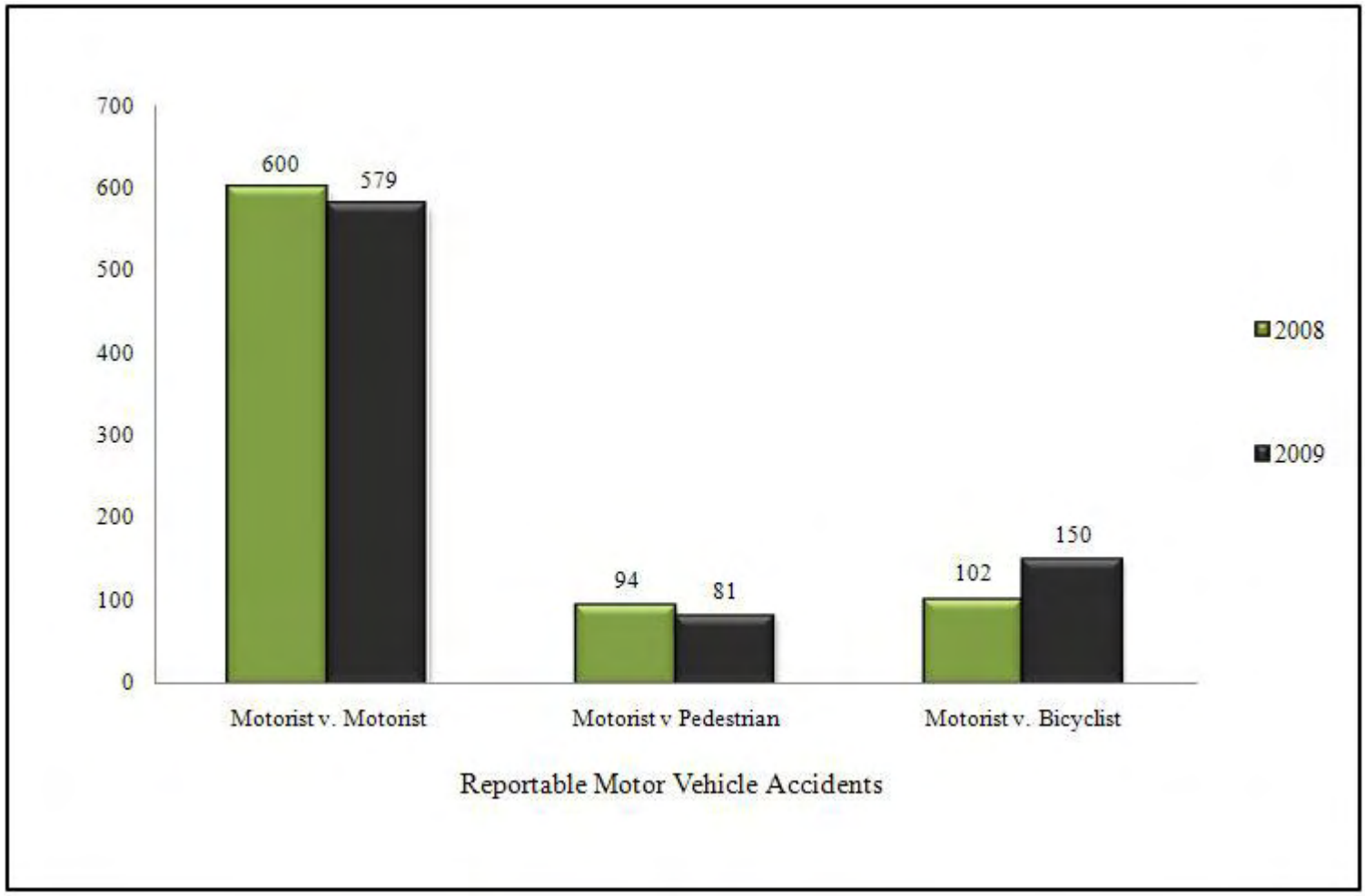


Figure 9: Analysis of Accidents at Strategic Impact Traffic Enforcement Locations

The chart below reflects the Department's effort to reduce motor vehicle accidents by strategic impact traffic enforcement at high accident locations. As a result of this initiative, there was a significant decrease in accidents in these identified locations when compared to the 2000 - 2007 period.

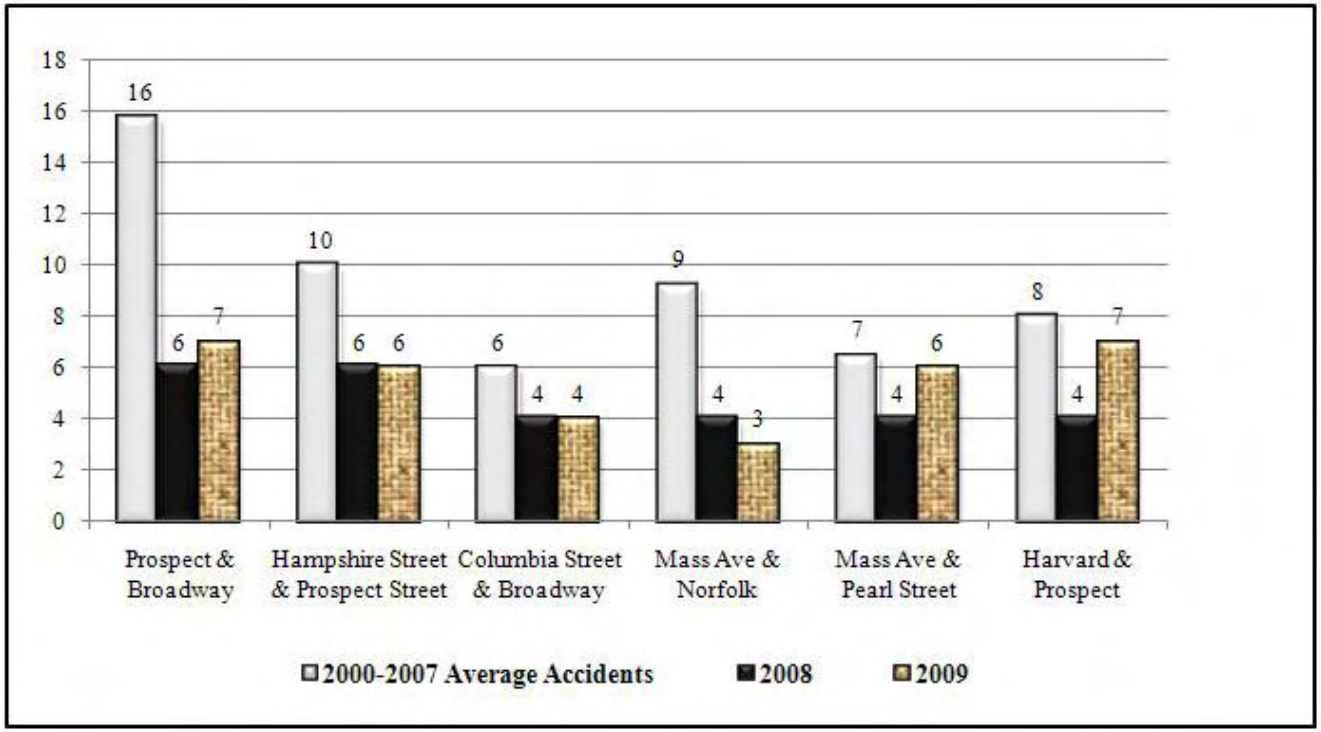
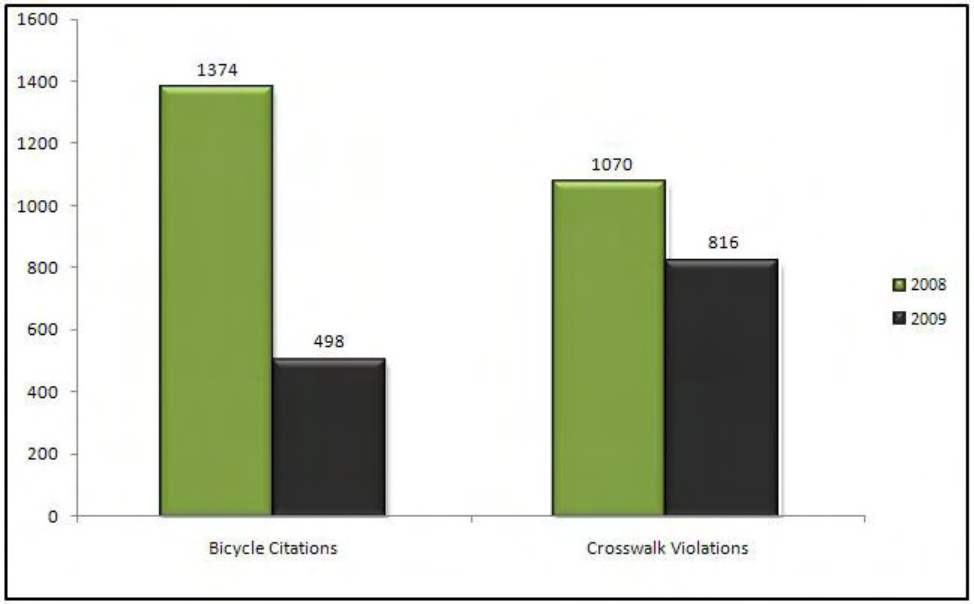


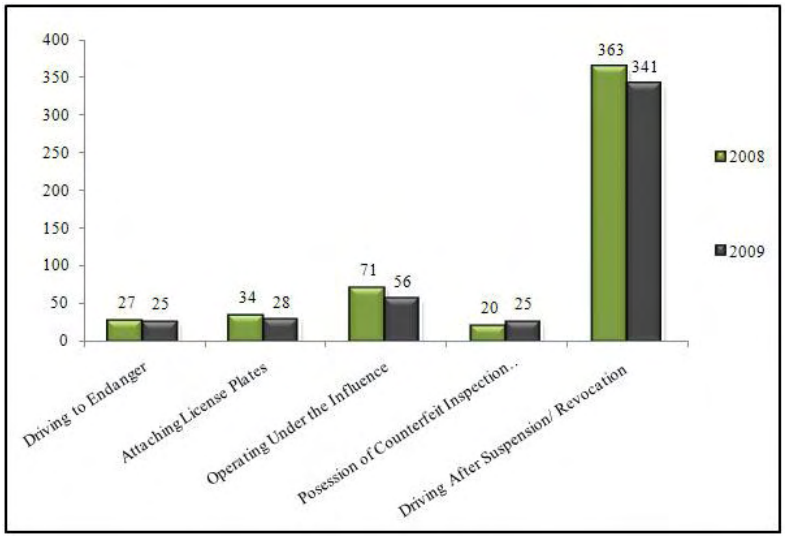
Figure 10: Bicycle Citations and Crosswalk Violations for Calendar Year 2008 vs. 2009.
The chart below reflects the number of bicycle citations and crosswalk violations issued for calendar year 2008 versus calendar year 2009. The discrepancy between the bicycle violations in 2008 versus 2009 is due to the Bicycle Officers having special assignments during the summer of 2009.



The average traffic stop for speeding, running a red light and related offenses results in a warning or citation. A number of traffic offenses, however, are cause for arrest, including: driving to endanger, driving after suspension or revocation, possession of a counterfeit inspection sticker, and attaching false or counterfeit license plates. Such arrests are often made during routine traffic stops, after the police officer learns of the driver's suspension, revocation or other circumstances. For additional statistics, please visit our Website at www.cambridgepolice.org to view the 2009 Annual Crime Report online.

Figure 11: Traffic Arrests for Calendar Year 2008 v. 2009

The chart below reflects the number of traffic arrests by type of incident comparing 2008 v. 2009. The reduction of traffic arrests is attributed to educating motorists on the vehicle code violations.



- *GOAL 4:* *Increase neighborhood presence by focusing attention on locations where quality of life issues and concerns are most prevalent. This will be accomplished through a combination of Park and Walk assignments (police visibility at a particular location) and Directed Patrols (police presence at a location to address a specific issue).*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Park and Walk assignments to address quality of life issues	n/a	n/a	5,000	6,000
2. Park patrols performed citywide	n/a	n/a	500	600

- *GOAL 4:* *(continued)*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
3. Directed Patrol and Park & Walk assignments performed throughout the city	n/a	n/a	20,000	21,500

- *GOAL 5:* *Provide education in crime prevention techniques to citizens and business owners throughout the city. The Police Department will continue to conduct security surveys for the residential and business communities as well as participate in monthly private security meetings throughout the year. Surveys are offered to all residents through the Community Relations Unit, as well to victims of burglaries, but are voluntary.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Residential and business surveys conducted	n/a	n/a	35	30
2. Private security meetings and forums attended per year	n/a	n/a	13	15

- *GOAL 6:* *Provide crime prevention classes and services such as police academies, safety training and community problem solving to residents while creating opportunities to improve relationships and communications among youth, the community and police officers.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of youth participating in Youth Police Academy	n/a	n/a	18	20
2. Number of youth participating in Police sponsored youth programs including sport and fitness programs	n/a	n/a	350	500
3. Number of citizens participating in Citizen and Senior Police Academies	n/a	n/a	25	50
4. Citizens participating in Rape Aggression Defense (RAD) Training	121	60	77	60

■ *GOAL 7:* *Introduce, expand and maintain a variety of community oriented policing initiatives with the purpose of forming partnerships with the community to combat crime, the elements of crime and the perception of crime. Through community oriented policing, the Department will focus on educating and communicating with the citizenry of Cambridge about public safety issues, including Homeland Security and emergency planning initiatives with Fire, Emergency Communications and Emergency Management.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of Community Alerts through Citizen Observer	n/a	n/a	25	100
2. Number of Business Community Alerts through the Citizen Observer	n/a	n/a	12	50
3. Number of citizens visited during Door- to- Door Outreach Campaigns	n/a	n/a	697	1,500
4. Number of Neighborhood or Business Community Group Meetings attended	n/a	n/a	40	80

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$1,868,385	$1,968,965	ADMINISTRATION	$1,717,550
$1,383,015	$1,392,205	SPECIAL INVESTIGATION UNIT	$1,388,510
$311,135	$333,315	TRAINING	$320,215
$3,658,785	$4,029,180	CRIMINAL INVESTIGATIONS	$4,555,265
$172,930	$205,440	DETAIL OFFICE	$345,715
$928,975	$940,560	TECHNICAL SERVICES	$909,185
$1,907,960	$1,825,220	OPERATION & MAINTENANCE	$1,881,565
$10,231,185	$10,694,885		$11,118,005

PURPOSE & OVERVIEW: The Support Services Division consists of the Administration Unit, Training Unit, Criminal Investigations Unit, Special Investigation Unit (SIU), Identification Unit, Detail Office and Technical Services Unit. This Division is responsible for supporting the daily operations of the Department. The Administration Unit processes and coordinates departmental support services such as records, details (off-duty employment), fleet maintenance, property and evidence. The Fleet Maintenance Unit is responsible for the maintenance of the entire vehicle fleet. The Training Unit coordinates all training for sworn and non-sworn personnel throughout the year to ensure all certifications are current. In-service training is conducted twice a year along with other specialized training that continues throughout the year. The Criminal Investigations Unit includes all investigative functions of the Department. Criminal Investigations Unit detectives investigate all serious crimes committed in the city, including murder, rape, robbery, aggravated assault, burglary and felony larceny. The Special Investigation Unit is responsible for conducting investigations into violations of Controlled Substance laws as well as prostitution and gambling offenses. The Identification Unit works closely with the Criminal Investigations Unit and SIU in processing crime scenes, evidence and fingerprint classification. The Youth and Family Services Unit, comprised of School Resource Officers (SRO) and Juvenile Detectives, is assigned to each public school to provide daily contact for students, staff and parents. In addition, the SROs provide crime prevention programs to students and act as a liaison with the Department on safety issues. This Unit works closely with other law enforcement agencies and community partnerships to identify youth in need of services such as the juvenile diversion program. The Technical Services/Crime Analysis Unit carefully reviews all information, including crime reports, calls for service, arrest reports and notices from other agencies received by the Police Department, looking for crime patterns such as series, sprees, hot spots and trends. Once such a problem is identified, this Unit disseminates this information to the rest of the Department. Patrol and Investigative Commanding Officers use this information to develop strategies to address any emerging or ongoing crime problems. This Unit is also responsible for maintaining the Department's computer systems infrastructure and radio system.

FY11 GOALS:

- *GOAL 1:* *Enhance access to information for residents on neighborhood crime and improve communication between the community and the Police Department in order to become effective allies in the campaign against drug abuse and crime in our community. With the introduction of new technology such as Citizen Observer, web access to the daily public log and International Association of Chiefs of Police (IACP) Strategy available on the Website, community leaders, neighborhood residents and law enforcement agencies can exchange information regarding current problems to ensure neighborhood integrity.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of tips received through "Text A Tip"	n/a	n/a	57	40
2. Number of residents signed up to receive citizen alerts through Citizen Observer	n/a	n/a	150	300
3. Number of anonymous tips received through the Drug Tip Hotline	n/a	n/a	55	50

- *GOAL 2:* *Continue to enhance and improve the type and quality of in-service training conducted annually for all sworn personnel of the Police Department. In accordance with Massachusetts General Laws, all police officers must attend 40 hours of in-service training annually. Mandated topics include firearms certification, CPR and first responder training. Firearms training for all personnel will include live firing at an outdoor range and simulated firing. The simulated firing consists of computer assisted judgment shooting scenarios utilizing tactical decision making and scenario based interactive training using non-lethal Simunition ammunition, inert OC spray (Mace) and control devices. In addition to the annual in-service training, the Department will provide additional specialized training opportunities through daily roll calls, training bulletin topics and monthly newsletters.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of officers attending live firearms training	247	272	252	272

■ *GOAL 2: (continued)*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
2. Number of specialized trainings attended by sworn and non-sworn personnel	295	300	250	300
3. Number of training bulletin topics issued per year	69	75	100	120

Table 3: Geographic Breakdown of Drug Arrests

In the 108 drug incidents in 2009, there were 84 persons arrested at the time of the incident. This does not include additional arrests that resulted from warrants stemming from these drug incidents. We do not have the number of related warrant arrests available at this time. Cambridgeport experienced the most drug incidents in 2009 with 32, or 30% of the incidents citywide, followed by Area 4 with 20 incidents, or 19% of the citywide incidents. Part of the reason for the high percentage of incidents in these two neighborhoods is that the Special Investigations Unit conducted a successful long-term undercover operation in the Central Square area in 2009, which led to multiple arrests in these two neighborhoods, particularly on the Cambridgeport side of the Square.

AREA	2007	2008	2009	% of Total
East Cambridge	20	14	7	6%
M.I.T. Area	3	1	3	3%
Inman/Harrington	23	12	10	9%
Area 4	37	21	20	19%
Cambridgeport	28	13	32	30%
Mid-Cambridge	16	15	10	9%
Riverside	14	14	7	6%
Agassiz	0	0	1	1%
Peabody	8	3	2	2%
West Cambridge	3	7	5	5%
North Cambridge	12	8	11	10%
Cambridge Highlands	1	0	0	0%
Strawberry Hill	1	3	0	0%
TOTAL	**166**	**111**	**108**	**100%**

The Cambridge Police Department's Special Investigations Unit continually undertakes investigations involving drug and vice activity within the City of Cambridge. They have adopted strategic planning methods to help alleviate the pressures visited upon society by the culture of drug abuse and addiction. The goal of the unit is to

target street level dealers to get to the suppliers, and to fight the problem at its root level: in the street, where the public is most exposed and affected.

Figure 12: FY2009 Drugs by Type

As a result of the 108 drug incidents and arrests associated with this effort, the Special Investigations Unit (SIU) confiscated various types of drugs. The most prevalent drug usage in the community currently is cocaine/crack.

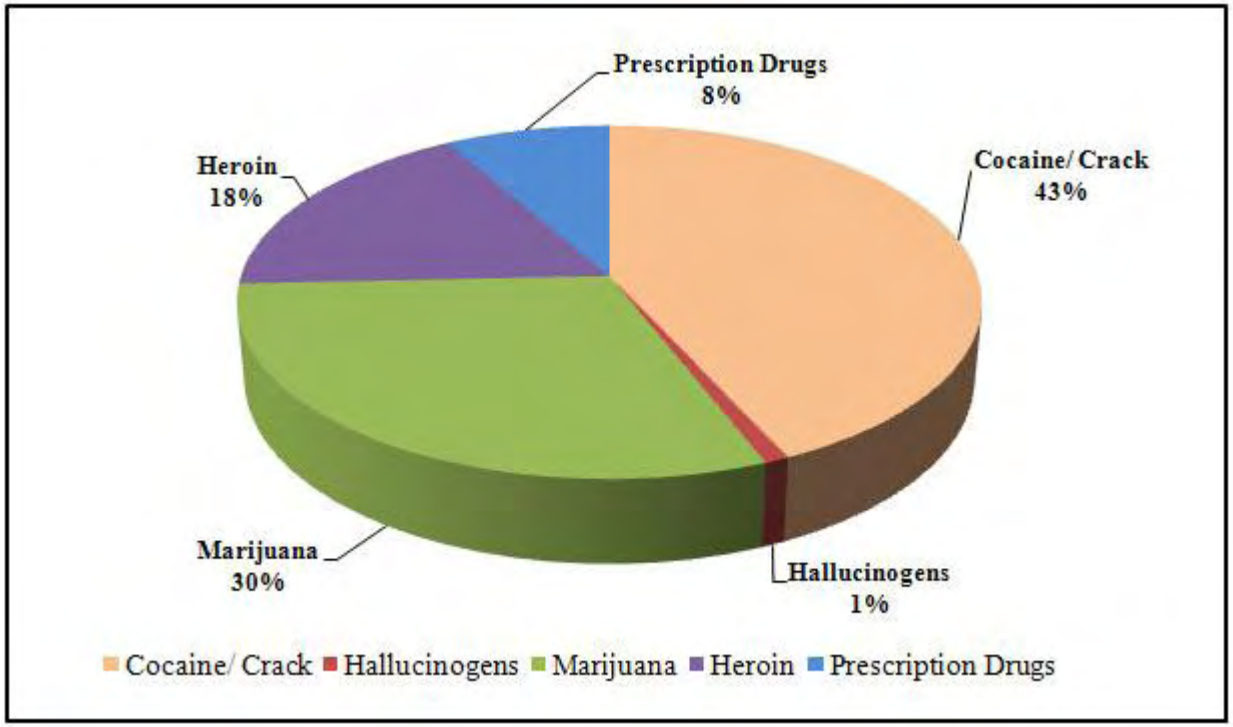
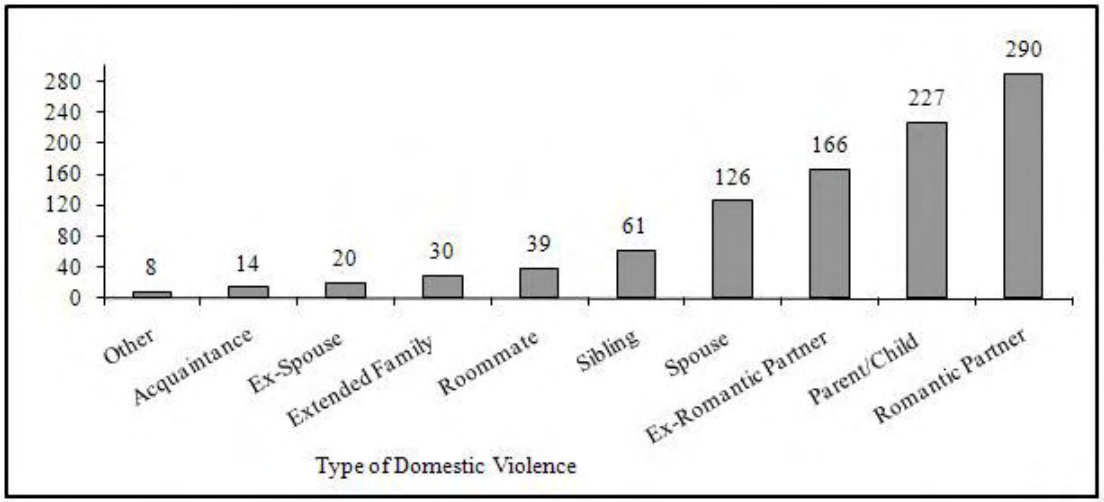


Figure 13: Domestic Violence by Relationship Category for Calendar Year 2009
The chart below reflects the number of domestic violence incidents reported in 2009 by relationship category.



- *GOAL 3:* *Continue to enhance the integrated response system to domestic violence with internal department-wide training and training for community partners. Continue input of domestic violence incidents into a database that allows for the analysis of such occurrences, including the review of High Risk Domestic Violence cases with the High Risk Assessment Team consisting of other law enforcement agencies and non-profit service providers who work with victims of domestic violence in the surrounding areas. Our partners include the Belmont Police Department, Arlington Police Department, Riverside (formerly the Guidance Center), RESPOND, REACH, Emerge, Transition House and Community Legal Services and Counseling Center. The Department also works with a coalition of other City departments and area non-profit agencies to implement a community grassroots domestic violence prevention and education effort.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of domestic violence trainings conducted for various agencies throughout the city	31	30	35	40

■ *GOAL 3:* *(continued)*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
2. Percentage of domestic violence case investigations pursued in court while supporting victims and assisting with available resources for services	87%	90%	90%	90%
3. Number of high risk domestic violence cases reviewed by the Department	n/a	n/a	500	800
4. Number of high risk domestic violence cases referred to Cambridge Arlington Belmont High Risk Team (CABHART)	n/a	n/a	4	25

■ *GOAL 4:* *Provide the highest quality of services to youth and families in the City of Cambridge with a personal approach through the Youth Family Services Unit. The Department will engage kids and their families to deter youth from engaging in disruptive behavior that could lead to criminal behavior. The unit will collaborate with the City's Teen Centers, after school and evenings, to engage youth during the out of school environment. Our philosophy is to have an encompassing program working with various community partners to offer alcohol and substance abuse counseling, mental health support, restorative justice and other services.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of community based juvenile diversions	n/a	n/a	250	450
2. Number of youth and/or family referrals made to mental health specialist for assistance	n/a	40	50	55
3. Number of youth referred to a formal Police Department's Juvenile Diversion Program	n/a	n/a	60	75
4. Number of youth referred to an informal Police Department's Juvenile Diversion Program	n/a	n/a	250	300

■ *GOAL 4: (continued)*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
5. Number of referrals made to the Middlesex District Attorney's Office Juvenile Diversion Program including court complaints	n/a	6	18	30
6. Number of cases referred to the restorative justice program "Communities 4 Justice"	n/a	n/a	2	4

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$1,742,580	$1,800,100	TRAFFIC CONTROL	$1,894,310
$6,654,530	$6,845,085	PARKING CONTROL	$7,136,770
$973,875	$958,035	SUPPORT SERVICES	$1,003,510
$9,370,985	$9,603,220		$10,034,590

PURPOSE & OVERVIEW: The Department oversees public parking and traffic operations in the city, and actively promotes walking, bicycling and transit. Parking control includes promulgating, signing and enforcing parking regulations; installation and maintenance of parking meters; operation of the two City parking garages; collection and adjudication of parking tickets and operation of the resident permit program. Traffic operations include pavement markings, crosswalks and bicycle lanes; operation of traffic signals; traffic study reviews; and permitting street obstructions and street closings. It also works closely with other City departments in planning, reviewing and developing proposals to improve the City's infrastructure and encourage walking, bicycling and transit use.

The Department is organized in three divisions: Traffic Control, Parking Control and Support Services.

FY10 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

Resident Permits:

- The online renewal of Resident Parking Permits for qualified residents is in its second year and remains hugely popular. Currently, of the 14,731 qualified residents, 51% have applied and paid online during renewal. We have achieved our long time goal of having over 50% of residents renew without having to come to the office.
- Annual Photo Contest: 83 photos were submitted for the 2010 Resident Parking Permit Contest. The winner of the contest was Jim Lanfried, a Cambridge resident. The title of his winning photo is "Longfellow House." Many of the other photos submitted were published in our Resident Information Booklet. A photo album of all submissions can be seen on the Traffic Department's Website.

Enforcement:

- Sidewalk snow/ice ticket enforcement remains a priority for the Traffic Department working in conjunction with Department of Public Works. This year, changes have been made to more effectively use technology and reduce the time between the time of the violation and when the property owner receives notice of the violation. The violation notices are now in the form of a letter that gives all the necessary information.

Signals:

- Coordinated an additional 43 signals, bringing the total coordinated up to 65. Coordination is for morning and evening peaks, as well as off peak. Corridors now coordinated include Prospect Street, Massachusetts Avenue, Cambridge Street, Broadway and Main Street.
- Installation of two new signals - at the intersections of Galileo Galilei Way, Binney and Fulkerson Streets, and at Second and Binney Streets are complete. Upgraded 4 signals to concurrent pedestrian operation – Garden Street @ Sherman Street, Garden Street @ Walden Street, Massachusetts Avenue @ Linnaean Street and Massachusetts Avenue @ Shepard Street.
- Converted Massachusetts Avenue @ Waterhouse Street from a flasher to full signal operation.
- Created a central command center in the Traffic Department office which communicates with 6 signals on Massachusetts Avenue between Lafayette Square and Amherst Street.
- Installed a permanent counting station on Western Avenue. The station counts vehicle volume including trucks and bicycles as well as monitoring queuing.

Signing/Pavement Markings:

- Worked with DPW on the widening of the Prospect Street sidewalk between Bishop Allen Drive and Massachusetts Avenue and added left turn pockets for vehicles turning onto Bishop Allen Drive.

Special Studies:

- Bike Accident Study - The Engineering Division obtained every crash report involving a bicycle for the years 2004 through 2008 from the Police Department. Each report was carefully read, summarized and results were coded into a GIS map. Currently, 513 crashes are in the database. The study will help us identify bicycle safety priorities.
- Performed the annual inventories of the number of bicycles parked in Harvard, Central and Inman Squares. Re-inventoried Harvard Square 12 months later and found a 28% increase in bicycles parked.
- Perform regular internal spot audits and desk top reviews of our revenues.

Project Review/Development:

- Reviewed Traffic Impact studies for 3 large development projects and provided comments to the Planning Board, including recommended traffic mitigation. Tracked and monitored transportation mitigation required by the Planning Board on large projects.
- Reviewed smaller projects seeking building permit and certificate of occupancy sign-off from the Department. Approved 9 building permits. Worked with the developers and neighbors to make adjustments to improve safety and operation of the sites.

- Built a database with the 227 records of average daily traffic counts collected on City streets since 1972. Made the information available on the Department's Website.
- Provided support to the new Library in the signing and operation of their garage.
- Continued monthly parking coordination meetings for Traffic & Parking, Inspectional Services, Licensing and Community Development Departments.

MassDOT's Accelerated Bridge Program - Charles River Bridges

- Work with CDD and other City departments on all aspects of this project. Currently, the Craigie Bridge and Dam [O'Brien Highway] and the BU Bridge are under construction. Repairs and renovations are also being designed for the Longfellow, Western, River, Anderson bridges; the two pedestrian bridges – Magazine and Weeks; and the Reid overpass.
- Work includes design changes to accommodate pedestrians and bicycles, improved access, sequencing, traffic management planning, modeling and detour mitigation. The projects will be ongoing for at least the next 5 years.

Parking:

- Completed Phase Three of the Parking Garage Multi-Year Maintenance Program. Green Street Garage work included waterproofing of the exposed roof level and replacement of selected joint sealant throughout the garage.
- Improved the Green Street Garage stairway closest to Manning Apartments by pressure washing the stair towers and replacing a cinderblock area with a window.
- Work at the East Cambridge Garage included replacement of the Second Street stair tower windows, installation of a new emergency generator to provide emergency lighting during power failures, and upgrades to the Second Street elevator, including new door sills and replacement of the electric wire traveling cable.
- Multi-space (Lukes) meters were installed in Lots 8 and 9, located at the corners of Green and Pleasant Streets in Central Square, which give patrons the option to pay with a credit card.

FINANCING PLAN	DETAIL	SUMMARY
CHARGES FOR SERVICES		**$4,934,640**
Parking Fund Parking Usage	$4,934,640	
LICENSES AND PERMITS		**$377,500**
Street Obstruction Permits	$377,500	
FINES & FORFEITS		**$4,692,450**
Parking Fines	$4,692,450	
MISCELLANEOUS REVENUE		**$30,000**
Private Grants	$30,000	
TOTAL FY11 BUDGETED REVENUE		**$10,034,590**

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	**$6,676,150**
OTHER ORDINARY MAINTENANCE	**$3,281,040**
TRAVEL & TRAINING	**$23,400**
EXTRAORDINARY EXPENDITURES	**$54,000**
TOTAL FY11 BUDGETED EXPENDITURES	**$10,034,590**

FULL TIME BUDGETED EMPLOYEES	FY09	FY10	FY11
	80	**81**	**81**

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$439,130	$424,860	TRAFFIC SIGNAL MAINTENANCE	$447,175
$620,145	$637,265	TRAFFIC ENGINEERING	$656,670
$683,305	$737,975	PAVEMENT MARKINGS/SIGN POSTING	$790,465
$1,742,580	$1,800,100		$1,894,310

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

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

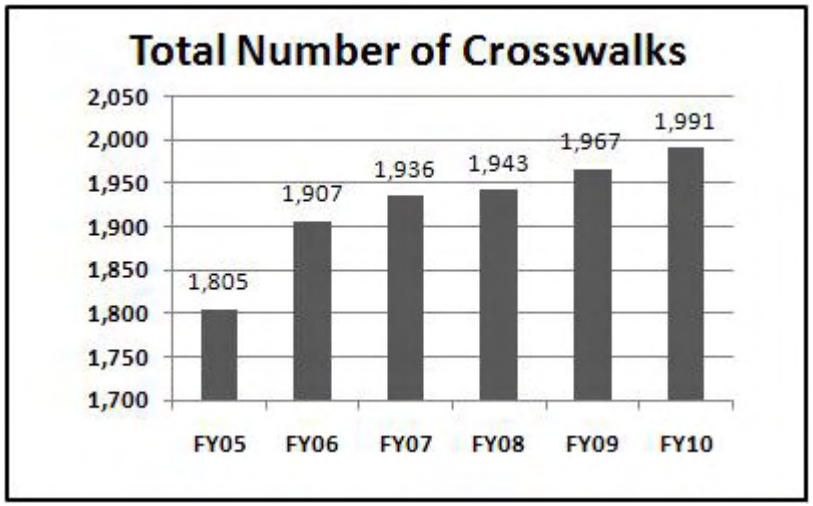
The Division manages a computerized traffic signal system, with 72 of the 190 signal locations currently on the system. The City has 134 signalized intersections, 22 warning flashers and 34 school zone flashers.

FY11 GOALS:

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

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of signalized intersections adjusted to enhance pedestrian crossing	21	10	10	6
2. Number of Snow/Ice tickets written by PCOs	871	700	700	700

Figure 1: Total number of crosswalks
The street and sidewalk repairs and the traffic calming program have created opportunities to add crosswalks. Traffic, Parking & Transportation now maintains markings at 1,991 crosswalks throughout the city.

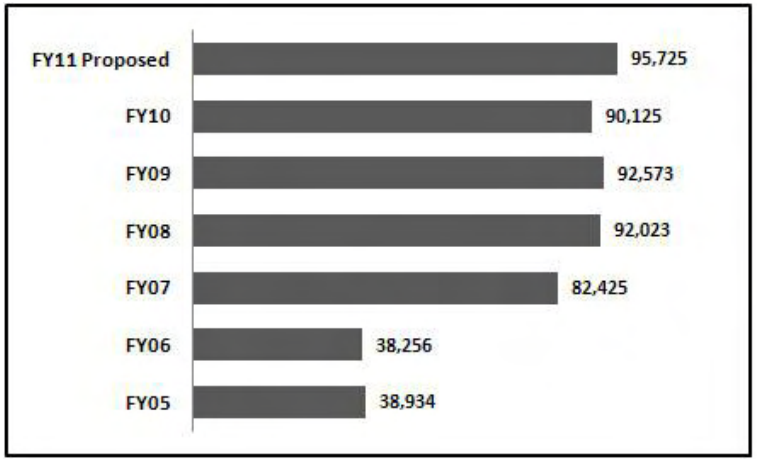


- *GOAL 2: Process and post obstruction and street closing permits in a timely and customer oriented manner.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of street obstruction and street closing permits issued	5,385	6,000	6,000	6,000
2. Percentage of moving van permits submitted through pay online	79%	85%	89%	90%

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

Figure 2: Bike Lanes in Linear Feet



The reduction in FY10 is due to converting the 2,448 linear feet of bike lane to edge line. However, it is expected that bike lane totals will increase in FY11. In the past years, bicycle riding in Cambridge has grown 100%.

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

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Total number of completed site investigations conducted by the Traffic Division	111	100	100	90
2. Total number of completed minor traffic studies	8	6	14	10
3. Total number of traffic regulatory signs replaced or installed	2,447	1,750	1,750	1,750
4. Total number of street name signs replaced	577	150	150	200

■ *GOAL 5:* *Provide timely and professional review of traffic studies of large projects. Work closely with the Community Development Department and Planning Board in reviewing and identifying mitigation measures.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of large project traffic studies reviewed for projects seeking Planning Board permits	4	4	4	4

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$1,866,155	$1,886,295	PARKING SERVICES	$1,958,370
$1,168,575	$1,280,905	PARKING METER MAINTENANCE	$1,389,035
$1,064,955	$1,000,385	OFF STREET PARKING	$1,043,790
$2,554,845	$2,677,500	PARKING ENFORCEMENT	$2,745,575
$6,654,530	$6,845,085		$7,136,770

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

The Parking Services Program is responsible for the issuance of resident parking permits and visitor parking permits, and the collection and adjudication of parking tickets. They are extremely busy from November through January when residents renew their permits. Customer service has improved by making it more convenient for the public to obtain resident parking permits by mail and to pay parking tickets by mail, phone or online.

The Parking Meter staff is responsible for the installation, maintenance, collection and repair of the City's 3,070 meters. Meters provide short-term parking for visitors and shoppers. The Department has been adding meters in areas where new commercial development has occurred, to support the parking needs of visitors.

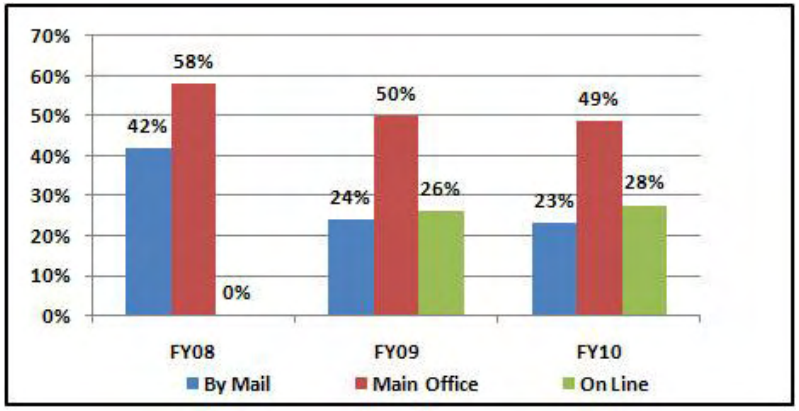
The Parking Enforcement unit enforces the City's parking regulations. The operation is active from 7 a.m. to 8 p.m. weekdays, as well as extended hours, until 10 p.m., on Thursday and Friday evenings. Saturday hours are 8:30 a.m. to 10 p.m.

The Division is also responsible for the two City garages, Green Street Garage and East Cambridge Garage, and manages the contract to operate these facilities. The Traffic Control Division is responsible for preventive maintenance and renovations of the two structures.

FY11 GOALS:

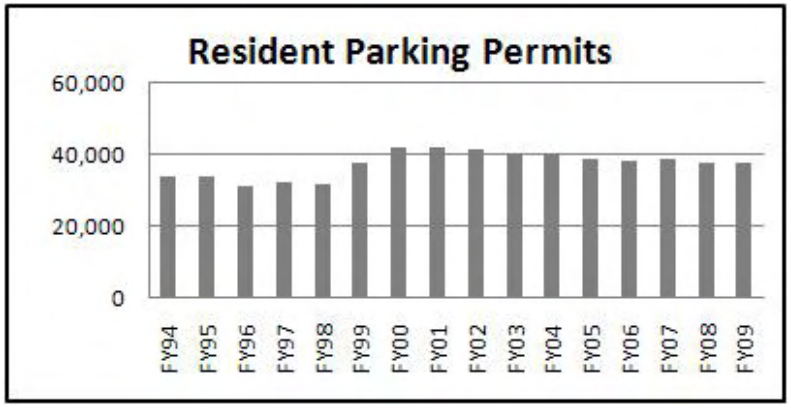
- *GOAL 1:* *Provide on-street parking for residents, their visitors and providers of services to residents, and issue residential parking permits in a timely and cost effective manner. Reduce parking permit abuse and maintain public safety.*

Figure 3: Methods of applying for resident parking permits



FY09 was the first year that qualified residents could apply online to renew their resident parking permits. This change has allowed us to reduce number of resident renewals coming into the office to less than 50%.

Figure 4: Resident Parking Permits



Resident Parking Permits provide on-street parking for residents. The current trend indicates a reduction in vehicles owned by residents.

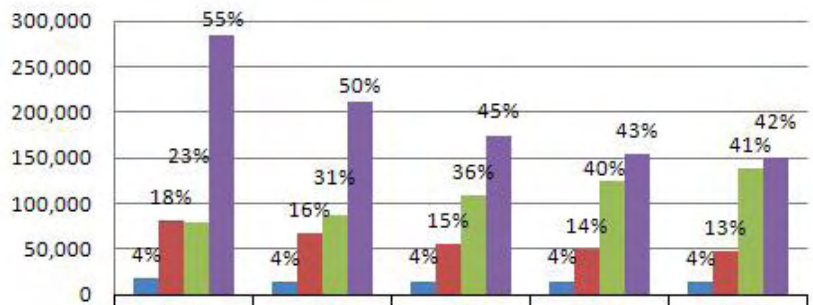
- *GOAL 2:* *Provide short term, on-street and off-street parking in business districts by enforcing parking meter violations and by maintaining all parking meters and pay stations.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of on-street, short term spaces managed by parking meters and pay stations	2,909	2,960	3,100	3,110
2. Number of off-street short term spaces managed by parking meters & pay stations	274	274	340	340

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

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Percentage of tickets paid within 21 days from issuance without a notice	56%	57%	58%	59%
2. Percentage of paid tickets issued this fiscal year	84%	75%	84%	85%
5. Percentage of tickets issued in this fiscal year that have been adjusted or dismissed	4.7%	4%	6%	6%

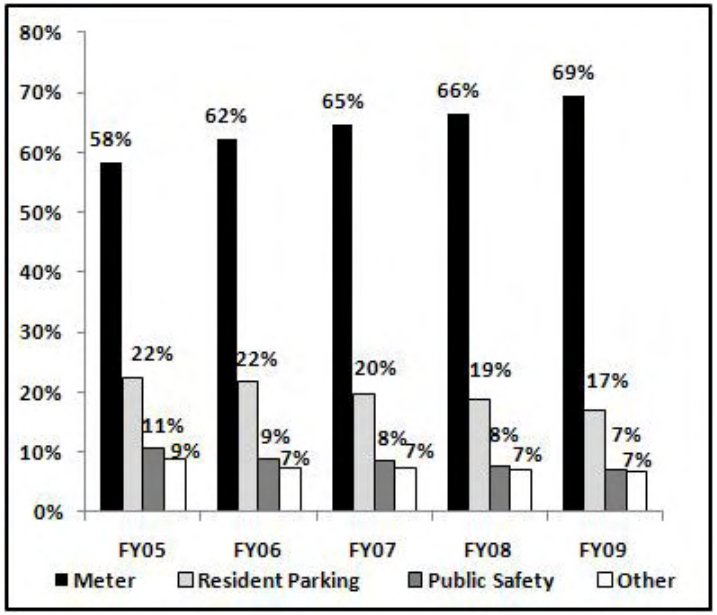
Figure 5: Methods of parking ticket payments



	FY05	FY06	FY07	FY08	FY09
Phone	17,783	14,620	14,817	15,061	14,369
Walk-in	80,968	67,316	54,968	49,742	48,056
Web	78,486	87,491	108,183	124,625	137,966
Mail	283,776	210,529	174,447	153,445	150,247

Four options for payment of a parking ticket gives the violator ample opportunity to pay timely and conveniently. In FY09, 87% of people paid without having to come into the office.

Figure 6: Percentage of parking tickets written by type



The enforcement priorities include permit parking to protect the residential neighborhood, metered parking to support the parking needs of the businesses, and public safety.

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$973,875	$958,035	ADMINISTRATION	$1,003,510
$973,875	$958,035		$1,003,510

PURPOSE & OVERVIEW: The Support Services Division is responsible for the administration and operation of the entire Department, including: coordination within and between the Traffic Control and Parking Control divisions; management of the Department's budget and personnel functions; ongoing customer service; publishing public information materials; maintaining and improving the Department's Website; coordinating with other City departments, state and federal agencies, non-profit organizations and local businesses; and keeping up-to-date with cutting edge equipment and services to meet the needs of our constituents and to support employees in more efficiently performing their jobs.

FY11 GOALS:

- *GOAL 1:* *Seek to continuously improve the efficiency and professionalism of the Department staff, procedures and programs. Improve communication and coordination within the Department. Encourage and support proactive and innovative solutions to the City's mobility needs.*

- *GOAL 2:* *Maintain up-to-date Website with useful information. Provide online services that are user friendly and accommodate all resident and visitor needs.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of Web forms submitted for signal inquiries	63	65	50	50
2. Number of Web forms submitted for sign inquiries	77	70	55	55
3. Number of Web forms submitted for parking consideration	2,438	5,000	4,000	4,000
4. Number of Web forms submitted for parking ticket disputes	11,984	10,000	12,000	12,000
5. Number of visitors to Department's Website	111,408	80,000	120,000	120,000

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$88,220	$85,205	POLICE REVIEW AND ADVISORY BOARD	$90,185
$88,220	$85,205		$90,185

Purpose & Overview The Cambridge Police Review and Advisory Board (PRAB) was established in 1984 by City Ordinance. The primary function of PRAB is to review Police Department policies, practices and procedures and to investigate and adjudicate complaints brought by individuals or police officers against the Police Department or other police officers. The Police Review and Advisory Board consists of five civilian residents of Cambridge. The role of PRAB is as follows: to provide for citizen participation in reviewing Police Department policies, practices and procedures; to provide a prompt, impartial and fair investigation of complaints brought by individuals against police officers, in addition to complaints by departmental employees against the Police Department; to ensure that citizen complaints against members of the Cambridge Police Department are handled in a timely, thoughtful, methodical and decisive way and that the Board's determinations are even-handed, through unbiased investigations.

FY10 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Continued an information sharing and case review process with the Police Department's Professional Standards Unit.
- Continued reviewing and monitoring investigation of complaints filed at the Police Department Professional Standards Unit.
- All Board members were trained in police sensitivity techniques by attending Ride Along and Fire Arms simulations training sessions. Board members also toured the new Healy Police Headquarters to view prisoner processing and booking.
- Continued to work closely with Human Rights Commission outreach programs.
- Board members attended training seminars, community meetings and lecture forums on behalf of PRAB.

FY11 GOALS:

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

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Board meetings open to the public	8	10	10	10
2. Community training sessions	12	12	12	12

- *GOAL 2:* *Provide effective case intake, referral process, investigation and investigative related findings and actions.*

Table 1: The following table lists the number of formal complaints received by the Police Department and PRAB during the last five calendar years.

	2005		2006		2007		2008		2009	
Case Activity	Opened	Closed	Opened	Closed	Opened	Closed	Opened	Closed	Opened	Closed
Police Complaints	12	12	12	12	9	9	14	14	15	10
PRAB Complaints	8	8	12	12	2	2	8	8	9	6
TOTAL	20	20	24	24	11	11	22	22	24	16

- *GOAL 3:* *Collaborate with Police Department and other City departments to train Board members*

and police officers, to enhance the effectiveness of the Board's work.

- *GOAL 4:* *Collaborate with the Police Department in reviewing and making public interest recommendations relating to policies and procedures of the Police Department.*

FINANCING PLAN	DETAIL	SUMMARY
TAXES		**$90,185**
Real Estate Taxes	$90,185	
TOTAL FY11 BUDGETED REVENUE		**$90,185**

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	**$86,485**
OTHER ORDINARY MAINTENANCE	**$700**
TRAVEL & TRAINING	**$3,000**
EXTRAORDINARY EXPENDITURES	**$0**
TOTAL FY11 BUDGETED EXPENDITURES	**$90,185**

FULL TIME BUDGETED EMPLOYEES	FY09	FY10	FY11
	1	**1**	**1**

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$2,385,185	$2,484,970	INSPECTION/ENFORCEMENT	$2,612,525
$187,945	$196,840	ZONING APPEAL BOARD	$205,510
$0	$2,815	BOARD & RAZING	$20,000
$2,573,130	$2,684,625		$2,838,035

PURPOSE & OVERVIEW: The Inspectional Services Department (ISD) is responsible for all laws and related City Ordinances that pertain to the Massachusetts State Building Code and certain articles of the State Sanitary Code. The Inspection/Enforcement appropriation covers the enforcement of the building, wiring, plumbing/gas and mechanical codes, together with articles of the State Sanitary Code covering housing and food establishment inspections, lead paint and asbestos testing and removal, swimming pool inspections, and day care and recreational day camp inspections. Additionally, this appropriation supports the rapid response capability provided in situations where building structural integrity or mechanical/electrical systems are potentially affected by fire or similar emergencies. The Board of Zoning Appeal appropriation supports costs necessary to administer the Zoning Ordinance and the processing of applications for relief before the Board of Zoning Appeal. The Boarding and Razing appropriation is for emergency demolition and the boarding up of dangerous buildings. This appropriation is offset by liens against the property.

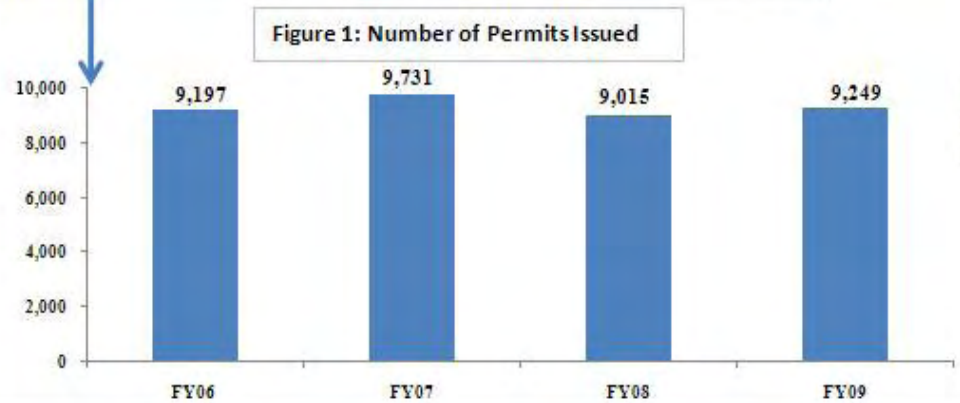
FY10 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Worked with various City departments to enforce the new Dumpster Ordinance, for approximately seven hundred dumpsters in the City.
- Worked with the Health Department in enforcing the new Trans Fat Regulations for all food serving establishments in the City.
- Performed over 1,400 multifamily inspections to ensure safety and compliance with Massachusetts Building Code.
- Continued effort to ensure control of rodent problems in the City through the Rodent Control Committee, comprised of Department of Public Works, the Health Department and neighborhood representatives.
- Worked closely with City's Information Technology Department in the development phase of online permitting through Cambridge Request System.
- Continued monthly meetings with inspectors to ensure that customers are treated in a professional manner and all interpretations made by inspectors are consistent and in conformity with codes and ordinances. Worked closely with neighborhood groups to resolve complaints.
- Continued monthly meetings with Traffic Department and License Commission to discuss parking issues. Continued quarterly meetings with the Cambridge Health Alliance to address ongoing health concerns.
- Worked with Community Development on the implementation and enforcement of the new Stretch Code, effective July 1, 2010 as part of the State Building Code.
- Worked with Community Development in creating a Green Building Ordinance for presentation to the City Council.

Table 1: Permits Issued by Category

This table represents the number of permits issued, by category, in a given fiscal year. The Other category is made up of asbestos, demolition, lead removal and sprinkler permits. The Gas category covers permits related to installation of major equipment. The Plumbing category includes work pertaining to water lines, heating and cooling systems, kitchens, baths and other mechanical permits. The Building category constitutes major and minor alteration building projects. These permits are issued within 30 days 98% of the time. Finally, the Electrical category is made up of permits for those projects requiring rewiring or other related electrical work.

Type of Permit	FY06	FY07	FY08	FY09
Other	949	1,283	1,017	1,420
Gas	1,284	1,250	1,137	1,112
Plumbing	1,798	1,837	1,688	1,639
Building	2,044	2,014	2,048	2,004
Electrical	3,122	3,347	3,125	3,074
Total	**9,197**	**9,731**	**9,015**	**9,249**



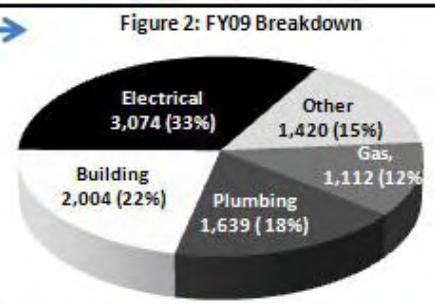


Figure 2 provides a breakdown of the types of permits for fiscal year 2009, with Electrical permits making up the largest share at 33%.

FY11 GOALS:

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

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of multi-family inspections	1,641	1,400	1,400	1,500
2. Number of compliance inspections	5,224	5,000	5,000	5,000

- *GOAL 2:* *Enhance and protect public health and safety by conducting inspections of food handling establishments in accordance with State required minimum of two compliance inspections per year and by improving community access to inspection reports.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of compliance inspections and re-inspections	2,119	2,200	2,200	2,200
2. Number of complaints received	214	200	200	210
3. Number of food handling establishments in Cambridge	598	642	600	590
4. Number of Transfat inspections completed	n/a	n/a	400	1,200

- *GOAL 3:* *Process all applications for zoning relief in an efficient manner in accordance with the requirements of applicable State laws and conduct zoning meetings.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. BZA requests for relief heard within time frame stipulated by law	100%	100%	100%	100%
2. Number of BZA applications	144	100	150	150

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

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Respond to citizen complaints within 2 days of receipt	100%	100%	100%	100%
2. Number of formal complaints	935	800	1,000	1,000
3. Number of inspections	3,636	3,500	4,000	4,000
4. Number of court hearings	251	250	300	300
5. Number of licensed dumpster inspections completed	n/a	n/a	600	700

FINANCING PLAN	SUMMARY
TAXES	($563,165)
CHARGES FOR SERVICES	$51,000
LICENSES AND PERMITS	$3,350,200
TOTAL FY11 BUDGETED REVENUE	$2,838,035

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	$2,668,210
OTHER ORDINARY MAINTENANCE	$123,400
TRAVEL & TRAINING	$46,425
EXTRAORDINARY EXPENDITURES	$0
TOTAL FY11 BUDGETED EXPENDITURES	$2,838,035

FULL TIME BUDGETED EMPLOYEES	FY09	FY10	FY11
	27	27	27

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$710,240	$727,465	LICENSE	$753,415
$109,920	$118,000	CONSUMER	$149,315
$820,160	$845,465		$902,730

PURPOSE & OVERVIEW: The Board of License Commissioners was established in the early part of the last century. Since the Commission's inception, the citizens of Cambridge have been served by a three-person public safety board charged with the responsibility of issuing licenses, setting policy, enforcing rules, regulations, local ordinances and state laws pertaining to numerous categories of licenses. These include, but are not limited to, alcohol, common victualer, entertainment, hackney driver and vehicle licenses, lodging houses, garages and gasoline stations. The Commission remains committed to educating both our licensees and the general public in an effort to reduce societal problems caused by binge drinking and other alcohol misuse.

SIGNIFICANT BUDGET MODIFICATIONS: The FY11 License Budget reflects the elimination of a vacant part-time hackney inspector position. Hackney inspections and related duties are performed by two assigned police officers, which is an increase of one officer. In addition, within the Consumer's Council Division, a full-time consumer information specialist position has been converted from a temporary status and restores the prior staffing level of two positions.

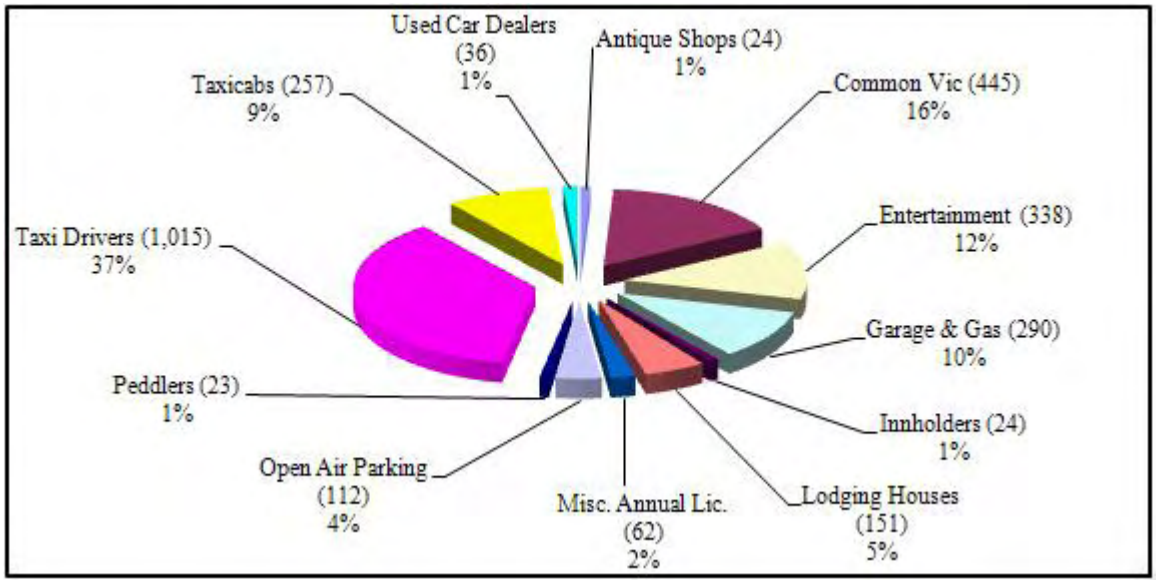
FY10 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- After 20 years on the same computer system, the License Commission undertook a major project converting all data to the City's Cambridge Request System (CRS) Permit and License module. In a project led by the City's IT Department, this conversion will make it easier for the public and other departments to access license information, to share application information for department approvals, to provide public record information in a expedited manner and to calculate and tabulate all revenues and renewals. This project, organized internally by our Executive Assistant, took almost a year to complete and was many years in the making.
- This year, the Annual Taste of Cambridge, now in its sixth year, moved to the outside courtyard of the Charles Hotel. With over 55 restaurants participating, it was chaired by Harvard Square Business Association Director, Denise Jillson, and Hong Kong's Jeff Moi. This year's event raised over $50,000 before expenses and granted $10,000 each to two charities, Youth on Fire and Club Passim's Culture for Kids.
- Now in its third year, the Cambridge Clean Air Cab program continued its popular $10,000 grants to those cab medallion owners or managers who converted existing cabs to clean air/hybrid vehicles. As of December 31, 2009, we have converted 15 of the 257 licensed cabs in Cambridge to hybrids through $150,000 in grant fund distributions. Our goal is to add another 5 hybrids by the end of 2010.
- The Consumers' Council successfully provided information to the public through seminars, brochures and written material regarding the conversion from analog to digital TV.

LICENSING

Chapter 95 of the Acts of 1922 and its amendments "established in the City of Cambridge a board of License Commissioners, to consist of the Commissioners of the Police and Fire departments and a third commissioner to be appointed for a term of three years." In the years since its inception, regulatory authority has expanded to include major licensing categories, such as entertainment establishments, restaurants, shops and sales, taxicabs, livery and limousine vehicles, lodging houses and hotels. In addition, the Department is charged with enforcement of the City's Noise Ordinance.

Figure 1: Annual Licenses (Non-Alcohol)
The License Commission administers and regulates numerous categories of annual licenses. A total of 2,777 non-alcohol licenses, reflected below by category, were issued during Fiscal Year 2010.



The Pole and Conduit Commission, which is staffed by License Division personnel, has been an extremely active board during the past few years, with significant increases in the number of phone calls and walk-in customers served by our staff. The Commission processes and hears applications from local utility companies regarding poles, conduits and fiber optics.

The License Commission Task Force is one of the major tools developed by the City to assist in the regulation of all restaurants and pouring alcohol establishments. Consisting of agents of the License Commission, Fire Department and Inspectional Services, this investigative unit inspects all establishments under its purview to ascertain compliance with City rules and regulations, as well as building and fire codes.

FY10 GOALS:

- *GOAL 1:* *Inspect all alcohol licenses in a proactive effort to reduce underage drinking in Cambridge and diminish any violation of local rules and regulations.*

Figure 2a: Annual Alcohol Licenses Issued
The following chart shows a breakdown of the 263 alcoholic beverage licenses, by category, that were issued by the License Commission during Fiscal Year 2010.

Type of License	Issued	Percentage
Restaurants (All Alcohol Beverage), 1:30am	1	0.380%
Breweries*	1	0.380%
Educational Institute (Wine & Malt Beverage)	5	1.90%
Educational Institute (All Alcoholic)	1	0.38%
Hotels (All Alcohol Beverage)	12	4.56%
Other Clubs (All Alcohol Beverage)	14	5.32%
Package Stores (Wine & Malt Beverage)	18	6.85%
Package Stores (All Alcohol Beverage)	22	8.37%
Restaurants (All Alcohol Beverage), 2am	50	19.01%
Restaurants (Wine & Malt Beverage)	58	22.05%
Restaurants (All Alcohol Beverage), 1am	81	30.80%
TOTAL	**263**	**100.00%**

**Breweries are allowed to produce their own beer product and sell it, along with selling other alcoholic beverages, for on-premises consumption.*

Figure 2b: FY09 Alcohol Disciplinary Hearings
Results of 20 Disciplinary Hearings held for alcoholic beverage establishments (7/1/08 – 6/30/09):

Form of Discipline	#
Letter of warning	1
Suspend licenses (licensee had already closed)	1
Place matter on file.	3
10 day suspension, 5 days to be suspended and 5 days to be held in abeyance	1
9 day suspension, 3 days to be served and 6 days to be held in abeyance	1
Must submit a plan on how they will monitor patrons to prevent underage drinking.	1
3 day license suspension	1
10 day license suspension	1
1 day license suspension to be held in abeyance, all staff to receive 21 proof training.	4
Issued a warning. All staff to receive 21 proof training	2
Placed on file as noise issue was resolved	1
Issued a warning and placed on file. Ordered to replace new signage and replace with proper business name	1
Continued for review in six months in order to implement noise-reduction plan	1
Issued an advisory letter putting owner on notice about responsibility for conduct of employees	1
	20

Figure 3a: Percentage of Alcohol Establishments Inspected

The License Commission attempts to inspect as many alcohol establishments as possible each year, however, it should be noted that package stores are not subject to inspection by the Task Force. During FY09, a temporary planned reallocation of resources to a computer system upgrade resulted in a lower percentage of establishments being inspected. It is expected that the percentage will increase to normal levels now that the system upgrade has been successfully completed.

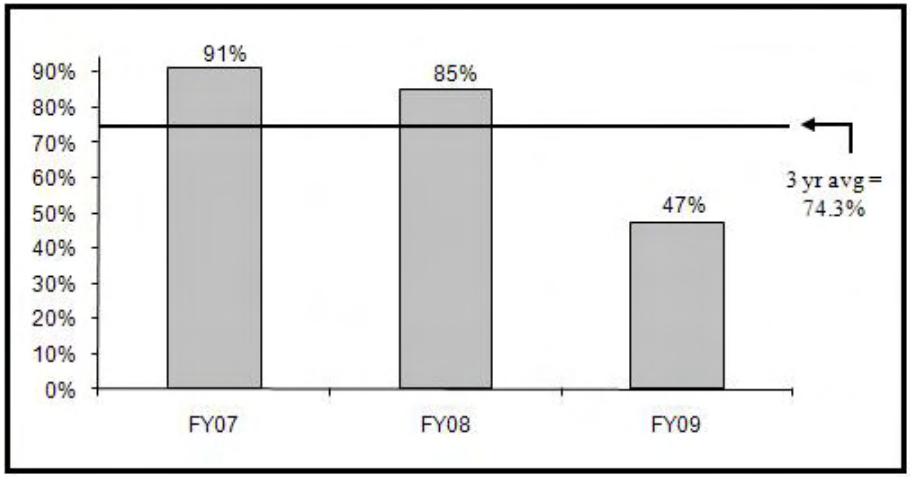


Figure 3b: Number of Alcohol Establishments Inspected

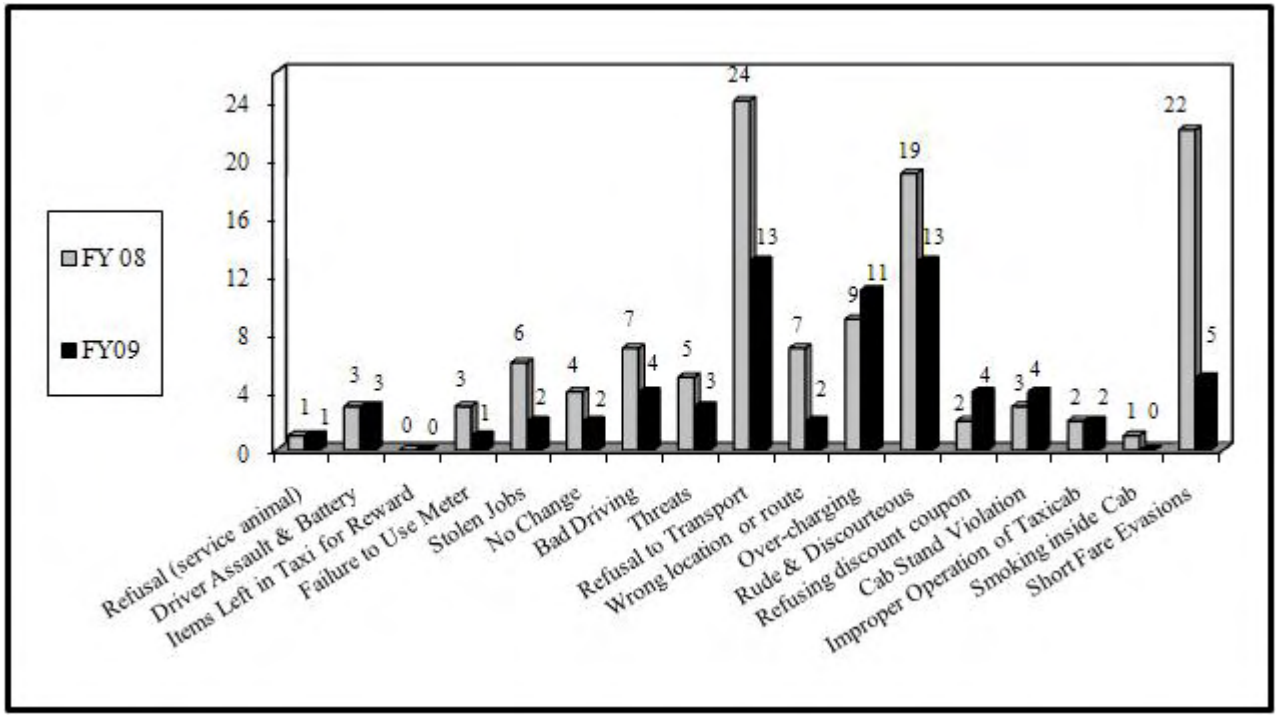
FY06	FY07	FY08	FY09	
190	200	191	187	Alcohol Licenses Inspected
219	215	210	220	Active On-Premises Licenses

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

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of illegal out of town taxicabs found in violation within the City of Cambridge	99	110	150	140

Figure 4: Hackney Complaints

The License Commission's Hackney Unit works to quickly resolve all written passenger and driver complaints. The Hackney Police Officer and Assistant Hackney Inspector resolved 118 complaints in FY08 and 70 complaints in FY09. Not reflected below are the illegal out of town pick-ups by cabs licensed in other cities and towns.



Additional resources assigned to the Hackney Division, allowed for increased enforcement of regulations and resulted in a drop in the number of taxicab complaints in FY09.

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

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of cultural events in the City involving staff participation through the Special Events Committee	44	35	40	40

■ *GOAL 3:* *(continued)*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
2. Number of new hackney driver candidates who successfully complete the program at the Cambridge Taxicab School, Inc. and become licensed Cambridge taxicab drivers	79	92	70	120

■ *GOAL 4:* *Continue to work with CLAB and the taxicab industry on the Cambridge SafeRide program to provide free safe taxicab rides on select holidays (St Patrick's Day, Halloween, day before Thanksgiving, New Year's Eve), thereby reducing the incidence of driving while intoxicated. Based on available funding from Taste of Cambridge.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of rides provided during holidays	295	255	310	310

■ *GOAL 5:* *Work with Inspectional Services and the Fire Department to streamline the renewal process for liquor licenses under the new Certificate of Inspection Sprinkler Law requirement, by providing a faster and more efficient method of renewal.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Percentage of alcohol licenses ready for renewal process by December 1	65%	90%	85%	90%
2. Number of active alcohol licenses renewed by December 31	252	252	252	252

■ *GOAL 6:* *Promote clean air vehicles by encouraging and adding "Clear Air Cabs" to the Cambridge Taxicab Industry, by dispersing grant funds to existing cab owners to supplement the cost of the conversion.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of new clean air vehicles converted	13	6	6	5

CONSUMERS COUNCIL

PURPOSE & OVERVIEW: The Consumers Council works in cooperation with the Attorney General of the Commonwealth. Its primary activity is the mediation of individual consumer/business disputes to eliminate the need for either party to go to court to resolve the conflict. The staff is also watchful for any trends in the marketplace that may call for direct legal intervention by the Attorney General. Using the expertise and information gained from the hundreds of individual complaints filed each year by area residents, the Council can be an informed voice offering suggestions for new or amended legislation that would provide better consumer protection for the citizenry. The Council provides educational information to consumers through a variety of media including its Web page, public workshops, distribution of consumer brochures and published articles. The Consumers' Council is a resource for, and works in partnership with, a variety of other City agencies to meet the diverse direct services needs of Cambridge residents.

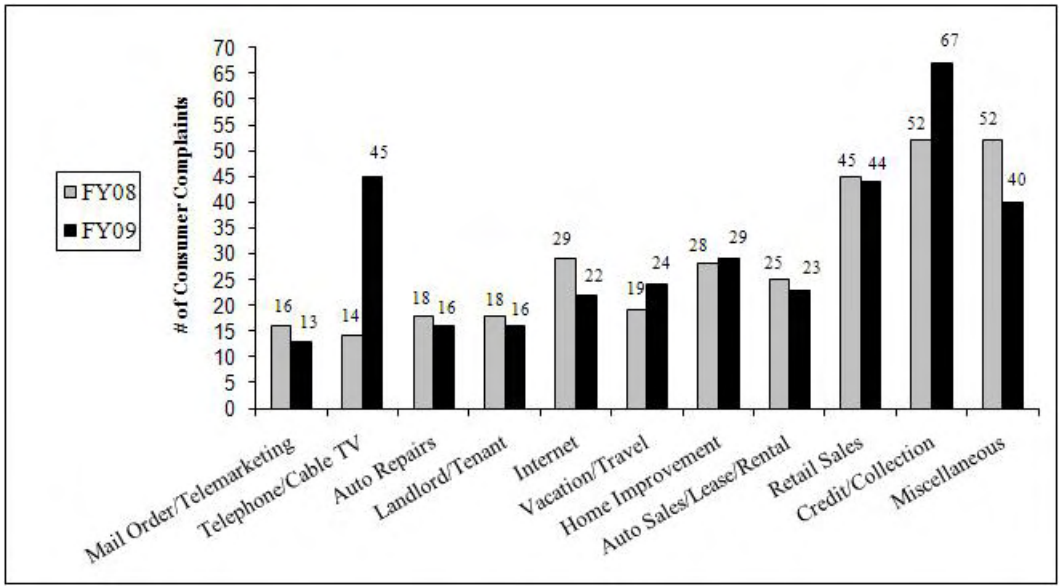
FY10 GOALS:

- *GOAL 1:* *Sponsor consumer education events and activities to empower Cambridge consumers to be smart consumers and problem solvers through learned self-help strategies and information about their consumer rights. Where possible, structure educational activities for the elderly.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Educational workshops or public forums held in Cambridge	4	2	6	6
2. Written articles, brochure/newsletter publication, distribution efforts, or significant Web page additions	6	1	6	6

Figure 5: Consumer Complaints

The primary work of the Consumers' Council is the mediation of individual consumer complaints filed by Cambridge residents or by consumers living elsewhere but having a dispute with a Cambridge-based business. The types of product or service involved in these complaints are reflected below.



In FY2009, the Consumers' Council saw an increase in Telephone/Cable complaints primarily because of the federal DTV transition, Comcast's own digital television transition and the City's cable television license renewal process with Comcast. As a result of the economic downturn, the number of complaints related to Credit/Collection issues also rose.

Figure 6: Complaint Resolution Process
The chart below shows the volume of complaints resolved and the method of resolution used.

Consumer Business Disputes Resolved In FY09 (7/1/08 - 6/30/09)		Consumer Business Disputes Resolved In FY10 (7/1/09 - 12/31/09)	
Disputes Resolved in Mediation	228	Disputes Resolved in Mediation	175
Disputes Resolved in Court	18	Disputes Resolved in Court	11
Disputes Resolved by Other Means	71	Disputes Resolved by Other Means	49
TOTAL	317	TOTAL	235

For FY10, the Consumers' Council was elected to serve as the Local Consumer Program for the City of Somerville. Given this expanded jurisdiction, the Consumers' Council has seen an increase in the number of total 'Consumer Business Disputes Resolved' since the Council has received more consumer complaints for mediation.

- *GOAL 2:* *Partner with other City departments, state agencies or consumer organizations to provide either individual consumer assistance or to take action on behalf of groups of consumers or all consumers in general.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Joint efforts with other City agencies or non-profits	8	4	8	8
2. State-level activities on behalf of consumers	5	3	6	5
3. National consumer partnership efforts	6	2	6	5

FINANCING PLAN	DETAIL	SUMMARY
TAXES		**($1,213,490)**
Real Estate Taxes	($1,213,490)	
CHARGES FOR SERVICES		**$30,220**
Photocopy/Reproduction	$220	
Lic Hearing/Advertising Fee	$30,000	
LICENSES AND PERMITS		**$2,026,000**
Alcoholic Beverage	$850,000	
Common Victualer	$49,000	
Miscellaneous Licenses	$21,000	
Lodging Houses	$295,000	
Garage/Storage Of Inflammable	$285,000	
Shops & Sales	$3,200	
Hackney Carriage/Drivers	$73,300	
Motor Vehicle Related	$70,000	
Hackney Application	$5,300	
Entertainment Summary	$176,000	
Pole & Conduit	$184,000	
Disposal Company	$3,000	
Property Use License	$11,200	
FINES & FORFEITS		**$10,000**
Hackney Fines	$10,000	
INTERGOVERNMENTAL REVENUE		**$50,000**
Consumer Comm (Att Gen)	$50,000	
TOTAL FY11 BUDGETED REVENUE		**$902,730**

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	**$839,095**
OTHER ORDINARY MAINTENANCE	**$57,435**
TRAVEL & TRAINING	**$6,200**
EXTRAORDINARY EXPENDITURES	**$0**
TOTAL FY11 BUDGETED EXPENDITURES	**$902,730**

FULL TIME BUDGETED EMPLOYEES	FY09	FY10	FY11
	9	**8**	**9**

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$116,895	$119,355	WEIGHTS AND MEASURES	$124,990
$116,895	$119,355		$124,990

PURPOSE & OVERVIEW: The Department of Weights and Measures is charged with the responsibility for ensuring that equity and fairness prevail in the marketplace between the buyer and seller. The Department enforces all laws, ordinances and regulations relating to the accuracy of weighing and measuring devices used by local business establishments. These include taxi meters, retail motor fuel dispensers, vehicle tank meters which are used in delivering home heating oil, hospital and health clinic scales, large capacity truck scales, small and medium capacity scales in factories, pharmacy scales and large capacity scales for the tipping of solid waste.

It is the duty and function of the Department to enforce the Massachusetts General Laws, local ordinances and regulations relating to the accuracy of weighing and measuring devices that weigh, measure and count commodities offered for public sale. The Department seals or condemns devices tested and performs such work in accordance with state laws and regulations and municipal ordinances, subject to review through reports and periodic checks by the State Division of Standards. The Department inspects prepackaged food and merchandise to ensure compliance with weight, measurement and count requirements, and for proper labeling as to weight, measures and extended prices. This office investigates complaints on measuring devices or those not conforming to legal standards, checks transient vendors for possession of licenses, and inspects weighing and measuring devices used by these vendors. The Department also advises merchants on the packaging and labeling of goods. As a result of the Consumer & Merchant Protection Act, Chapter 295 of the Acts of 1998, the Sealer of Weights & Measures also performs biannual inspections of all stores with three or more scanners.

FY10 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Completed the implementation of an automated billing system for Weights and Measures revenues.
- Developed two new public service announcements (PSA) in collaboration with City TV-8. The first PSA educated residents about how to buy gasoline and diesel due to changes in the law. The second PSA reflected the practices of the Weights and Measures Department to ensure that devices reflect accurate measures so that shoppers in Cambridge are confident they are receiving what they paid for.
- Provided a Consumer Impact Statement to the Division of Standards of the Commonwealth of Massachusetts that details the savings passed on to consumers and businesses by conducting inspections in Cambridge.
- Continued outreach to business owners on local and state regulations and compliance.

FY11 GOALS:

- *GOAL 1: Ensure accuracy of weighing and measuring devices through inspection of 100% of devices in the city, including retesting of devices when necessary.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Scales tested over 10,000 lbs.	8	8	8	8
2. Scales tested 5,000 to 10,000 lbs.	6	6	6	6
3. Scales tested 1,000 to 5,000 lbs.	7	7	7	7
4. Scales tested 100 to 1,000 lbs.	130	130	130	130
5. Scales tested 0 to 100 lbs.	523	735	735	735
6. Avoirdupois weights	130	130	130	130
7. Metric weights	210	210	210	210
8. Apothecary and Troy weights	200	200	200	200
9. Gasoline pumps*	390	390	386	382
10.Vehicle oil tanks	20	20	20	20
11.Reverse vending machines	35	35	35	35
*The reason for variation is closing of Gas Station on Memorial Drive				

- *GOAL 2: Maintain inspection of prepackaged food items and inspection of food and retail store scanner systems.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Prepackaged food inspections	1,970	1,975	1,975	1,975
2. Scanner system inspections	155	155	155	155

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

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Required inspections performed	257	258	258	258
2. Additional inspections performed	170	170	170	170

- *GOAL 4: Ensure equity and fairness in the marketplace by conducting inspections and providing educational materials to the public on weights and measures rules and regulations.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of spot inspections performed	128	130	130	130

- *GOAL 5: Monitor and update Department's Web page to address citizen questions and complaints.*

- *GOAL 6: Utilize City TV-8 to produce a cable program on the activities of the Weights & Measures Department to provide outreach and education to consumers and business owners.*

FINANCING PLAN	DETAIL	SUMMARY
TAXES		**$70,565**
Real Estate Taxes	$70,565	
CHARGES FOR SERVICES		**$35,000**
Sealing Fees	$35,000	
FINES & FORFEITS		**$1,500**
W&M Civil Citations	$1,500	
INTERGOVERNMENTAL REVENUE		**$17,925**
State Cherry Sheet Revenue	$17,925	
TOTAL FY11 BUDGETED REVENUE		**$124,990**

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	**$114,965**
OTHER ORDINARY MAINTENANCE	**$7,280**
TRAVEL & TRAINING	**$2,745**
EXTRAORDINARY EXPENDITURES	**$0**
TOTAL FY11 BUDGETED EXPENDITURES	**$124,990**

FULL TIME BUDGETED EMPLOYEES	FY09	FY10	FY11
	1	**1**	**1**

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$484,595	$504,415	ADMINISTRATION	$525,365
$113,255	$113,065	SIGNAL MAINTENANCE	$119,590
$969,375	$836,095	ELECTRICAL SERVICES	$839,640
$1,162,315	$1,165,795	EXTERIOR LIGHTING	$1,206,795
$9,460	$14,000	COMMUNICATIONS	$14,000
$2,739,000	$2,633,370		$2,705,390

PURPOSE & OVERVIEW: The Electrical Department was established to oversee street lighting and the City fire alarm system, in order to allow fire reporting directly from the public and from those buildings where automated fire alarm systems signal directly to the Fire Department. The Department also provides electrical maintenance and construction services to all municipal buildings and provides lighting in all parks and outdoor recreation areas. The Electrical Department, with the purchase of street lights from NSTAR, is responsible for the maintenance and repair of street lights within the city. In addition, the Department is charged with the installation and repair of communications systems such as departmental telephones, public emergency call boxes, pagers, fiber cable networks for computer data transmission between buildings, and cabling for local area data networks within City buildings. The Department also oversees the installation of cables, conduits and equipment by utilities and other contractors over and within all public ways.

SIGNIFICANT BUDGET MODIFICATIONS: The Electrical Budget reflects the elimination of a vacant assistant city electrician position.

FY10 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Installed lighting in conjunction with new park designs at the Cambridge Common Tot Lot and Clement G. Morgan Park.
- Connected additional buildings to and upgraded cables within the municipal fire alarm system.
- Assisted the Public Works Department with conservation measures for lighting and energy management of the air conditioner units and systems at City Hall, utilizing the Nstar energy program.
- Relamped all of the streetlights in neighborhoods 11, 12, and 13, this completes one cycle of relamping all of the street and park lighting throughout the City.
- Installed holiday lighting in various locations around the city, including on street trees and temporary trees, and assisted with the installation of lighted banners in both Harvard and Central Squares.
- Expanded the Citywide Fiber Network for the public safety radio system, Russell Field, Fire Department and the West Cambridge Youth Center.
- Installed a new generator for the emergency lighting system for the First Street Garage, installed a card access security system at the Public Works Dept, assisted with the construction of the new Main Library, West Cambridge Youth Center and War Memorial Building.

FY11 GOALS:

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

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of fire alarm street boxes	624	624	624	624
2. Number of fire alarm systems in municipal buildings	36	36	36	36
3. Number of fire alarm system tests performed in City buildings	36	36	36	36
4. Number of service calls for disconnection or reconnection of private buildings	12,326	12,000	12,000	12,000
5. Cost per test - street boxes	$26.08	$27.51	$27.51	$28.33
6. Cost per disconnect/reconnect - street boxes	$26.08	$27.51	$27.51	$28.33

- *GOAL 2: The City will maintain street lighting and provide for optimum lighting in various neighborhoods and parks as a result of the purchase of streetlights from NSTAR Electric effective March 1, 2005.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Total number of lights	7,604	7,604	7,619	7,642
2. Number of streetlights maintained	6,562	6,562	6,569	6,592
3. Total number of park lights maintained	1,042	1,042	1,050	1,050
4. Number of bulbs and photo devices changed each year (group re-lamping program)	1,510	600	943	750
5. Percent of defective streetlights repaired within 72 hours	90%	90%	85%	85%
6. Number of lights repaired each year	1,397	950	1,100	1,100

- *GOAL 3: Develop a master plan for future lighting which will address lighting levels, energy efficiency and dark sky issues.*

FINANCING PLAN	DETAIL	SUMMARY
TAXES		**$1,979,590**
Real Estate Taxes	$1,979,590	
CHARGES FOR SERVICES		**$480,000**
Master Fire Alarm Box Fee	$140,000	
Signal Maintenance Fee	$320,000	
Cut-Out/Plug-Out Fee	$20,000	
LICENSES AND PERMITS		**$22,935**
Street Obstruction Permits	$22,935	
INTERGOVERNMENTAL REVENUE		**$207,865**
State Cherry Sheet Revenue	$207,865	
MISCELLANEOUS REVENUE		**$15,000**
Traffic Knockdowns	$15,000	
TOTAL FY11 BUDGETED REVENUE		**$2,705,390**

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	**$1,392,260**
OTHER ORDINARY MAINTENANCE	**$1,286,460**
TRAVEL & TRAINING	**$1,670**
EXTRAORDINARY EXPENDITURES	**$25,000**
TOTAL FY11 BUDGETED EXPENDITURES	**$2,705,390**

FULL TIME BUDGETED EMPLOYEES	FY09	FY10	FY11
	14	**14**	**13**

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$169,560	$179,655	EMERGENCY MANAGEMENT	$0
$169,560	$179,655		$0

PURPOSE & OVERVIEW: The funding for this function is now contained in the Fire Department Budget.

FINANCING PLAN	DETAIL	SUMMARY
TOTAL FY11 BUDGETED REVENUE		$0

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	$0
OTHER ORDINARY MAINTENANCE	$0
TRAVEL & TRAINING	$0
EXTRAORDINARY EXPENDITURES	$0
TOTAL FY11 BUDGETED EXPENDITURES	$0

FULL TIME BUDGETED EMPLOYEES	FY09	FY10	FY11
	2	1	0

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$3,837,405	$3,872,430	EMERGENCY COMMUNICATIONS	$4,018,865
$3,837,405	$3,872,430		$4,018,865

PURPOSE & OVERVIEW: The Emergency Communications Department operates the City's combined Emergency Communications and 911 Center (ECC), now relocated to the Robert W. Healy Public Safety facility. The ECC receives all calls for emergency service in the City and manages the coordinated dispatch of police, fire, EMS and other resources to respond to any emergency that may occur. The Department also coordinates the automation of dispatching, police information and fire information computer systems. The Department is responsible for management of the City's radio systems, wireless phones and public safety data networks. Finally, the Department participates in emergency planning and Homeland Security matters with various City, state and federal agencies.

In the first six months of FY10, ECC dispatchers generated 49,813 police, fire and EMS dispatches, processed 12,999 enhanced 911 call pickups from wireline phones, handled an additional 7,850 wireless 911 cell calls transferred from the state police wireless 911 center, answered approximately 125,000 non-emergency calls for the police and fire departments, received 703 fire box and City security alarm activations, recorded 5,772 fire box cutout transactions, and generated over 520,000 radio transmissions. In addition to this work load, dispatchers in the ECC performed many thousands of computer transactions on the state Criminal Justice Information System, and other computer systems, in support of police officers seeking license, warrant, arrest history and other information. They also managed daily tests of fire box alarms and circuits; made 1,816 special notifications to supporting City, state, federal and private (e.g. utility) organizations; kept an up-to-date list of 6,500 businesses and a contact database listing their emergency telephone numbers; processed over 8,000 towed vehicles; produced over 350 tapes of 911 calls for the district attorney, police and fire; made hundreds of calls to the language translation line on behalf of 911 and non-emergency callers who could not speak English; and performed a wide range of other tasks in support of the public safety needs of the city.

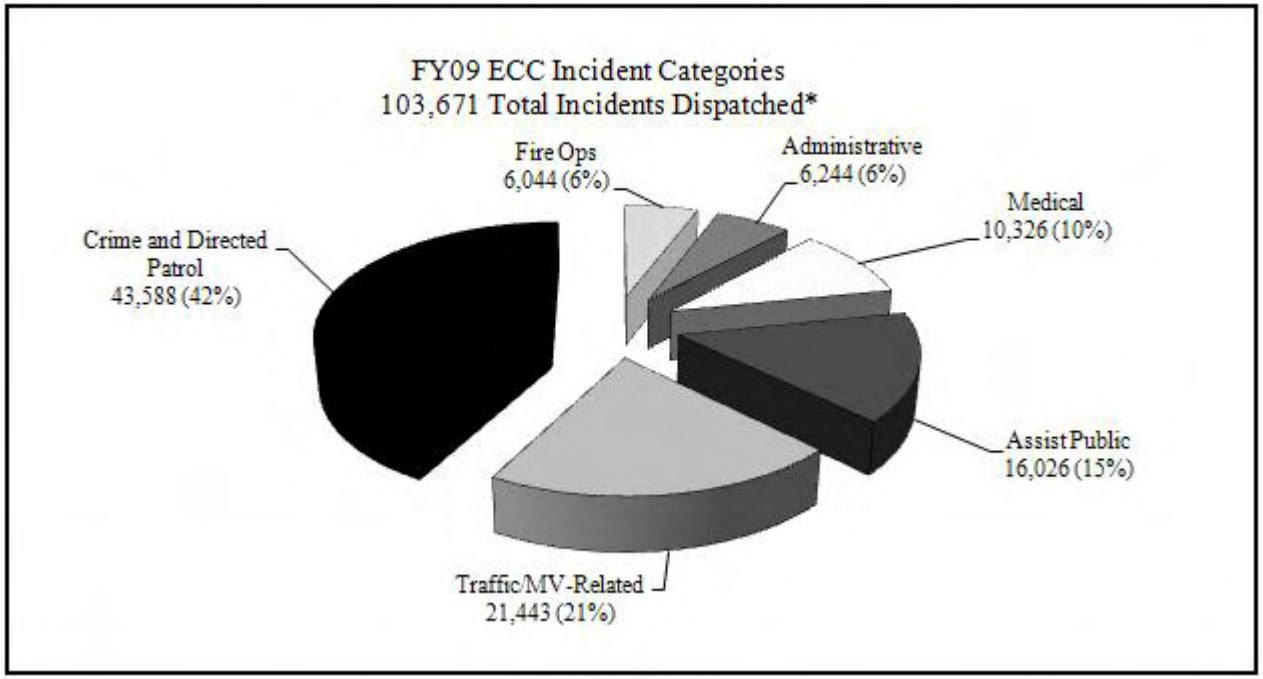
For FY11, three dispatcher positions will continue to be funded through a public safety answering position Support (PSAP) Grant funded from the State 911 Department, which is a formula-based reimbursement grant. Two of these dispatch positions, in conjunction with the Police Department, will support police report intake from citizens as well as peak load 911 dispatch requirements.

FY10 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Projected to answer over 41,000 emergency calls and dispatch to over 100,000 police, fire and EMS incidents in the city.
- Continued to increase readiness for handling terrorist-sponsored attacks occurring in or near the city, by leading or coordinating projects to upgrade subway communications throughout the MBTA network and continuing to install a high-speed, dedicated Boston-area public safety fiber and wireless network (PSnet) to support police and fire operations during disasters.
- Managed the Cambridge-side field dispatch operations for the Fourth of July and the Head-of-the-Charles events.
- Initiated a Teleserve capability to allow citizens to make certain police reports over the telephone, thus improving citizen convenience and freeing up patrol officers for priority assignments.
- Replaced the aging (14-year-old) Computer Aided Dispatch (CAD) system and trained all staff in its usage.
- Received grants totaling over $350,000 from the state 911 Department's Public Safety Answering Point (PSAP) Training and Support Grant programs and provided over 400 hours of additional training in fire, police and other 911 dispatch topics for 35 operational staff.
- Supported over 30 computerized systems and the computing needs of the Fire and EC Departments as well as the wireless phone needs of all City departments.
- Coordinated, assisted with and programmed the new Public Safety network in the city.
- Conducted tours of the ECC for visitors from various cities and towns as well as various Cambridge school and community groups.
- Assisted the State 911 Commission and 911 Department in developing Operational, Training and Grant guidance standards and policies for 911 centers, especially in the areas of PBX 911 phone systems, emergency medical dispatch and the creation of regional 911 centers.

Figure 1: Requests for Service

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



*Does not include 235,000 non-emergency, informational calls.

This figure shows that the largest fraction of service requests involve crime and directed police patrol assignments (42%), a small increase from the previous year. Assists to the public in quality-of-life matters and Traffic/MV related calls together account for 36% of service requests handled by ECC dispatchers.

Figure 2: Service Request Tracking (FY04 through FY09)

Crime and Directed Patrol incidents continue to occupy an increased share of the workload of the ECC and its responder agencies over the last two years, largely due to an emphasis on Directed Patrol by the CPD. In addition, EMS incidents appear to decrease slightly after a 3-year period of steady growth.

Category	FY04	FY05	FY06	FY07	FY08	FY09	% Change ('04-'09)
Fire Ops	6,282	5,778	5,698	6,092	5,986	6,044	-3.8%
Administrative	6,402	5,892	5,960	6,048	6,718	6,244	-2.5%
Medical	7,670	7,908	8,373	9,531	10,723	10,326	34.6%
Assist Public	18,614	17,296	16,329	18,090	17,725	16,026	-13.9%
Traffic/MV-Related	22,898	26,181	27,219	23,772	22,066	21,443	-6.4%
Crime and Directed Patrol	34,179	29,689	28,796	38,232	44,402	43,588	27.5%
Total	**96,045**	**92,744**	**92,375**	**101,765**	**107,620**	**103,671**	**7.9%**

Figure 3: Service Tracking (FY04 through FY09)

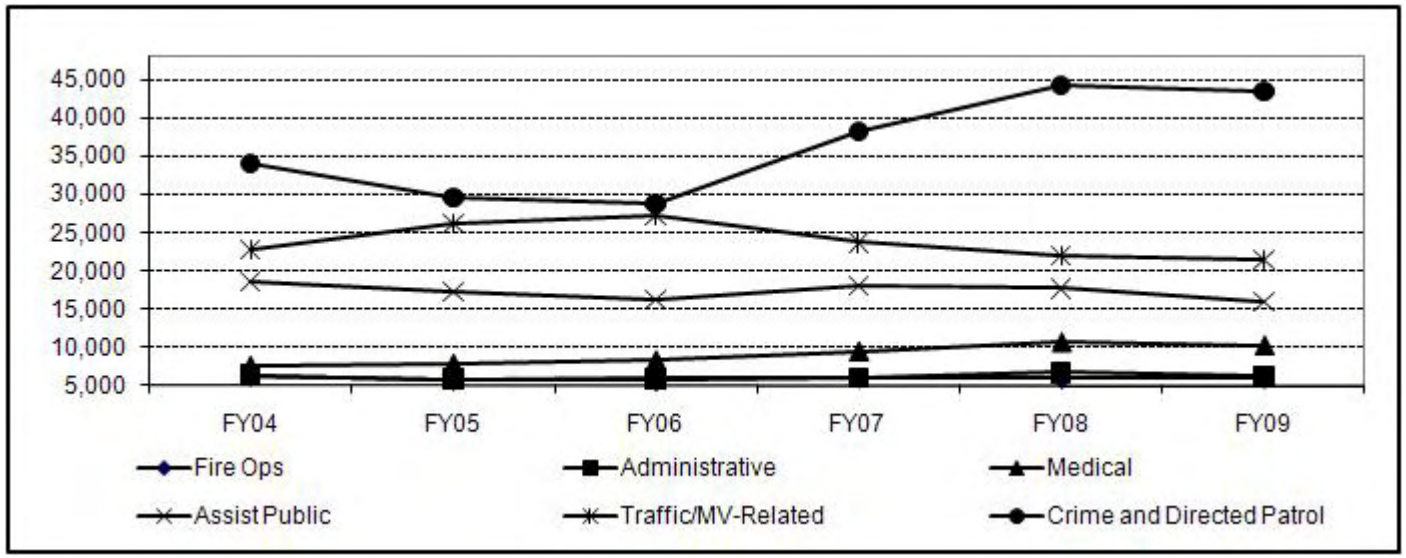
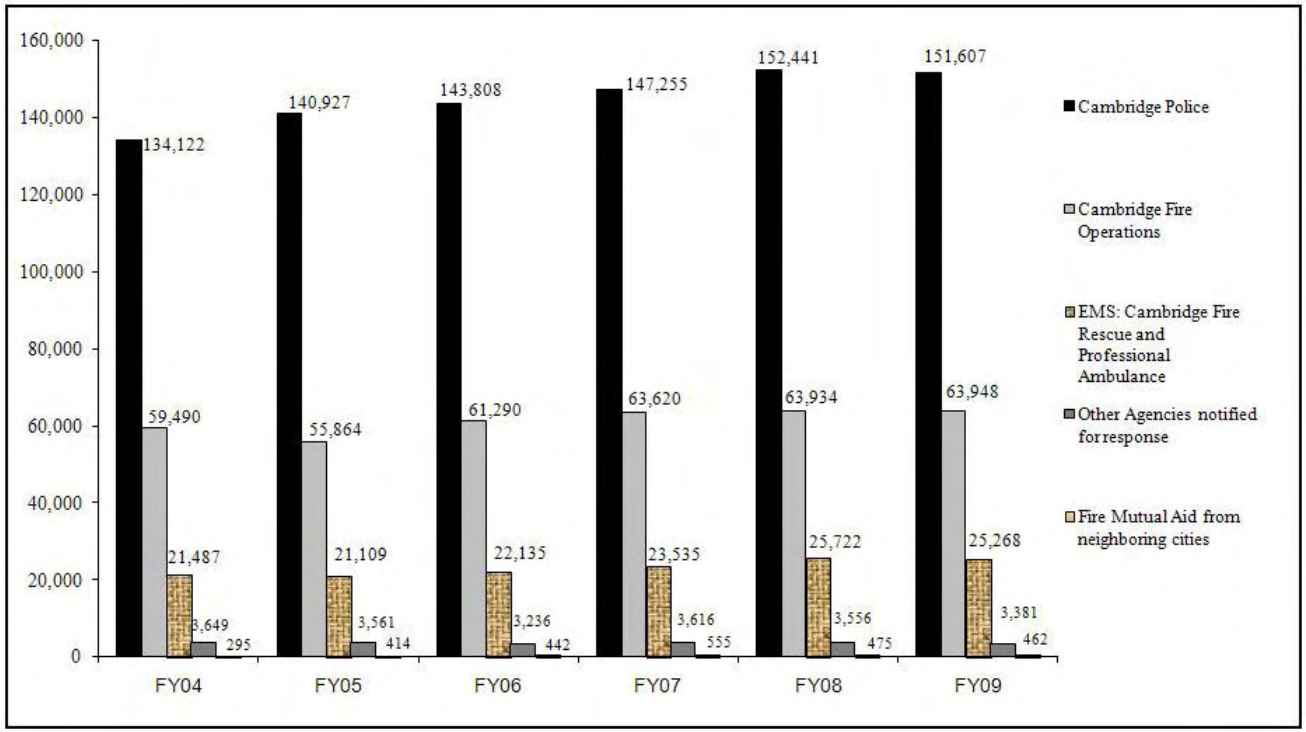


Figure 4: Dispatch Overview by Fiscal Year

The ECC dispatches units from the City's Police, Fire, contract EMS and Animal Control agencies and notifies other dispatch centers to send units from State Police, MIT, Harvard University and other public safety agencies that operate within the city. The chart below tracks the assignments made to police, fire and other unit types in response to these service demands for the 6-year period FY04 through FY09. FY09 shows the first slight downward trend in 6 years, spread quite evenly among all service dispatch types.



- *GOAL 1: Efficiently process emergency calls and manage dispatch of emergency units.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of 911 call pickups (land lines)	26,159	30,000	26,000	25,000
2. Number of 911 call pickups (cell phones)	14,515	16,000	16,000	17,000
3. Percent of 911 calls not answered by 6th ring	0.01%	0.01%	0.01%	0.01%
4. Percent Completion of Backup ECC Plan and Alternate Facility usage	n/a	n/a	0%	100%

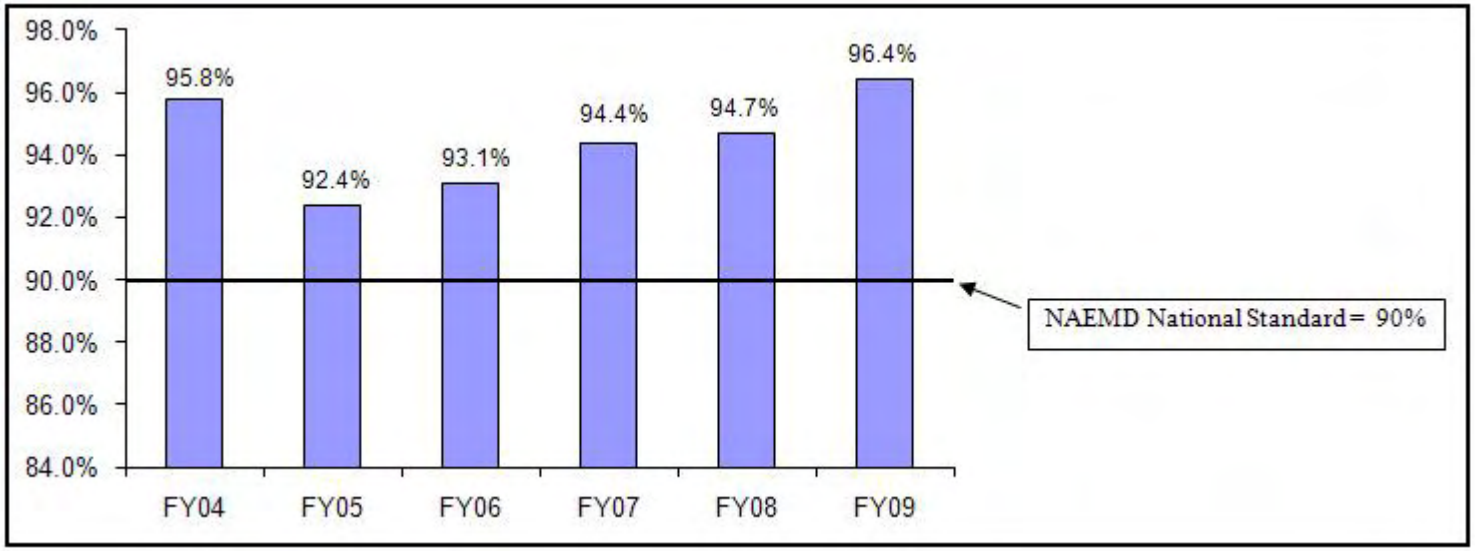
- *GOAL 2: Improve the skills of dispatchers in the Emergency Communications Center.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of training classes attended	71	150	120	120
2. Percent of dispatchers and supervisors fully cross-certified	18%	35%	25%	35%
3. Percent of dispatchers achieving at least 40 WPM typing speed	35%	60%	50%	55%

- *GOAL 3: Improve handling of non-emergency calls for assistance.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of non-emergency calls processed*	235,000	240,000	250,000	240,000
2. Number of community meetings attended	21	20	10	12
3. Percent of dispatchers reviewed annually in quality control program *More use of Direct Inward Dialing may reduce call volume	100%	100%	100%	100%

Figure 5: Dispatching Using Efficient Protocols
In FY09, the ECC maintained its standard in handling of EMS calls using its initial questioning and post-dispatch instructions protocol.



The chart above shows that in the last five-year period the ECC has exceeded the 90% Emergency Medical Dispatch compliance score. This high level of compliance means that callers with medical emergencies are assured that they are receiving the best call handling assistance and pre-arrival instructions from Cambridge dispatchers.

- *GOAL 4: Improve the use of Computer Aided Dispatch (CAD) and E911 Telephone Technology.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of dispatchers mastering CAD usage in major events	25	28	27	30
2. Replace aging Cambridge Computer Aided Dispatch (CAD) System	0%	85%	85%	100%

- *GOAL 5:* *Expand use of computer technology in police and fire vehicles to enhance response information, reduce paperwork and improve ability to deliver community policing services.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Implement Secure Regional Online System (PSnet) for managing major emergencies	15%	90%	90%	100%

- *GOAL 6:* *Improve handling of emergency calls.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Percent of EMS and Police In-Progress calls handled by protocol	90%	100%	90%	95%
2. Percent of EMS calls reviewed and rated	3%	5%	5%	5%
3. Percent of highest priority medical calls processed within 60 seconds	37%	65%	40%	50%

- *GOAL 7:* *Free up police patrol resources by handling low priority reports over the telephone.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Percent Implementation of Teleserve Program	n/a	n/a	15%	100%

FINANCING PLAN	DETAIL	SUMMARY
TAXES		**$4,018,865**
Real Estate Taxes	$4,018,865	
TOTAL FY11 BUDGETED REVENUE		**$4,018,865**

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	**$3,850,805**
OTHER ORDINARY MAINTENANCE	**$148,210**
TRAVEL & TRAINING	**$15,850**
EXTRAORDINARY EXPENDITURES	**$4,000**
TOTAL FY11 BUDGETED EXPENDITURES	**$4,018,865**

FULL TIME BUDGETED EMPLOYEES	FY09	FY10	FY11
	39	**38**	**38**

SUMMARY: COMMUNITY MAINTENANCE AND DEVELOPMENT

FY09 ACTUAL	FY10 PROJECTED	PROGRAM EXPENDITURES	FY11 BUDGET
$29,146,025	$29,000,930	Public Works	$29,680,680
$17,934,520	$17,672,595	Water	$16,416,120
$5,148,355	$5,203,525	Community Development	$5,350,755
$568,670	$526,000	Historical Commission	$570,600
$89,300	$91,650	Conservation Commission	$93,860
$116,955	$111,765	Peace Commission	$116,580
$1,258,985	$1,284,240	Cable Television	$1,356,945
$40,203,460	$43,293,670	Debt Service	$45,305,655
$94,466,270	$97,184,375		$98,891,195

FINANCING PLAN	FY11 BUDGET
Taxes	$45,553,220
Charges For Services	$35,914,745
Licenses and Permits	$517,000
Fines & Forfeits	$1,292,570
Intergovernmental Revenue	$6,856,135
Miscellaneous Revenue	$8,757,525
	$98,891,195

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$3,408,405	$3,724,025	ADMINISTRATION	$3,810,055
$17,887,095	$17,630,915	SERVICE PROGRAMS	$17,747,485
$7,850,525	$7,645,990	SUPPORTING SERVICES	$8,123,140
$29,146,025	$29,000,930		$29,680,680

PURPOSE & OVERVIEW: The Cambridge Department of Public Works (DPW), operating within the framework of the City's goals, provides dependable, high quality service - maintaining, improving and expanding a safe, healthy, attractive and inviting physical environment. The Department supports the infrastructure of a vibrant community through comprehensive planning, scheduled maintenance, and emergency response. These efforts are strengthened by prioritizing collaboration, excellent customer service and public information.

DPW is organized into three major units—Administration, Engineering and Operations. Within these units are 13 Divisions: Administration, Business Services, Engineering, Street and Sewer Maintenance, Snow and Ice, Solid Waste, Parks and Urban Forestry, Cemetery, Building Operations, Building Maintenance, Building Administration, Vehicle Maintenance and Off-Hours.

With 213 positions and an adopted budget of $28,553,225, in FY10, DPW:

- Collected 17,800 tons of rubbish and 12,500 tons of recyclables.
- Maintained 125 miles of streets and over 200 miles of sidewalks.
- Managed 127 parks, playgrounds and public squares and the 66-acre Cambridge Cemetery, as well as a 15,000-tree urban forest.
- Provided 24-hour customer service and rapid response to emergencies in the public right of way including those related to snow and ice, heavy rain and damaging wind.
- Provided support services for over 200 public special events.
- Serviced 223 miles of sewer and drain lines, over 6,000 catch basins and 60 sewer and stormwater pumps.
- Managed over 2,000 permits related to construction and business uses impacting the public way.
- Enforced ordinances related to rubbish and recycling, sewer use and sidewalk obstructions (including public construction and sidewalk snow and ice).
- Maintained 34 public buildings, including the new Healy Public Safety Facility, designed to be a LEED Silver Building, and the Sheila Doyle Russell Youth Center, designed to be a LEED Certified Building.
- Maintained 300 vehicles and pieces of equipment.
- Managed $99.4 million in capital improvement projects as outlined in the *FY10 Five Year Public Investment Plan*, including $79.3 million for Sewer/Stormwater, $14.6 million for Sidewalks/Streets, $3.5 million for Buildings and $1.7 million for Parks.

The Department's continued commitment to the successful delivery of essential services is reflected in the results of the Cambridge Citizen Survey in which the majority of respondents gave the following positive ratings:

Survey Year	2000	2002	2004	2006	2008
Percentage of survey respondents rating Cambridge's *overall quality of life* as "Excellent" or "Good"	86%	85%	89%	86%	91%
Percentage of survey respondents rating Cambridge's *overall appearance* as "Excellent" or "Good"	77%	75%	83%	73%	80%

DPW values input from residents in evaluating its impact on quality of life and on the City's overall appearance, and will work to maintain and improve its citizen satisfaction ratings in all areas. The Department will continue to advance the City Council's goals by fostering community and supporting neighborhood vitality through our public improvements and associated community processes, delivering similar or improved services at a reduced cost through improved work systems and technology.

SIGNIFICANT BUDGET MODIFICATIONS: Overall, The FY11 Public Works Budget for Other Ordinary Maintenance accounts reflects a net increase of $457,015 from FY10 for single stream curbside recycling, building and sewer maintenance contracts, materials and supplies, rodent control, energy costs and tree pruning. In addition, the budget includes the reduction of a dispatcher position.

FY10 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

Fostered Community *and supported* ***Neighborhood Vitality***

- Supported over 200 public events—ranging from large festivals to neighborhood block parties and youth events— through the coordination of the interdepartmental Special Events Committee and provision of basic services.
- Incorporated public participation into the Department's work through the standing Recycling Advisory Committee and the Committee on Public Planting, as well as numerous construction information meetings and special events such as last year's Container Gardening Workshop, which drew over 150 participants.
- Reconstructed streets and sidewalks including: Prospect Street (from Massachusetts Avenue to Hampshire Street), Brookline Street (from Henry Street to Green Street), Blanchard Road (from Concord Avenue to Grove Street), Cedar Street (from Rice Street to Harvey Street), Appian Way (from Garden Street to Brattle Street, including a raised device designed in consultation with the Cambridge Commission for Persons with Disabilities), Brattle Street (from Fresh Pond Parkway to Sparks Street) and Middlesex Street (from Rindge Avenue to Pemberton Street). These locations were selected for reconstruction using the approach identified in the City's comprehensive *Five Year Street and Sidewalk Plan*, which prioritizes street and sidewalk

reconstruction on the basis of condition, accessibility and location (the report is posted online at http://www.cambridgema.gov/TheWorks/departments/engnr/fiveyearplan.aspx).

- Assumed management responsibilities for two major new public buildings: the Healy Public Safety Facility and the Sheila Doyle Russell Youth Center in West Cambridge. Both facilities are LEED-designed to include rigorous operation and maintenance requirements for both of their energy-efficient HVAC systems, and special features including a green, planted rooftop at the Healy Public Safety Facility and photovoltaic panels at the Russell Youth Center.
- Managed construction of the new Riverside Park, and provided technical assistance to the Department of Conservation and Recreation in their reconstruction of Magazine Beach.
- Launched *Cambridge in Bloom,* a program to increase public/private partnerships in landscaping and beautification efforts. Successful collaborations have included the Cambridge Chamber of Commerce, Metabolix and the resident group "Pick a Pocket Gardeners," all of whom volunteer regularly on projects to beautify the city.
- Made significant landscaping improvements throughout the city, including: new landscaping on Broadway in Kendall Square at the gateway to the city, a new "rain garden," in front of the Public Works facility at 147 Hampshire Street, planting rejuvenation at the City Hall Annex at 344 Broadway, planting improvements around the field house at Russell Field, and landscaping in association with roadway improvements on Blanchard Road at Concord Avenue and at traffic calming elements along Mount Auburn Street.
- Beautified public areas throughout the city by planting over 10,000 bulbs, over 10,000 annuals and 65 hanging baskets.
- Worked with the Inspectional Services Department to coordinate the efforts of the Rodent Task Force to develop the City's new Dumpster Ordinance, which was adopted by the Council this year in an effort to reduce conditions that contribute to rodent activity and other public health nuisances by requiring the licensing of all dumpsters and establishing clear property management and site cleanliness standards.
- Maintained a focus on maximizing sidewalk accessibility throughout the winter months, clearing snow and ice from high-priority pedestrian areas and locations abutting public property. Continued to implement the recommendations from the Sidewalk Snow and Ice Removal Task Force, building upon the web-based reporting system to streamline the ticketing process and improving coordination between enforcing departments.

Provided similar services with the intention of better delivery of those services at a reduced cost… ensuring delivery of quality services to residents while maintaining a reasonable tax rate.

- Reduced non-snow/ non-emergency overtime hours by 10% as compared to the previous year, while delivering a comparable level of service and supporting 30% more special events and more elections than the previous year. This was accomplished through a re-evaluation of all Department operations with a focus on increased efficiency, which resulted in changes including how special events are staffed and in modifications of

scheduled work hours for custodial staff at certain public buildings that receive frequent evening use.

- Redesigned the DPW website to be both easier to navigate and more visually appealing, with content reorganized based on customer feedback received through surveys, an evaluation of web-traffic statistics, and staff focus groups. A second phase of this project will include the launch of a new online permitting system in FY11 that will be integrated with the City's work order system, further improving the Department's efficiency and providing a new, convenient option for customers.
- Continued to improve productivity and accountability across program areas by integrating the work order system and Geographic Information Systems (GIS) in Department operations through projects such as: the Urban Forestry program's new GIS-linked daily work log; a pilot mobile-technology project connecting the City Arborist to the work order system and the tree inventory from the field; continued improvements to the scheduling and tracking of sewer preventive maintenance and catch basin cleaning; and completion of a park facilities inventory to provide the basis for developing a more efficient park preventative maintenance program.
- Ensured that MIT's large building projects fully mitigated construction impacts on municipal infrastructure. MIT completed the reconstruction of streets and sidewalks on Amherst Street, Ames Street, Wadsworth Street, and Main Street as part of their overall building program.
- Ensured that Biomed Realty's building project fully mitigated construction impacts on adjacent municipal infrastructure. Biomed completed the reconstruction of Linskey Way (from Second Street to Third Street) and Second Street (from Binney Street to Athenaeum Street) as part of their building program.
- Completed ten miles of crack sealing, a cost-effective maintenance practice that extends the life of streets, reducing future major construction needs.
- Enrolled 14 DPW construction project managers in Northeastern University's Graduate Certificate in Project Management Program, in order to ensure the management of construction projects is as effective and efficient as possible. The construction project management team also improved their knowledge and skills by attending pavement technology and stormwater management workshops.
- Purchased 11 additional "Big Belly" solar-powered, trash-compacting receptacles to replace existing barrels in high-use locations, with larger capacity and better seals to improve litter and rodent control. Funding for this purchase came partly from Cambridge residents choosing to pay a small surcharge on their electric bills each month to support renewable energy, along with matching funds provided by the *Massachusetts Renewable Energy Trust*.
- Invested in improved snow removal equipment, including two new computerized salt-spreaders, designed to use the amount of ice-melt most appropriate to given conditions, reducing material costs and environmental impacts while maintaining roadway safety.
- Implemented pilot semi-automated rubbish collection in a program in collaboration with the Cambridge Housing Authority.
- Utilized *Community Preservation Act* funds to bring to 47 the total number of historic staircases restored

throughout the Cambridge Cemetery and continued to implement the Cambridge Cemetery Master Plan, adding 100 additional burial spaces during the past year. Cemetery staff also reduced maintenance costs by improving their capacity to complete monument repairs and power-washing without the use of outside contractors, and by investing in equipment to reduce labor involved in mowing the 66-acre site.

- Implemented satisfaction surveys of building users related to cleaning services.
- Implemented 45 training programs throughout the Department including 32 professional/technical classes, 12 in-house safety training programs, and CPR training for 60 employees that was funded through a state Public Safety grant.
- Hired 14 new employees; 8 laborers, an Environmental Services Manager, an Administrative Assistant, a Community Relations Manager, a Project Manager for Engineering, a Sewer Cleaner/MEOIIA, and a Tree Climber/MEOIIA. Also sponsored 4 participants in the Office for Workforce Development's Transitional Employment Program.

*Promoted a **Healthy Environment** by adopting healthy, environmentally sound and energy efficient practices throughout the community.*

- Exceeded the City Council's goal of planting 500 trees, while meeting the Council goal of providing sufficient width to accommodate street trees whenever possible in all street and sidewalk reconstruction. The Department planted over 550 new trees, including 150 trees that were installed during sidewalk improvement projects.
- Received the National Arbor Day Foundation Tree City USA award for the 17th consecutive year, as well as the Foundation's more prestigious Growth Award for the 2nd consecutive year. Significant improvements to the tree planting program during this fiscal year have included the provision of door hangers for residents with tree care instructions, overhauling planting specifications for the contractors and providing a gator watering bag with every newly planted tree-- all of which is expect to improve the health and survival rates of newly planted trees.
- Planned for the switch to "single stream" recycling— in which residents place paper, cardboard, glass, metal and plastic containers together in one recycling toter. This new program is expected to result in at least a 10% increase in recycling. Development of this new program will included a substantial public information component and planning for the distribution of 15,000 recycling toters to single through 5 unit residences.
- Installed additional public area recycling receptacles in commercial areas in Kendall Square and Lafayette Squares.
- Collected nearly 100,000 pounds of food waste in the drop-off program, more than doubling last year's total. Continued to assist the lunchroom composting program at the King Open School (which diverted 10,000 pounds of food waste in the first 10 months), and commenced planning for the 9th grade campus lunchroom composting program.
- Coordinated an inter-departmental effort to provide for energy efficiency improvements at municipal buildings using $760,000 in US Department of Energy funding under the *Energy Efficiency and Conservation Block*

Grant program. During the next 3 years, this funding will be used to reduce energy use at up to 15 buildings through upgrades such as the replacement of old boilers with high-efficiency condensing units, lighting upgrades and occupancy sensors, HVAC controls, and various operations & maintenance modifications. Many improvements will leverage additional funding through NStar energy rebates.

- Managed the installation of photovoltaic panel systems at the DPW Frazier Administration Building and at the Frisoli Youth Center. The funding came partly from Cambridge residents choosing to pay a small surcharge on their electric bills each month to support renewable energy, along with matching funds from the *Massachusetts Renewable Energy Trust*, and a bonus awarded by the Trust as the result of a successful community drive that enrolled 300 Cambridge residents and businesses in the New England Wind Fund.
- Converted 22 toilets from 3.5 gallons per flush and to between .6 and 1.6 gallons per flush through an MWRA rebate-eligible water conservation project.
- Improved energy management capabilities by installing a new web based energy management system at the Healy Public Safety Facility and the West Cambridge Youth Center, bringing the total of remotely accessible systems at City buildings to nine.
- Enhanced the Department's capacity to build and maintain energy efficient buildings through continuing education in the Building Maintenance and Administration Division, including HVAC, Solar, and Geothermal system training for DPW's skilled building tradeworkers and a LEED Building Design & Construction Certification course for DPW's mechanical engineer.
- Sponsored Team GreenSense, part of the Mayor's Summer Youth Employment Program, which introduced Cambridge high school students to environmental sustainability topics, including green buildings, energy and water conservation, food and agriculture, waste and recycling, and transportation. The team conducted service projects and produced a video calling on their peers to "go green" and live sustainably.
- Reduced electricity consumption in participating City buildings by 5% during the first full year of the Cambridge GreenSense program. Cambridge GreenSense engages 75 municipal employees in more than 40 City buildings to educate colleagues and promote energy-conserving practices in their departments. The amount of electricity saved is enough to power all the City's fire stations for 6 months.
- Received $150,000 in *American Reinvestment and Recovery Act* funds to perform a pilot study of improving stormwater quality through vacuum street sweeping. Administered in partnership with the United States Geological Survey, this study will be used by the United States Environmental Protection Agency and the Massachusetts Department of Environmental Protection to refine existing storm water runoff models and to inform future regulations and policy.
- Completed significant improvements to the sewer and stormwater system to improve sewer service levels, reduce flooding and improve water quality, including common manhole separation in Central Square, Cambridge Highlands, and at Putnam Avenue and Kinnaird Street.
- Started field investigations and planning for upcoming Western Avenue Improvements, which will include significant sewer and stormwater utility improvements.

- Completed the construction of the Ellery Street flood protection/stormwater management facilities, which connects flood-prone areas to a 330,000 gallon stormwater storage facility at the Main Library site. This work also includes street and sidewalk restoration on Ellery Street (from Cambridge Street to Broadway), as well as traffic calming facilities on both Cambridge Street and Broadway.

FINANCING PLAN	DETAIL	SUMMARY
TAXES		**$20,726,990**
Real Estate Taxes	$20,726,990	
CHARGES FOR SERVICES		**$5,167,185**
Water Usage Charge	$400,000	
Parking Fund Parking Usage	$1,688,740	
Sewer Service Charge	$2,732,945	
Sewer Connection Fee	$50,000	
Cemetery Fees	$260,000	
Document Sales	$3,000	
White Goods	$25,000	
Sale Of Recycling Bins	$7,500	
LICENSES AND PERMITS		**$462,000**
Public Works Street Permit	$450,000	
Newspaper Boxes	$12,000	
FINES & FORFEITS		**$1,058,195**
Parking Fines	$1,058,195	
INTERGOVERNMENTAL REVENUE		**$2,015,310**
State Cherry Sheet Revenue	$2,015,310	
MISCELLANEOUS REVENUE		**$251,000**
Rent Of City Property	$73,500	
Interest on Perpetual Care	$40,000	
Sale of Lots and Graves	$67,500	
Recycling Revenue	$5,000	
Overtime Reimbursement	$32,000	
Misc Reimbursement	$33,000	
TOTAL FY11 BUDGETED REVENUE		**$29,680,680**

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	$18,503,215
OTHER ORDINARY MAINTENANCE	$10,704,285
TRAVEL & TRAINING	$103,180
EXTRAORDINARY EXPENDITURES	$370,000
TOTAL FY11 BUDGETED EXPENDITURES	$29,680,680

FULL TIME BUDGETED EMPLOYEES	FY09	FY10	FY11
	214	213	212

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$1,084,335	$1,181,650	ADMINISTRATION	$1,251,095
$638,490	$648,245	BUSINESS SERVICES	$532,340
$1,685,580	$1,894,130	ENGINEERING	$2,026,620
$3,408,405	$3,724,025		$3,810,055

ADMINISTRATION

PURPOSE & OVERVIEW: The Administration Division supports the general management and administrative activities necessary to make the Department of Public Works (DPW) function as a cohesive organization. The Division is responsible for policy development, labor relations, human resources, training and career development, budgeting, fiscal administration, payroll, community relations and information systems.

Providing excellent public information and customer relations is a key focus of the Division's work, whether it is with residents, businesses, vendors, job applicants or DPW staff. The Division manages the DPW telephone switchboard, website, service requests, work order systems, e-mail distribution lists, publications and other notices. Division staff provide administrative and IT support to all DPW divisions in order to improve their responsiveness to community needs.

FY11 GOALS:

- *GOAL 1:* *Continually re-evaluate business practices and operations to ensure that the Department upholds the Council goal to provide similar services with the intention of better delivery of those services at a reduced cost...ensuring delivery of quality services to residents while maintaining a reasonable tax rate. For Public Works this includes: assessment of non-emergency overtime; improvement to the functionality and information on the DPW web page; and optimization of business practices, work systems and technology across all Divisions.*

Table 1: DPW Service Request Overview

	Total Service Requests Between 03/2005 and 02/2010		Service Requests in FY08		Service Requests in FY09	
	# Open	# Closed	# Open	# Closed	# Open	# Closed
Total Service Requests	**42,614**	**40,584**	**9,716**	**10,460**	**10,414**	**10,705**
Top 10 Public Service Divisions						
Permits	7,527	7,004	1,839	1,792	1,888	2,053
Street & Sidewalk Maintenance	6,946	6,556	1,583	1,913	2,174	2,263
Sewer Maintenance	5,083	5,150	1,722	1,869	1,836	1,816
Public Buildings	5,481	5,143	1,147	1,211	1,258	1,275
Urban Forestry	3,578	3,263	616	888	709	761
Street Cleaning	1,743	1,753	561	575	411	428
Engineering	1,774	1,301	598	532	566	504
Recycling	1,738	1,720	13	12	136	122
Administration	604	506	86	78	71	39
Park Maintenance	416	326	53	41	79	70

Current service request system implemented in 03/2005. In FY08 and FY09, closed requests can include requests opened in prior years.

- *GOAL 2:* *Provide excellent customer service, public information, and responsiveness to requests and complaints, and work toward continual improvement in these areas through better business practices and use of technology.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of e-mails received and responded to via DPW Website	1,198	1,000	1,100	1,200
2. Redesign DPW Website to improve appearance, ease of navigation and content (percent complete)	n/a	50%	75%	95%
3. Improve construction information webpage to better integrate with GIS and provide enhanced project information (percent complete)	n/a	50%	50%	85%
4. Streamline the permit process through a re-evaluation of business practices and integrating a web-based application with Department work order systems (percent complete)	n/a	75%	15%	85%
5. Develop strategy for implementing mobile technology to provide better customer service and improved efficiency by linking crews in the field to computer based work order systems (percent complete)	n/a	n/a	10%	35%

- *GOAL 3:* *Expand the capacity and efficiency of the workforce through comprehensive training programs.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Develop a comprehensive training program based on an assessment of employee skill development needs to meet Department priorities and fulfill citywide goals and service needs (percent complete)	10%	n/a	20%	50%

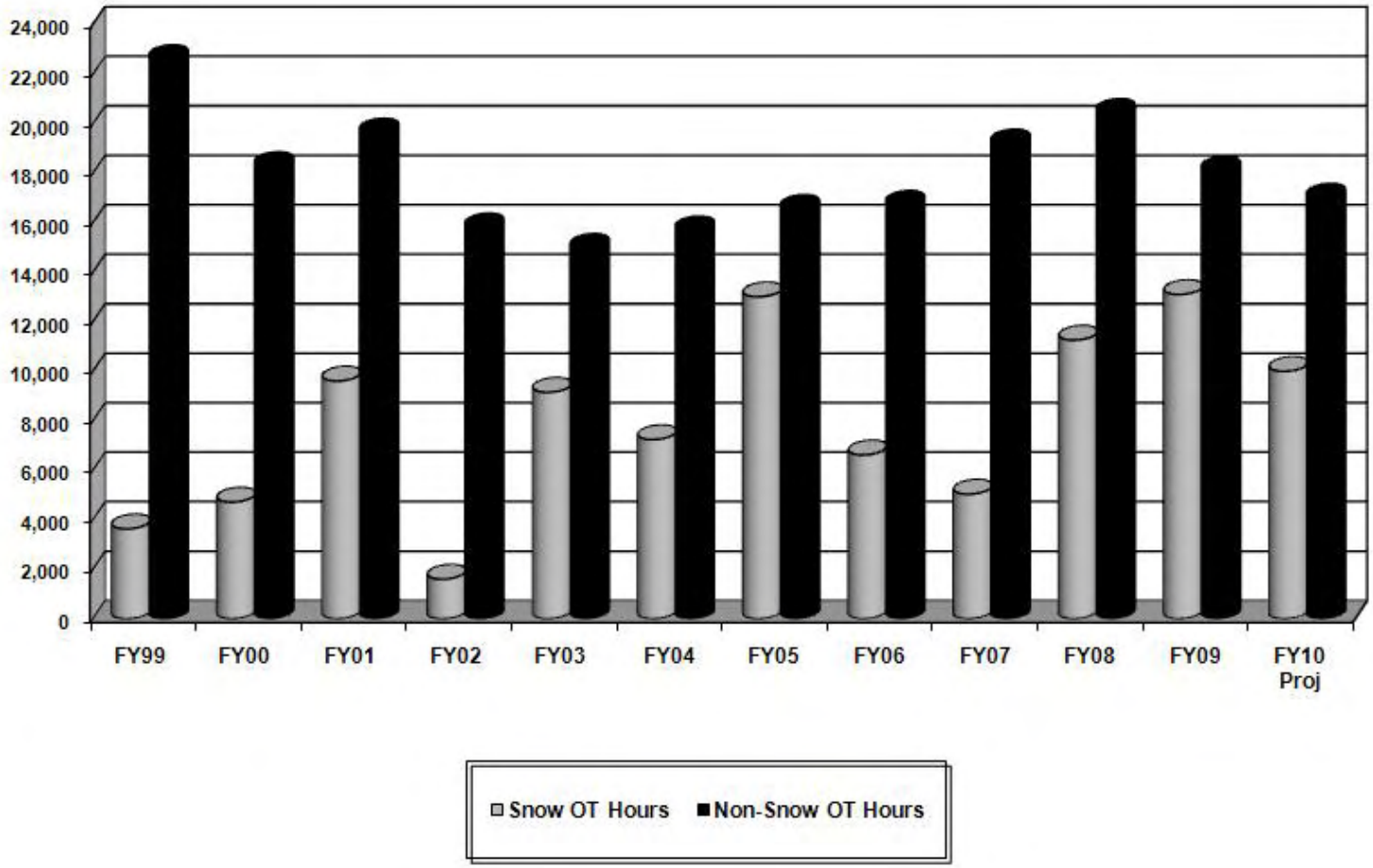
- *GOAL 3:* *(continued)*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
2. Percentage of employees receiving a minimum of 4 hours of training per year	62%	65%	80%	85%

- *GOAL 4:* *Improve productivity by improving the health and safety of the workforce and reducing sick time.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Average number of sick days used (excluding extended illness of 30 consecutive days)	7.1	7.5	7.8	7.5
2. Develop a comprehensive departmental wellness program in cooperation with the Personnel Department (percent complete)	5%	n/a	10%	35%
3. Develop a comprehensive departmental safety program for Public Works (percent complete)	10%	n/a	20%	35%

Figure 1: Snow and Non-Snow Overtime (OT) FY99 through FY10 Projected
This Chart shows DPW Overtime Hours worked.



	FY99	FY00	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10 Proj
Snow OT Hours	3,634	4,715	9,609	1,600	9,155	7,241	13,012	6,622	5,037	11,261	13,104	10,000
Non-Snow OT Hours	22,607	18,278	19,634	15,799	14,973	15,678	16,547	16,716	19,194	20,426	18,102	17,000
Total OT Hours	26,241	22,993	29,243	17,399	24,128	22,919	29,559	23,338	24,231	31,687	31,206	27,000
Number of Positions	214	212	214	223	223	220	219	215	213	211	214	213

BUSINESS SERVICES

PURPOSE & OVERVIEW: The Business Services Division oversees the financial operations of the Department of Public Works (DPW). Responsibilities include managing the DPW's operating and capital budgets, paying approximately $40 million in bills annually and administering contracts and grants. The Division is committed to paying vendors promptly, providing excellent customer service and continuously improving DPW's business practices.

FY11 GOALS:

- *GOAL 1: Implement measures to enhance business services.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Improve business services practices to better serve all DPW divisions (percent complete)	25%	35%	35%	65%
2. Standardize invoicing, tracking and collection of accounts receivable (percent complete)	60%	75%	60%	95%

ENGINEERING

PURPOSE & OVERVIEW: The Engineering Division is responsible for improving and expanding sewer and stormwater infrastructure, streets, sidewalks, parks and plazas. Through comprehensive design review and project management, the Division ensures that all projects impacting the City's infrastructure meet federal, state and local standards and requirements.

Three major components of the Division's work include the sewer and stormwater management program, surface improvement program and information management. In addition to its large capital component, the sewer and stormwater management program involves extensive administrative and operational responsibilities. The Division works with the Massachusetts Department of Environmental Protection (DEP) and the United States Environmental Protection Agency (EPA) with the goal of improving water quality in the Charles River and Alewife Brook. The Division also works closely with the Massachusetts Water Resources Authority (MWRA) on issues such as flow verification, combined sewer overflow monitoring, and proper use of the sewer system. Over a decade of major investment in and maintenance of sewer and stormwater systems has had a significant positive impact on both improving water quality and reducing sewer backups.

The Division is also responsible for improvements to surface infrastructure, including streets, sidewalks, parks and plazas. Staff have identified and prioritized locations for street and sidewalk reconstruction based on state and federal access requirements and local needs, an effort which is expressed through annual updates to the *5 Year Street and Sidewalk Plan*. Engineering staff play a major role in the design and construction management of most major street and sidewalk construction projects and manage construction of major park projects. All construction projects include a significant community relations component to ensure that the public is well informed about the impacts that the construction will have on area residents and businesses.

The Division also has extensive information management responsibilities. Engineering staff update and maintain paper and electronic records defining the public right of way, easements, City property lines, utility corridors, utility connections and flood plains, and respond to and fulfill requests for public information related to these records.

FY11 GOALS:

- *GOAL 1:* *Improve sidewalk and roadway surfaces to advance vehicular safety, pedestrian safety and accessibility for persons with disabilities. Implement a comprehensive citywide street and sidewalk reconstruction plan that integrates current data in a surface monitoring system.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Lane miles of roadway inspected for pavement conditions	8	n/a	175	175
2. Lane miles of roadway re-paved	11.9	15.0	9.0	15.0
3. Access ramps upgraded	351	300	175	300
4. Number of ramps or sidewalk locations prioritized by the Disabilities Commission and reconstructed	3	6	6	6
5. Miles of sidewalk replaced	8.0	8.5	8.5	8.5
6. Traffic calming elements constructed	30	15	15	15
7. Educational materials developed for contractors	2	n/a	2	2

- *GOAL 2:* *Implement a comprehensive stormwater management program in accordance with federal, state and municipal requirements in order to improve water quality in the Charles River and Alewife Brook.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Stormwater management plans reviewed for construction projects	22	20	20	20
2. Stormwater webpage updates	4	8	8	9
3. Stormwater quality samples collected	62	110	110	110
4. Catchbasin curbmarkers installed	120	40	70	40
5. Good housekeeping inspections of municipal facilities completed	84	45	45	45
6. Number of construction sites inspected for sediment and erosion control	n/a	n/a	19	20
7. Number of stormwater best management practices incorporated	47	n/a	15	15

- *GOAL 3: Monitor construction and manage design of sewer separation and stormwater management projects.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Total number of common manholes removed since program inception in 1996 (cumulative)	237	267	260	265
2. Alewife Stormwater Wetland construction (percent complete)	n/a	10%	10%	50%
3. Harvard Square stormwater improvements Phase IV construction (percent complete)	n/a	n/a	n/a	50%
4. Prentiss Street sewer separation construction (percent complete)	n/a	n/a	10%	95%
5. Whittemore Avenue sewer separation construction (percent complete)	n/a	25%	25%	75%
6. Western Avenue Sewer and Stormwater Improvements design (percent complete)	15%	50%	50%	100%

■ *GOAL 3:* *(continued)*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
7. Forest Street sewer separation design (percent complete)	n/a	25%	25%	40%

■ *GOAL 4:* *Maintain a grease control program for the sanitary sewer system to reduce sewage backups caused by fats, oils and grease (FOG).*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of business seminars	0	2	3	2
2. Number of inspections performed	48	60	60	60

■ *GOAL 5:* *Improve the function, capacity and level of service of the City's sanitary sewer and stormwater infrastructure through ongoing maintenance and enhancements.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Linear feet of pipe cleaned	103,145	50,000	50,000	50,000
2. Linear feet of stormwater drain installed	1,595	n/a	1,500	1,500
3. Linear feet of pipe televised	97,196	50,000	50,000	50,000
4. Linear feet of pipe lined	400	1,000	1,000	1,000
5. Number of structures connected to Supervisory Control and Data Acquisition (SCADA) system	0	3	1	3
6. Number of pump preventative maintenance checks	210	180	180	180
7. Number of requests for structural repairs	71	80	80	80
8. Number of flow-meters installed to collect data	20	20	20	15
9. Updates made to City's collection system model and GIS	1,468	1,500	1,500	1,500

- *GOAL 5:* *(continued)*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
10.Number of new catchbasins installed with deep sumps and hoods	15	50	75	50
11.Linear feet of sanitary sewer installed	247	1,000	1,000	1,000

- *GOAL 6:* *Provide high quality customer-service in fulfilling information requests, and improve engineering document management through better archiving and renovations to the DPW vault.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Total number of information requests via telephone, email, and walk-ins	n/a	n/a	650	650
2. Archiving/vault reconstruction project (percent complete)	n/a	n/a	10%	50%

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$2,980,380	$3,192,610	STREET AND SEWER MAINTENANCE	$3,223,145
$1,793,665	$1,332,465	SNOW AND ICE	$322,000
$4,774,045	$4,525,075		$3,545,145

STREET AND SEWER MAINTENANCE

PURPOSE & OVERVIEW: The Street and Sewer Maintenance Division maintains 125 miles of streets, over 200 miles of sidewalks, more than 5,000 curb ramps, 223 miles of sewer and stormwater lines, more than 6,000 catch basins and 60 sewer and stormwater pumps. The Division also manages maintenance contracts for sidewalk repairs, asphalt patching and stormwater pumps; permits and inspects private and institutional construction in the public way (including sidewalks and ramps, streets, sewer connections, and 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.

The quality of the City's sidewalk maintenance program has been rated in each year of the biannual *Cambridge Citizen Survey* since 2000 (results below).

Survey Year	2000	2002	2004	2006	2008
Percentage of survey respondents rating Cambridge's *sidewalk maintenance* as "Excellent" or "Good"	53%	50%	50%	51%	54%

In 2008, survey respondents also listed the "condition of streets/ sidewalks" among the top ten priorities they would like the City to address. In consideration of this input from citizens, as well as the large volume of aging sidewalks in Cambridge that require attention, sidewalk maintenance crews have used the City's work order system to enable more efficient tracking of and response to complaints, documentation of inspections, and prioritization and scheduling of repairs.

A comparable effort has been made in the Division's sewer preventive maintenance and catch basin cleaning operations, in order to reduce emergency sewer back-ups and flooding. This includes catch basin cleaning that is closely coordinated with scheduled street sweeping, bi-weekly inspection and flushing of 75 problem lines, and in-house servicing of small pumps and tanks.

FY11 GOALS:

- *GOAL 1: Continue to improve the sidewalk/street rapid response and maintenance program.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Inspect reported sidewalk defects within 2 business days of receiving complaint (percent of inspections completed within 2 days)	n/a	80%	80%	85%
2. Number of emergency service/rapid response requests responded to	250	200	200	100
3. Number of pre-scheduled sidewalk repairs completed	300	300	600	500

- *GOAL 2: Continue to improve the sewer/stormwater rapid response and preventative maintenance program.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Preventative maintenance work orders completed. (Includes planned biweekly cleaning and planned quarterly grease cleaning, jetting and odor control)	350	700	700	700
2. Number of catch basins cleaned	2,564	2,800	1,200	2,500
3. Number of emergency service/rapid response requests	92	60	60	60

■ *GOAL 3: Maintain permit compliance program.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Excavation permits issued	937	1,000	1,000	1,000
2. Sidewalk obstruction permits issued	275	250	250	250
3. Crane permits issued	419	550	550	400
4. Newsrack vendors with compliance certificates	5	30	30	22
5. Business sidewalk use permits issued (for A-frame signs, display of merchandise and outdoor dining)	110	90	90	150
6. Number of locations permitted for outdoor dining	36	n/a	59	60

SNOW AND ICE

PURPOSE & OVERVIEW: The Public Works Department is responsible for maintaining safe, unobstructed public ways during the winter months. DPW acts as the command center for all snow and ice operation activities, coordinating different departments and contractors, purchasing materials and equipment, maintaining vehicles, and assisting the public (who provided the following satisfaction ratings in the biannual *Cambridge Citizen Survey*).

Survey Year	2000	2002	2004	2006	2008
Percentage of survey respondents rating Cambridge's *snow removal* as "Excellent" or "Good"	56%	66%	64%	50%	60%

Snow clearance on Cambridge's 125 miles of roadways includes salting and plowing by City crews and private contractors. City crews clear approximately 18 miles of sidewalks, including those abutting schools, public buildings, high volume bus stops, parks and other public areas. The Department also promotes sidewalk snow and ice clearance by private property owners through publicity about the City Ordinance, and by working with the Traffic Department to inspect complaints and issue citations for sidewalks that have not been cleared.

FY11 GOALS:

- *GOAL 1:* *Continue to maintain rapid response to all snow-related events while concurrently tracking all expenses associated with snow removal and promoting sidewalk clearance by private property owners.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Overtime expense/snow bonuses*	$494,960	-	$323,496	-
2. Materials & supplies (salt, calcium pellets, liquid calcium) expense*	$674,405	-	$312,566	-
3. Outside plowing services*	$676,525	-	$228,651	-
4. Total expense*	$1,845,210	-	$864,713	-
5. Recorded snowfall (inches)*	70	-	34	-
6. Promote improved sidewalk clearance through inspections of ordinance violation complaints*	n/a	1,000	716	1,000

*FY10 Projected represents actual values as of 3/31/10.

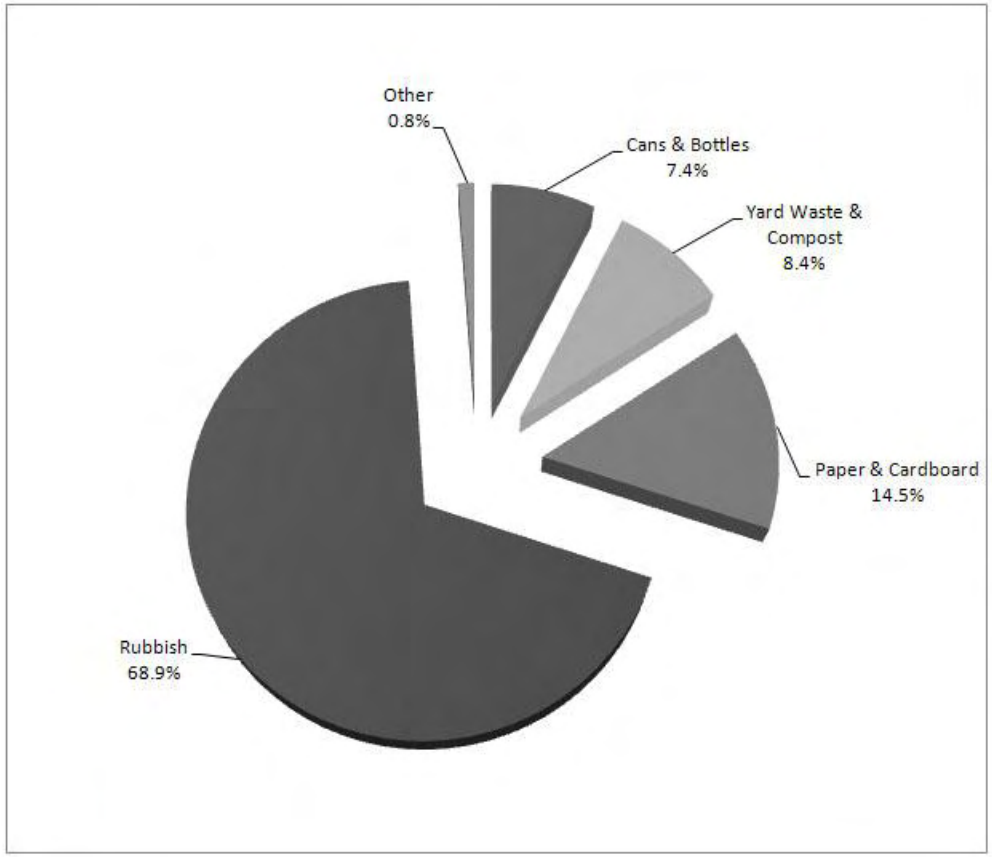
ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$1,587,395	$1,630,265	STREET CLEANING	$1,717,625
$4,365,340	$4,063,285	RUBBISH REMOVAL	$4,485,715
$1,975,745	$2,033,950	RECYCLING	$2,367,770
$7,928,480	$7,727,500		$8,571,110

SOLID WASTE

PURPOSE & OVERVIEW: The Solid Waste Division is comprised of Street Cleaning, Rubbish Removal and Recycling. The Division works to improve the cleanliness of the city, while promoting a decrease in rubbish disposal and increased recycling. Cambridge residents have consistently given high marks to the Division's work, as shown in results from the *Cambridge Citizen Survey* (below), and the Division will continue to work to maintain and improve the quality of its services.

Survey year	2000	2002	2004	2006	2008
Percentage of survey respondents rating Cambridge's *garbage collection* as "Excellent" or "Good"	88%	86%	85%	80%	86%
Percentage of survey respondents rating Cambridge's *recycling collection* as "Excellent" or "Good"	82%	80%	86%	85%	86%
Percentage of survey respondents rating Cambridge's *street maintenance and cleanliness* as "Excellent" or "Good"	63%	61%	57%	55%	63%

Figure 2: Total Waste Stream with Percentage of Major Recyclables for FY09



Other category includes electronics, CRTs, scrap metal, plastics, clothing and Styrofoam

STREET CLEANING

PURPOSE & OVERVIEW: The Street Cleaning Division is responsible for maintaining clean public ways through a combination of mechanical street sweeping throughout the city, as well as mechanical and hand sidewalk sweeping and litter collection in city squares. Contractual citywide street sweeping, which runs from April through December each year, includes the cleaning of approximately 12,000 street miles. Citywide street sweeping includes twice yearly vacuum sweeping, which improves stormwater quality. The Division also has a power washer which is used to clean public area trash and recycling receptacles, and to operate a graffiti removal program on both public and private property (with owner's permission).

FY11 GOALS:

- *GOAL 1: Provide high quality cleaning of streets, sidewalks and squares.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Tons of debris collected through mechanical street cleaning	3,726	4,800	4,800	4,800
2. Total number of solar powered trash compactors installed in high litter areas (cumulative)	40	42	42	55
3. Abandoned bikes removed	346	260	300	300
4. Graffiti incidents power-washed	153	150	300	300
5. Power-washed public litter barrels	430	600	430	430
6. Scheduled twice-daily litter pickups in Cambridge Squares (percent of days completed)	95%	95%	95%	95%

RUBBISH REMOVAL

PURPOSE & OVERVIEW: The Rubbish Division plays an important role in maintaining a clean, healthy city through weekly curbside pickup of solid waste from residential areas, public buildings and schools. The Division also collects bulky waste from citizens who schedule collection and pay a service fee for each item removed; as part of this program, chlorofluorocarbons (CFCs) from certain appliances are removed, and metals and electronics are recycled. The Division also enforces the City's Refuse and Litter Ordinance related to requirements for proper trash preparation, mandatory recycling, bulky waste and litter. These programs support the City's rodent control, cleanliness and environmental efforts. In addition, the Division supports household hazardous waste collection events three times each year in order to divert toxics from the waste stream.

RECYCLING

PURPOSE & OVERVIEW: The Recycling Division's mission is to encourage people to consume less, re-use and donate materials whenever possible, and recycle what cannot be eliminated or re-used. The Division's largest program is the weekly curbside collection of materials that must be recycled under State law—including paper, cardboard, bottles, cans, yard waste, electronics and appliances—from residents, City buildings, and schools. The Division also operates a Recycling Center open to Cambridge residents, and businesses and non-profits with 50 or fewer employees.

Day-to-day customer service, education and outreach remain a priority for the Division, as does the provision of technical assistance to schools and multi-family residences. The Division also maintains and monitors recycling in City buildings, schools, public areas and festivals, and helps businesses and institutions plan and implement effective recycling and waste reduction programs.

With support from the Recycling Advisory Committee, the Division works to implement City policies, improve current programs and expand efforts to meet or exceed goals outlined in the City's Climate Protection Plan and the Massachusetts Solid Waste Master Plan.

FY11 GOALS:

- *GOAL 1: Maximize efficiency and effectiveness of curbside solid waste collection.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Complete assessment and evaluation of the rubbish routes	33%	40%	75%	85%
2. Number of recycling service requests received and responded to	2,237	2,000	2,100	2,000
3. Number of warnings/citations issued for solid waste violations	3,465	3,000	4,000	3,000
4. Number of service requests received and responded to for recycling bins and toters	1,884	2,000	1,800	1,800
5. Number of rubbish service requests received and responded to	n/a	2,000	2,000	2,000

- *GOAL 2: Increase the City's recycling rate and reduce the number of tons disposed.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. City recycling rate	35%	36%	36%	40%
2. Tons of rubbish collected by DPW from households, schools and City buildings	18,171	18,250	17,800	17,150
3. Tons of recyclables collected from households, schools and City buildings	12,954	13,300	12,500	13,150

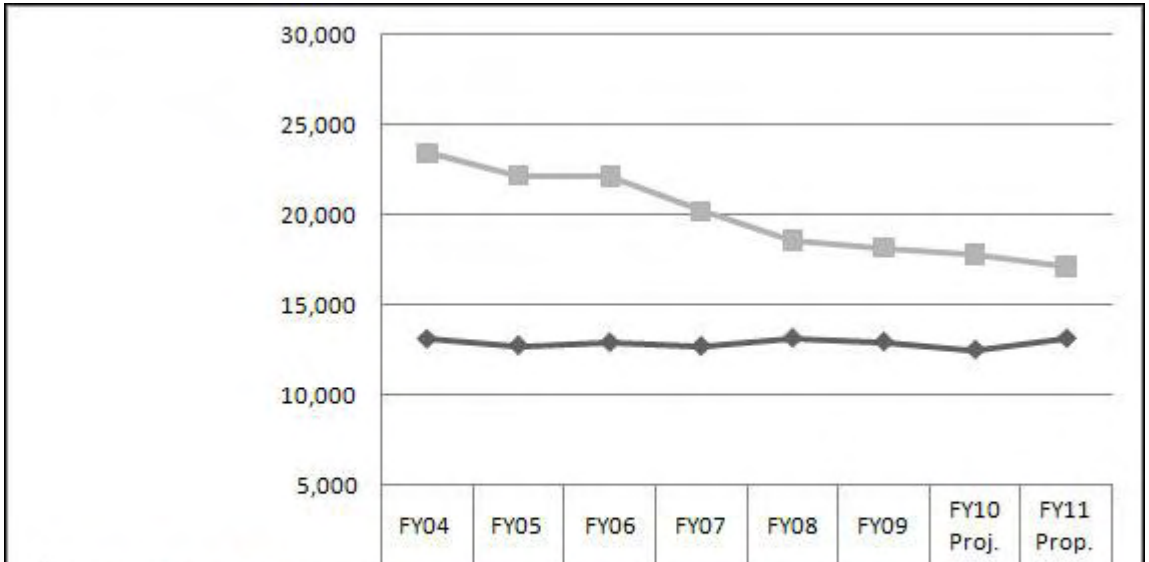
■ *GOAL 2: (continued)*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
4. Cost per ton for recycling	$127	$166	$155	$184
5. Cost per ton for rubbish	$222	$213	$214	$230
6. Number of large apartment buildings (6+ units) monitored for recycling participation and quantity diverted	406	n/a	316	400
7. Percentage of large apartment buildings (6+ units) in which residents recycle more than 10 pounds per household per week	59%	65%	55%	60%

■ *GOAL 3: Keep Cambridge a clean and environmentally responsive city and reduce the toxicity of trash land filled or incinerated.*

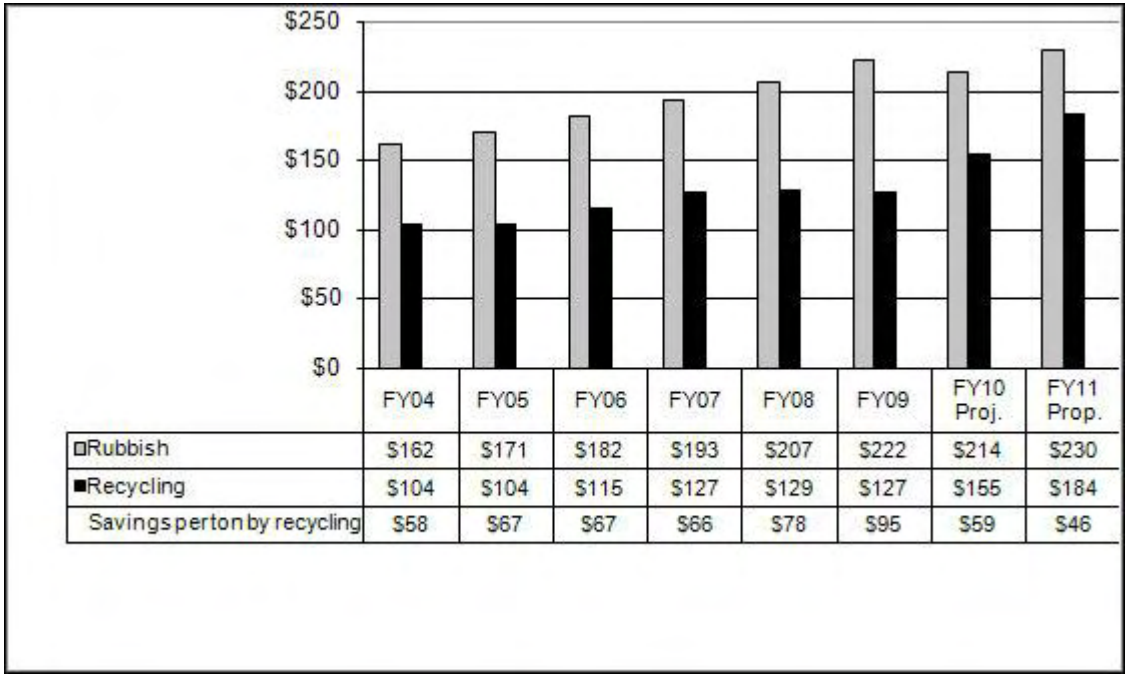
PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of bulky waste items including white goods (appliances) collected	1,181	2,000	1,000	1,500
2. Pounds of CFC's extracted from appliances	281	500	400	500
3. Pounds of computer monitors, TVs and other electronic waste collected	312,380	275,000	295,000	275,000
4. Pounds of hazardous batteries collected	1,214	2,000	2,000	2,000
5. Number of fluorescent bulbs collected	10,833	8,000	10,000	8,000
6. Number of pounds of mercury-containing devices collected	25	40	70	40
7. Gallons of motor oil collected	1,520	1,200	2,000	1,200
8. Gallons of paint collected	6,525	5,000	5,000	5,000

Figure 3: Curbside Rubbish and Recycling Tonnage Collected by the City (FY04 - FY11 proposed)



	FY04	FY05	FY06	FY07	FY08	FY09	FY10 Proj.	FY11 Prop.
Curbside Rubbish	23,449	22,186	22,142	20,230	18,592	18,171	17,800	17,150
Recycling	13,112	12,742	12,919	12,710	13,166	12,954	12,500	13,150
Total Solid Waste (tons)	36,561	34,928	35,061	32,940	31,758	31,125	30,300	30,300

Figure 4: Cost per Ton of Rubbish and Recycling Collected by the City (FY04-FY11 Proposed)



	FY04	FY05	FY06	FY07	FY08	FY09	FY10 Proj.	FY11 Prop.
□Rubbish	$162	$171	$182	$193	$207	$222	$214	$230
■Recycling	$104	$104	$115	$127	$129	$127	$155	$184
Savings per ton by recycling	$58	$67	$67	$66	$78	$95	$59	$46

Rubbish cost per ton includes labor and equipment costs of collection and disposal fees. Recycling cost per ton includes collection, processing, staff and equipment costs, minus revenues from the sale of recyclables.

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$4,266,070	$4,426,335	**PARKS & URBAN FORESTRY**	$4,660,900
$4,266,070	$4,426,335		$4,660,900

PURPOSE & OVERVIEW: The Parks and Urban Forestry Division is responsible for the maintenance of over 127 municipal and school properties, including parks, playgrounds, squares, plazas, medians and public building grounds. In addition, the Division is responsible for implementing a program of arboriculture for approximately 13,000 public street trees and over 3,000 trees in parks and cemeteries.

Parks are maintained through a combination of in-house, district-based crews and private maintenance contracts. The Division ensures parks are safe, clean and attractive, and have been properly prepared for sports activities and other special events. Residents' satisfaction with these services is demonstrated in the ratings they gave in the *Cambridge Citizen Survey* (below).

Survey Year	2000	2002	2004	2006	2008
Percentage of survey respondents rating Cambridge's *City parks and park maintenance* as "Excellent" or "Good"	78%	80%	82%	82%	84%

The Division beautifies other smaller sites throughout the city and has seasonal planting plans for over 40 sites throughout the city. Recently, the Division has increasingly worked to foster public/private partnerships in their landscaping and beautification efforts through the *Cambridge in Bloom* program.

The urban forest is maintained through a combination of in-house crews and private maintenance contracts, who plant trees, conduct cyclical pruning, and respond to service requests and tree-related emergencies. The quality of the Division's forestry efforts have been recognized by the National Arbor Day Foundation, which recently awarded Cambridge the Tree City USA award for the 17th consecutive year, as well as the Foundation's more prestigious Growth Award for two consecutive years.

FY11 GOALS:

- *GOAL 1:* *Continue to provide a quality park and landscaping maintenance program, with an enhanced commitment to community partnerships.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Total number of parks, playgrounds, and other landscaped sites maintained	125	127	127	127
2. Number of sites on contract	53	55	55	55
3. Number of irrigation systems maintained	66	67	67	67
4. Number of water-play features maintained	24	n/a	25	25
5. Number of planting sites	40	40	40	47
6. Number of landscaped sites with three season displays	16	16	16	16
7. Number of volunteer events (such as park cleanups, flower/bulb planting, special projects)	4	3	6	8
8. Number of formal public/ private partnerships through Cambridge in Bloom	n/a	n/a	10	20

- *GOAL 2:* *Maintain a commitment to customer service in the Urban Forestry program.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Total number of Urban Forestry service requests received	325	500	500	500
2. Number of emergency response service requests for Urban Forestry	173	100	100	100
3. Complete planting requests within 1 year (percent of requests)	n/a	90%	90%	90%
4. Urban Forestry maintenance requests completed within 60 days (percent of requests)	n/a	90%	90%	90%

- *GOAL 3: Attain Tree City USA Growth Award for enhanced programs in education and partnerships, planning and management, and tree planting and maintenance.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of community presentations on forestry topics	9	11	11	11
2. Number of volunteer events (tree planting, tree pruning, and tree well maintenance)	4	3	3	3
3. Number of new trees planted to include gator watering bags and educational material for neighbors about tree care	n/a	n/a	n/a	250
4. Number of neighborhood tree walks	3	3	3	3
5. Improve the Urban Forestry website in coordination with the launch of the new DPW website (percent complete)	n/a	n/a	40%	85%
6. Use tree inventory data to achieve goal of filling empty tree wells (# of empty tree wells)	n/a	n/a	582	450

- *GOAL 4: Maintain an assertive tree planting and maintenance program.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of trees pruned	2,800	2,000	2,250	2,000
2. Number of trees removed	107	100	110	100
3. Number of new trees planted	490	500	550	300
4. Total number of street trees	11,034	13,100	11,474	11,674
5. Total number of Cemetery trees	630	n/a	650	655
6. Total number of park trees	2,976	n/a	3,000	3,050

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$918,500	$952,005	CEMETERY	$970,330
$918,500	$952,005		$970,330

PURPOSE & OVERVIEW: The Cemetery Division is responsible for grave site preparation, burial services, landscaping, maintenance, and customer service at the Cemetery's 66 acre site on Coolidge Avenue, which is the resting place for Medal of Honor recipients Joseph F. Scott and Alphonso M. Lunt, prominent literary figures Henry and William James and William Dean Howells, Baseball Hall of Famers John Clarkson and Timothy Keefe, and other notable Cantabridgians.

Cemetery operations include burials, flower and tree planting, landscaping hilly terrain and repair of historical monuments. Tree planting and perennial island development has been a particular focus in recent years, with the goal of adding pastoral beauty to open space in the Cambridge Cemetery. Community Preservation Act (CPA) funding since 2007 has enabled the Cemetery to restore many historical staircases, which are on individual lots and date back as far as the early 1900s. Using the Cemetery Master Plan as a guide, Cemetery staff have continued to implement the priority goal of expanding available burial space.

Customer service continues to be an important goal of the Cambridge Cemetery - whether the need is for immediate burial or genealogical information. To meet the need for better information, there are ongoing improvements in the computerization of Cemetery records and onsite signage.

FY11 GOALS:

- *GOAL 1: Provide high quality grave site preparation and continue to improve cemetery maintenance and service.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of interments	291	300	300	300
2. Number of maintenance requests received	49	40	40	40
3. Average number of days to complete maintenance requests	4	4	4	4

- *GOAL 2: Improve public information and access to information for Cambridge Cemetery visitors.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of new cemetery signs installed	30	30	30	30

- *GOAL 3: Continue implementation of beautification program throughout Cambridge Cemetery and maintain landscape.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of trees planted at Cemetery	10	10	10	5
2. Number of new perennial islands created	1	1	1	1
3. Number of Cemetery trees pruned annually	50	100	100	100
4. Number of linear feet of roadways paved	0	400	400	400
5. Staircases restored using Community Preservation Act funding (cumulative)	35	45	47	55

- *GOAL 4: Implement Cambridge Cemetery Master Plan to create additional space for traditional burial and cremation, while respecting the aesthetic and historic attributes of the Cemetery.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of new spaces for burial created	133	150	100	75

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$1,549,325	$1,750,270	OPERATION	$1,883,715
$1,599,375	$1,535,355	MAINTENANCE	$1,783,025
$433,795	$452,680	ADMINISTRATION	$462,795
$3,582,495	$3,738,305		$4,129,535

BUILDING OPERATIONS

PURPOSE & OVERVIEW: The Building Operations Division provides custodial services to 12 municipal buildings, including City Hall, the Senior Center at 806 Massachusetts Avenue, the City Hall Annex/ McCusker Center at 344 Broadway, the Coffon Building at 51 Inman Street, the new Robert W. Healy Public Safety Facility at 125 Sixth Street, the Lombardi Building at 831 Massachusetts Avenue, the DPW Frazier Building at 147 Hampshire Street, the Area IV Youth Center, the Frisoli Youth Center, the Gately Youth Center, and the Moore Youth Center and the new Sheila Doyle Russell Youth Center.

While the majority of cleaning is done by in-house custodial crews, certain larger community facilities such as the Senior Center and the Healy Public Safety Facility are supplemented by private contract crews. The Division has two shifts: 6 a.m. – 2 p.m. and a smaller crew in the evenings working 2 p.m. to 10 p.m. The Division uses US Green Seal approved, environmentally preferred cleaning products including HEPA filtered vacuum cleaners, to clean all public buildings.

FY11 GOALS:

- *GOAL 1: Deliver high quality building cleaning services.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of buildings for which DPW holds user group meetings	11	11	12	13
2. Number of total user group meetings held for all buildings	72	72	74	84

- *GOAL 2:* *Maintain prompt response time for service requests, including moving, special events and cleaning services.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of service requests	119	100	115	110
2. Average number of days to close requests	13.9	8.0	9.0	8.0

BUILDING MAINTENANCE

PURPOSE & OVERVIEW: The Building Maintenance Division is responsible for services such as carpentry, painting, plumbing, lock installation and repair, and sign fabrication. In addition to routine maintenance, the Division also responds to numerous emergency calls related to building maintenance, such as heating, plumbing and ventilation problems in City buildings.

The employees in this Division provide services to many City departments and to the community. Each year, they support approximately 75 public events by setting up staging and a public address system. The Division also creates temporary street signage for public announcements, emergency snow plowing and street sweeping, and permanent commemorative and memorial signage.

FY11 GOALS:

- *GOAL 1:* *Improve response time for service requests, such as plumbing, heating, carpentry, lock repair, moving and staging requests.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of work requests (Operations & Maintenance)	1,223	1,000	1,000	1,100
2. Average number of days to close request	21.6	15.0	15.0	15.0

PUBLIC BUILDING ADMINISTRATION

PURPOSE & OVERVIEW: In addition to the oversight of the Operations and Maintenance Divisions, the Public Building Administration Division is responsible for all aspects of construction, renovation and significant maintenance to the City's public buildings. The Division managed $3.5 million in maintenance contracts during

the previous fiscal year as outlined in the *Five Year Public Investment Plan*, from the initial phases of designer selection and development of specifications and bid documents through construction project management. A significant portion of the Division's efforts are devoted to HVAC improvements in order to reduce energy use and improve occupant comfort.

FY11 GOALS:

- *GOAL 1: Reduce energy consumption through the installation of energy saving technology and upgrades of equipment.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of premium efficiency motors installed	4	7	7	7
2. Total number of buildings with Direct Digital Control (DDC) systems for heating, ventilation and air conditioning (HVAC)	3	9	9	13

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$1,589,865	$1,502,260	VEHICLE & EQUIPMENT MAINTENANCE	$1,525,030
$1,589,865	$1,502,260		$1,525,030

PURPOSE & OVERVIEW: The Vehicle Maintenance Division maintains and repairs over 300 City-owned vehicles and pieces of equipment. The Division works to reduce the service impacts of unscheduled repairs and breakdowns through a preventive maintenance program, scheduling and documenting all repairs in a computerized work order system. The Division has increasingly incorporated recycled products into its maintenance program, including re-treaded tires and recycled oil and other engine fluids.

The Division researches and develops specifications for new vehicle purchases, which have increasingly focused on "right-sizing" the vehicle for the job and has incorporated more fuel efficient vehicles into the City's fleet. The Division also plays a key role in snow operations, inspects over 250 Cambridge taxis each year, prepares over 150 City vehicles to receive State Inspection stickers each year, and conducts in-house Commercial Driver's License training.

FY11 GOALS:

- *GOAL 1: Maximize vehicle availability.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Percentage of working hours that vehicles are available (not out of service) for fleet as a whole	98.4%	98.5%	98.5%	98.5%
2. Percentage of working hours that vehicles are available for medium/heavy trucks	98.1%	98.5%	98.5%	98.5%
3. Percentage of working hours that vehicles are available for light-duty units	98.6%	98.5%	98.5%	98.5%
4. Number of preventive maintenance service orders	172	235	250	250
5. Number of emergency breakdowns	62	50	50	50

- *GOAL 2: Maximize number of staff who obtain a Commercial Driver's License (CDL), in order to improve employee skill level and increase the types of equipment staff are able to operate.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of staff members with a CDL	80	n/a	86	90

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$887,980	$872,615	**OFF-HOUR SERVICES**	$801,470
$887,980	$872,615		$801,470

PURPOSE & OVERVIEW: This Division provides the DPW with continuous 24-hour response on a regular and emergency basis. Off-hours employees collect litter from heavily used public areas and City buildings on a regular schedule; respond to a variety of emergencies such as initial response to after-hours sewer complaints, fallen trees and tree limbs, building security, storm-related cleanup; and coordinate with the Cambridge Police and Fire Departments in response to accidents and other emergencies.

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$1,790,185	$1,532,810	ENERGY	$1,667,105
$1,790,185	$1,532,810		$1,667,105

ENERGY CONSUMPTION: The Department of Public Works pays utility and fuel expenses for 22 buildings, 48 parks, 20 pump stations, as well as gasoline and diesel expenses for more than 300 City vehicles and pieces of equipment that obtain fuel from Public Works. Costs are supported by this budgetary allotment plus reimbursements from other City departments. The Department recognizes the importance of reducing energy use from both a cost and environmental perspective, and has played a significant role in the City's ongoing greenhouse gas reduction efforts through its work installing high efficiency building equipment and promoting behavioral and operational changes.

The Department tracks energy and fuel consumption and cost data for all City buildings and vehicles through a web-based database called the Energy Information System (EIS). DPW uses this tool to assess municipal energy performance over time and against national benchmarks in order to enable the implementation of a comprehensive strategy for future building improvements that maximize the benefit per cost.

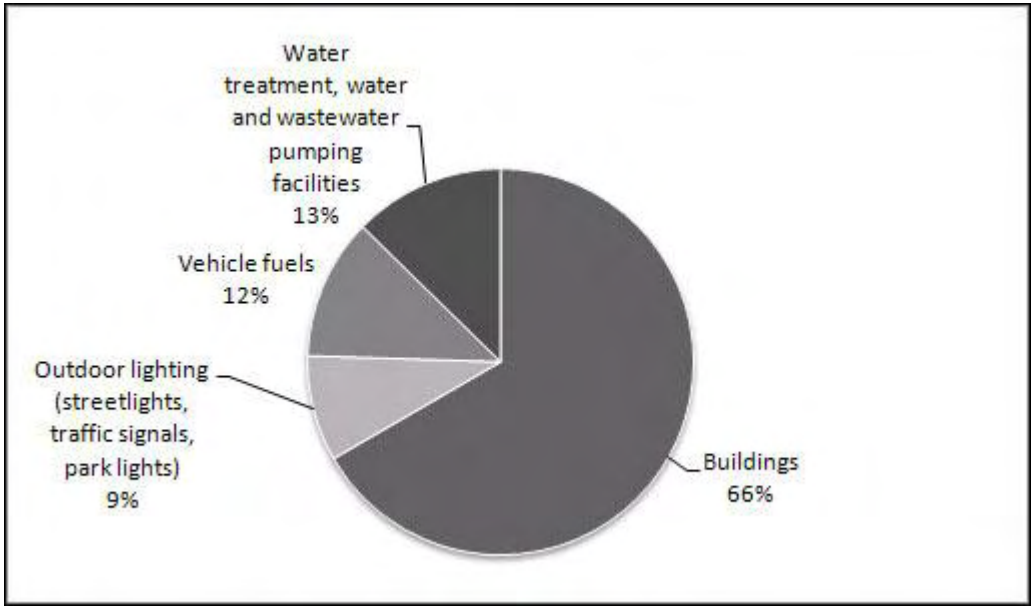
DPW has played a lead role in the GreenSense energy awareness program, which engages 75 municipal employees in more than 40 City buildings to educate colleagues and promote energy-conserving practices in their departments. The first year introduced four "Tips" including, "Turn It Off," "Power Down," "Summer Sense," and "Use Your (Green) Senses." The tips encouraged all employees to turn off unnecessary lights and other equipment, power down computers at the end of the day, reduce peak demand in the summer, and use their "green senses" to identify and report air and water leaks. In its first year, the program has helped reduce electricity consumption by 5% in participating buildings, enough to power all the City's fire stations for 6 months.

Table 2: FY08 and FY09 Citywide Energy and Fuel Consumption

City of Cambridge	Consumption	CO2 Emissions* (tons)	Expenditures	% of Total Expenditures
Fiscal Year 2008				
Electricity (kWh)	40,003,405	16,161	$ 5,796,555	70%
Natural Gas (therms)	695,848	835	$ 997,065	12%
Heating Oil (gallons)	432,270	1,001	$ 777,790	9%
Vehicle Fuel (gallons)	316,915	1,158	$ 701,693	9%
	Total	19,155	$ 8,273,103	100%
Fiscal Year 2009				
Electricity (kWh)	41,097,364	16,603	$ 5,638,408	60%
Natural Gas (therms)	792,111	951	$ 1,139,214	12%
Heating Oil (gallons)	343,276	795	$ 1,430,030	15%
Vehicle Fuel (gallons)	308,349	647	$ 1,205,723	13%
	Total	18,996	$ 9,413,375	100%

Includes all City buildings, parks, street lights, traffic lights, pumps, and vehicles. Increase in Electricity and Natural Gas in FY09 includes the new Healy Public Safety Building and War Memorial, which had been under construction during FY08. Reduction in heating oil partly due to Police/ECC moving out of 5 Western Ave building. Significant cost increase in heating oil and vehicle fuel due to price increases in FY09. Source: Energy Information System

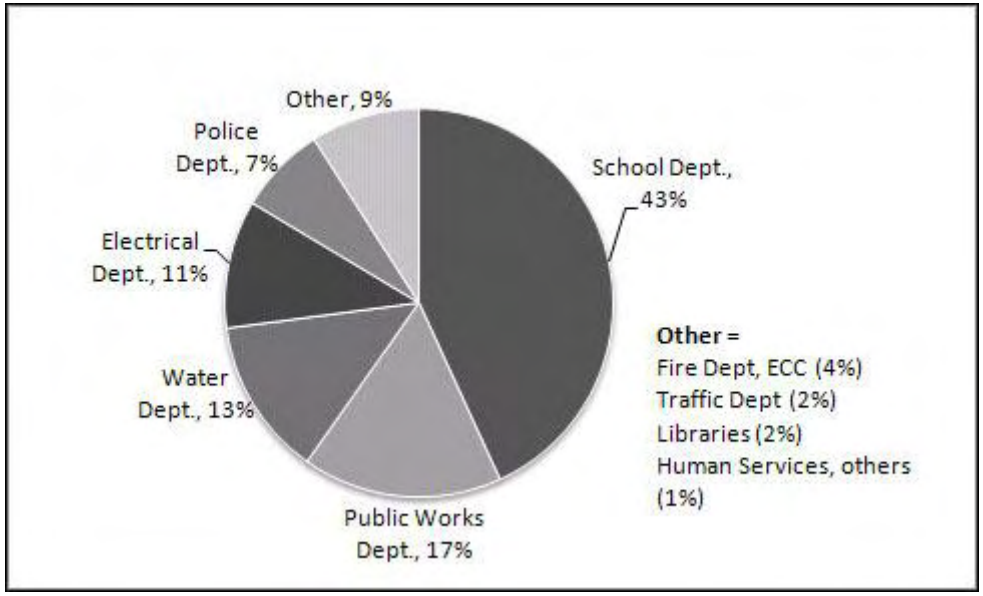
Figure 5: FY09 City Energy Use By Category



Percentage of total energy consumed by the City, measured in MMBTU (millions of British Thermal Units), a unit of energy measurement that can be used across fuel types.

	MMBTU
Buildings	202,872
Outdoor lighting (streetlights, traffic signals, park lights)	26,970
Vehicle fuels	35,978
Water treatment, water and wastewater pumping facilities	38,589

Figure 6: FY09 Total Energy Costs By Department



Includes gas, electricity, oil, and vehicle fuel. Source: Energy Information System.

Department	Total Energy Costs	
School Dept.	$	4,063,317
Public Works Dept.	$	1,563,176
Water Dept.	$	1,236,791
Electrical Dept.	$	1,005,597
Police Dept.	$	689,677
Other	$	854,817
TOTAL	$	9,413,375

Table 3: Energy Efficiency Projects to be Completed Through Energy Efficiency Block Grants and Other Funding Sources

	FY09 Energy Cost ($)	Electricity Saved (kWh/yr)	Natural Gas Saved (therms/yr)	CO2 reduction (tons)	Est. Annual Energy Savings
Replacement of Failing/Inefficient Boilers		**n/a**	**20,000**	**118**	**$29,000**
DPW Complex	$152,680				
Longfellow Building (HS Extension)	$110,756				
Moore Youth Center	$19,095				
Lighting Upgrades and/or Heating Controls		**300,000**	**10,000**	**195**	**$56,500**
Peabody School	$209,244				
Morse School	$175,154				
Haggerty School	$146,204				
Baldwin School	$134,570				
City Hall lighting upgrades	$123,628				
Senior Center	$101,001				
Lombardi Building	$66,367				
Coffon Building	$60,022				
Frisoli Youth Center	$52,409				
Area IV Youth Center	$52,144				
Engine 8	$44,933				
Engine 3	$34,506				
Central Square Library HVAC Improvements	$20,573				
Gately Youth Gymnasium HVAC and digital controls	$11,926				
Insulation					
City Hall attic insulation	see above	16,500	5,000	41	$9,975
Total:	**$1,515,212**	**316,500**	**35,000**	**354**	**$95,475**

Projects to be funded from Energy Efficiency and Conservation Block Grants or other sources of funding. Buildings may be added or removed from list based on funding availability. Preliminary estimates based on FY09 utility rates.

Table 4: Completed Energy Efficiency Projects

	Electricity Saved (kWh/yr)	Natural Gas Saved (therms/yr)	CO2 reduction (tons)	Est. Annual Energy Savings
Traffic Signals				
LED Traffic Signals	750,342	n/a	536	$142,565
Lighting				
Danehy Park Building	1,567	n/a	1	$235
Traffic Meter & Maintenance Office	5,391	n/a	4	$809
Parking Lot #2 (Harvard Square)	9,784	n/a	7	$1,468
Area 4 Youth Center	18,218	n/a	13	$2,733
Green Street Garage	53,310	n/a	38	$7,997
Central Square Library	54,785	n/a	39	$8,218
First Street Garage	263,964	n/a	189	$50,153
Walter J Sullivan Water Purification Facility lighting upgrades	262,800	n/a	188	$39,420
Heating, Ventilation and Air Conditioning (HVAC)				
Lombardi Building Air Conditioning	17,004	n/a	12	$2,551
City Hall Boiler Replacement	n/a	8,301	49	$12,452
Senior Center HVAC improvements	55,413	8,400	89	$20,912
Fire Headquarters boiler with direct digital controls	n/a	5,306	31	$7,959
Coffon Building boiler, DDC controls and programmable thermostats	15,748	3,267	31	$7,263
DPW Frazier Building HVAC improvements and programmable thermostats	21,778	4,555	42	$10,099
Walter J Sullivan Water Purification Facility HVAC Phase 1 upgrades	37,100	n/a	27	$5,565
Other				
Various buildings - Vending Miser installations	23,896	n/a	17	$3,584
Cemetery garage and administration building insulation	250	3,300	20	$4,988
Total:	**1,591,350**	**33,129**	**1,333**	**$328,971**

LEED-Certified Building Projects	Status
City Hall Annex	Gold LEED-certified
Russell Field House	LEED certified
Robert W. Healy Public Safety Facility (Silver)	Certification in process
Main Library Expansion	Certification in process
War Memorial Recreation Facility	Certification in process
West Cambridge Youth and Community Center/VFW	Certification in process
Cambridge Rindge and Latin High School	Under Construction

Estimates based on FY09 utility rates.

FY11 GOALS:

- *GOAL 1:* *Reduce the overall amount of energy consumed in City operations to reduce costs, greenhouse gas emissions, and promote a healthier environment.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Reduce energy use in municipal buildings equivalent to 300,000 kWh of electricity and 35,000 therms of gas through the three-year Energy Efficiency and Conservation Block Grant Program, also reducing the City's annual CO2 emissions by 350 tons (percent complete)	n/a	n/a	n/a	20%
2. Number of buildings with high-efficiency HVAC (heating, ventilation and cooling) equipment and controls installed (cumulative, beginning FY05)	7	n/a	8	13
3. Number of buildings with high efficiency lighting fixtures, motion sensors and lighting controls installed (cumulative, beginning FY05)	8	n/a	8	12
4. Number of buildings at which commissioning or retro-commissioning studies have been completed to ensure that energy efficiency measures are performing as designed (cumulative, beginning FY05)	4	n/a	4	7
5. Number of formal email bulletins, status reports and meetings regarding energy improvements through which building occupants are engaged and energy communications are enhanced	22	n/a	20	15

■ *GOAL 1: (continued)*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
6. Number of City employees trained to track energy consumption, costs and performance improvements in their buildings through an online Energy Information System	3	n/a	10	15
7. Publicize energy efficiency and green initiatives on the new DPW website (percent of website complete)	n/a	n/a	50%	90%

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$9,853,245	$9,671,460	ADMINISTRATION	$8,114,030
$5,769,735	$5,490,950	SOURCE OF SUPPLY	$5,657,555
$2,311,540	$2,510,185	TRANSMISSION & DISTRIBUTION	$2,644,535
$17,934,520	$17,672,595		$16,416,120

PURPOSE & OVERVIEW: The Cambridge Water Department (CWD) is a municipally owned and operated water utility servicing approximately 102,000 residents. The CWD operates under the general direction of the City Manager. Five members comprise the Water Board, all of whom are appointed by the City Manager and serve in an advisory capacity to the City Manager and the Managing Director of the Water Department. The CWD is regulated by Federal and State drinking water codes and is comprised of three divisions: Administration, Source of Supply, and Transmission & Distribution. The mission of the Department is to provide a safe, adequate and uninterrupted water supply of the highest quality to the citizens of Cambridge.

The CWD continues to implement the long-term strategic plan to ensure integrity and functionality of the Cambridge water system. The systems that comprise the Water Department are: the watershed and its related facilities such as gatehouses, dams, spillways and valves; the Stony Brook conduit and associated valving; the Fresh Pond Reservoir; the treatment plant; the Payson Park finished water reservoir; the Payson transmission lines and associated valving; the distribution system; and three Massachusetts Water Resource Authority (MWRA) emergency interconnects. These interconnects serve as an emergency back-up supply. The Fresh Pond Master Plan provides the mechanism for enhanced source water protection, which is a vital first step in water treatment; the plan also provides for the overall stewardship of the Fresh Pond Reservation. Over the next several years, there will be continued emphasis on improving customer service via use of the Automatic Meter Reading (AMR) System; revitalizing the water distribution system; completing upgrades and restoration improvements to the Fresh Pond Reservation, the Stony Brook Conduit, Payson Park force and supply lines; and treatment plant process optimization, to improve the water quality delivered to our customers. Opportunities to perform water main infrastructure improvements in partnership with others performing utility work, such as sewer separation and Chapter 90 roadway work, will be pursued so as to optimize cost and to minimize disruptions to the public.

SIGNIFICANT BUDGET MODIFICATIONS: The FY11 Water Budget includes a net decrease of $132,860 in Other Ordinary Maintenance accounts, primarily due to chemical and energy savings, and a decrease of $1,646,510 in debt service costs due to the retirement of a portion of the bonds issued to finance the water treatment plant. Also, the FY11 Budget reflects the reduction of a vacant senior clerk typist position.

FY10 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Completed the upgrade of the water billing system to MUNIS.
- Continued the peak electrical demand management plan to reduce electricity usage charges for the City. This effort has reduced the electrical peak demand charges to the City by 50%.

- Completed the replacement of over 850 meters during FY10.
- Upgraded the facility fire protection component associated with the HVAC system.
- Held the 3rd annual Fresh Pond Reservation Day in May at the end of Water Week.
- Produced over 4.8 billion gallons of high quality potable water to serve the City of Cambridge's needs.
- Provided over 90 school programs, tours, open houses and Friends of Fresh Pond Reservation events to educate the public about the Cambridge Water System and the Walter J. Sullivan Water Purification Facility. As part of the public education effort, the staff has presented information about the Water Department to local colleges and universities and international groups.
- Added two partial zero emission vehicles (PZEV) to our fleet. This brings the total number of "green" vehicles in the Water Department fleet to five (5).
- Completed cooperative infrastructure projects such as North Point Development, Lafayette Square, Walden Street Bridge, Vassar Street, West Cambridge Youth & Community Center, Blanchard Road and Magazine Beach Park.
- Started and/or continued cooperative infrastructure projects such as Brookline Street, Common Manhole Removal Project (Central Square), Concord Avenue, Discovery Park, Cambridge Park Drive, 500 Main Street, Whittemore Avenue (North Cambridge), Ellery Street, Riverside Park, Belmont to Somerville Bike Path, Linskey Way, Binney Street and Wadsworth Street/Sloan School.
- In conjunction with the Fire Department, maintained a Class 1 Fire rating for the City of Cambridge.
- Initiated the automation of all Cross Connection Control Program data.
- Completed all of the backflow prevention device testing and re-testing for inventoried devices.
- Distributed 2009 annual “Consumer Confidence Report” on drinking water quality via direct mail and through the Department Web page.
- Responded to and repaired over 85 water main or service leaks in the water distribution system.
- Updated the long range capital plan for the water system.
- Rehabilitated over 3,260 feet of water mains; replaced over 120 lead water services and 40 valves; eliminated 3,510 feet of parallel old 6” cast iron pipe; and maintained a 99.9 percent in-service rating for fire hydrants.
- Performed required regulatory water quality analytical testing and watershed monitoring, which resulted in over 60,000 tests. Maintained certifications of the Laboratory for a variety of drinking water parameters.
- Initiated the latest US EPA drinking water monitoring program: Unregulated Compound Monitoring, Round 2 (UCMR2).
- Maintained and expanded the Department’s Web page.

- Completed the implementation of Phase I of the Glacken Slope Restoration Project, the design of the Black's Nook Site Improvements Project, the Hobbs Brook Head Waters Natural and Cultural Resources Inventory Project and the contract documents for the restoration of the Hobbs Brook Reservoir Gatehouses.
- Continued implementation of the Watershed Protection Program which included up-dating the Hazardous Materials Response Plan, environmental monitoring, site plan review and construction site monitoring.
- The Fresh Pond Stewardship Program coordinated over 500 hours of volunteer work, four training sessions and continued with the Purple Loosestrife Bio-Control Project.

FINANCING PLAN	DETAIL	SUMMARY
CHARGES FOR SERVICES		**$15,974,995**
Water Usage Charge	$15,139,995	
Misc Water Charges	$90,000	
Cross Connection Fee	$495,000	
Retained Earnings/Water Fund	$250,000	
INTERGOVERNMENTAL REVENUE		**$441,125**
Mwpat Loan Program	$441,125	
TOTAL FY11 BUDGETED REVENUE		**$16,416,120**

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	**$6,258,595**
OTHER ORDINARY MAINTENANCE	**$3,824,350**
TRAVEL & TRAINING	**$61,580**
EXTRAORDINARY EXPENDITURES	**$6,271,595**
TOTAL FY11 BUDGETED EXPENDITURES	**$16,416,120**

FULL TIME BUDGETED EMPLOYEES	FY09	FY10	FY11
	63	**60**	**59**

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$1,120,270	$1,158,725	ADMINISTRATIVE	$1,224,400
$706,970	$719,630	ENGINEERING & CROSS CONNECTION	$743,035
$8,026,005	$7,793,105	DEBT SERVICE	$6,146,595
$9,853,245	$9,671,460		$8,114,030

PURPOSE & OVERVIEW: The Administration Division is responsible for performing administrative, personnel, financial, metering and customer relations functions. The Division also assists in the quarterly processing of water bills for the 15,000 metered accounts in the City and is responsible for the Automated Meter Reading (AMR) "high read" notification system, making inspections for leaks, faulty registrations, damaged meters, non-compliant water connections and other customer services.

FY11 GOALS:

- *GOAL 1: Improve customer relations through development of programs that educate the public and disseminate information.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. General Tours/Open Houses	26	24	24	24
2. School and Community Activities	51	50	50	50
3. Update and maintain the Department Web page (number of updates)	12	12	12	12

- *GOAL 2: Improve metering, meter reading efficiency and customer service.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Meters replaced	676	850	850	1,000
2. Provide proactive customer service notifications to customers who have high water use (number of notices)	1,472	1,575	1,575	1,575
3. Upgrade AMR Software/system	n/a	n/a	10%	100%
4. Implementation of online AMR reading feature so customers can review their account activity	70%	100%	70%	100%

- *GOAL 3:* *Provide professional growth and development opportunities for all employees with an emphasis on meeting regulatory training requirements and implementing uniform work practices.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Percentage of staff receiving required Department of Environmental Protection training	100%	100%	100%	100%
2. Department training hours obtained	553	550	550	550

ENGINEERING & PROGRAM DEVELOPMENT

PURPOSE & OVERVIEW: The Engineering Division is responsible for providing technical services to support the Department and developing and implementing new and existing programs; planning and overseeing capital improvements; maintaining maps/records; and coordinating water projects with other City departments.

FY11 GOALS:

- *GOAL 1:* *Maintain long range capital plans.*

- *GOAL 2:* *Effectively manage existing programs and develop new programs in order to conserve water and protect public health.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Test all backflow prevention devices semi-annually; number of tests	6,183	6,200	6,200	6,300

- *GOAL 3:* *Ensure that safe drinking water is maintained during various construction, fire safety and industrial process activities by reviewing all water related plans and specifications followed by issuing water construction and back flow device permits in a timely manner, pursuant to citywide permit guidelines.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Percent of permits issued within two weeks	98%	99%	100%	100%
2. Number of construction permits	99	80	100	100
3. Number of hydrant rental permits	29	31	31	31
4. Number of fire pump test permits	249	225	250	260
5. Number of cross connection device permits	53	50	55	60

- *GOAL 4:* *Maintain all water system GIS maps. This includes: as-built drawings for new and replaced water mains, domestic and fire services 4" or larger, hydrants, valves and other appurtenances.*

- *GOAL 5:* *Utilize the Distribution System Hydraulic Model program to evaluate distribution system impacts relating to new and/or rehabilitative construction work so that mitigating measures can be proposed.*
- *GOAL 6:* *Continue to work with the DEP to develop a survey plan in order to comply with regulations.*

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$907,445	$989,475	WATERSHED	$1,077,270
$4,818,190	$4,455,065	WATER TREATMENT OPERATION	$4,533,875
$44,100	$46,410	DEP ASSESSMENT	$46,410
$5,769,735	$5,490,950		$5,657,555

PURPOSE & OVERVIEW: The Watershed division is responsible for the management and operation of the City's four reservoirs located in Cambridge, Belmont, Lexington, Waltham, Lincoln and Weston. The Hobbs Brook and Stony Brook reservoirs are the primary source of water for our system. The total capacity of the two up-country reservoirs is 3,445 million gallons. The water is transferred to the terminal reservoir, Fresh Pond, via the Stony Brook Conduit. The Fresh Pond Reservoir has an additional 1,308 million gallons of water storage. The watersheds serving the three reservoirs total 24 square miles. The Division works to develop and implement intricate watershed protection plans and hazardous materials response plans, seeking partnerships where appropriate; conducts environmental and raw water quality monitoring; manages the grounds at the Fresh Pond Reservation (Cambridge's largest open space) and at the up-country reservoirs; implements the Fresh Pond Master Plan recommendations; performs and documents site activities; and works with all the stakeholders in the watersheds to ensure long-term protection of the City's drinking water supply.

FY11 GOALS:

- *GOAL 1: Develop, implement and maintain Watershed Protection Plans to protect the City's source water supply.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Update Watershed Protection Plan to comply with DEP and EPA plans, regulations and protocols	90%	95%	95%	100%
2. Maintain the source area - Water Quality Monitoring Program	100%	100%	100%	100%
3. Develop/implement a Community Outreach Program for City owned watershed land in Lexington and Lincoln	n/a	n/a	5%	25%

■ *GOAL 1: (continued)*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
4. Coordinate with the Massachusetts Department of Transportation, the design and construction of storm water management improvements along Route I-95 in the City of Waltham area of the Cambridge watershed	n/a	n/a	5%	20%
5. Develop a de-icing management plan for watershed communities and businesses	n/a	n/a	5%	30%

■ *GOAL 2: Manage watershed and reservoir improvements to ensure safe and continuous delivery of water to the treatment facility.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Develop a Fresh Pond Reservation Circulation and Access Plan - CPA funded project	80%	90%	95%	100%
2. Develop a reservoir/gatehouse and dam maintenance program	50%	80%	80%	100%
3. Develop and implement a pilot Glacken slope restoration plan - CPA funded project	n/a	50%	50%	60%
4. Develop a Black's Nook Access area improvement plan - CPA funded project	n/a	50%	75%	100%
5. Develop a restoration plan for the Winter Street and Trapelo Road Gatehouses	50%	75%	75%	100%
6. Implement the Black's Nook Site Improvement Plan	n/a	n/a	n/a	30%
7. Develop a shared use pathways plan for Fresh Pond Reservation	n/a	n/a	5%	30%

- *GOAL 2: (continued)*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
8. Develop a sustainable landscape maintenance Best Management Practices plan for Fresh Pond Reservation	n/a	n/a	5%	30%

WATER TREATMENT OPERATIONS

PURPOSE & OVERVIEW: The Water Treatment Operations Division is primarily responsible for the operation of the Walter J. Sullivan Water Purification Facility at Fresh Pond. In addition to managing the treatment facility, this division maintains a certified water quality laboratory to support all divisions of the Department. This laboratory provides analytical services for the watershed monitoring program, plant process control, regulatory compliance, distribution system monitoring and a variety of customer support needs (e.g. homeowners, schools and businesses).

FY11 GOALS:

- *GOAL 1: Optimize, operate and maintain the Water Treatment Facility.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Update and maintain maintenance and preventive maintenance programs	100%	100%	100%	100%

- *GOAL 2: Provide analytical services through the operation of a certified water quality laboratory.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Perform required Department of Environmental Protection (DEP) analytical testing	100%	100%	100%	100%
2. Total water quality tests performed	62,925	60,000	60,000	60,000
3. Water treatment plant tests performed	55,199	50,200	52,000	52,000

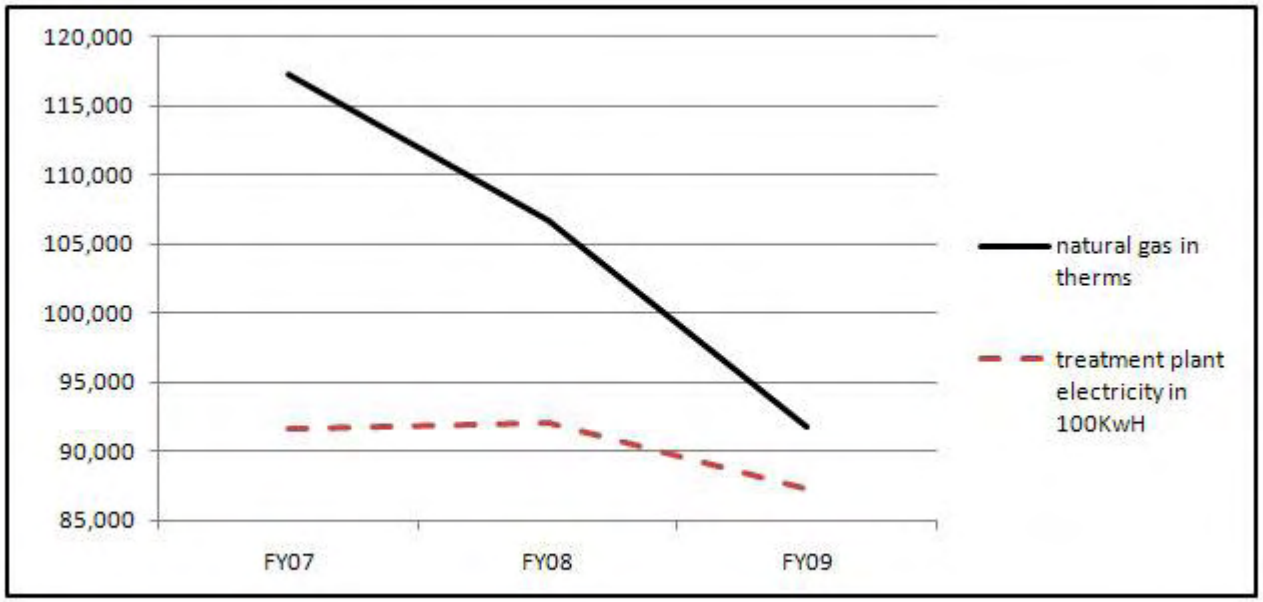
- *GOAL 2: (continued)*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
4. Watershed tests performed	2,126	2,100	2,400	2,400
5. Transmission and Distribution tests performed	5,600	5,300	5,600	5,600
6. Update and maintain quality and process controls	100%	100%	100%	100%
7. Perform annual certification performance testing	100%	100%	100%	100%

- *GOAL 3: Implement strategies to reduce energy consumption.*

Figure 1: Treatment Plant Energy Usage

The following chart shows usage of electricity and natural gas at the Water Treatment Plant for the period FY07 - FY09. The reduction in natural gas usage reflects improvements to the HVAC system. The continued reduction in kilowatt hours reflects energy conservation measures such as reduced aeration runtime at Fresh Pond, reduced peak energy consumption and increased education of employees about power usage.



DEP ASSESSMENT

PURPOSE & OVERVIEW: The City is assessed by the Massachusetts Department of Environmental Protection (DEP) for the cost of administering the Safe Drinking Water Act (SDWA) in Massachusetts. This assessment is collected from all users of public water systems. The assessment makes up the difference between costs of administering the SDWA and the funds available through federal grant and state appropriations. The rate for FY11 is estimated at $8.50 per million gallons of water usage. The assessment is based on prior year consumption. Our usage for FY10 is projected to be 5.2 billion gallons of water. The major benefit to public water suppliers from this assessment will be to enhance services provided by DEP (e.g., enhanced education and outreach programs, streamlining of existing programs, reduced permit review time and additional one-on-one assistance).

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$2,311,540	$2,510,185	TRANSMISSION & DISTRIBUTION	$2,644,535
$2,311,540	$2,510,185		$2,644,535

PURPOSE & OVERVIEW: The Transmission and Distribution Division is primarily responsible for the maintenance of the piping systems. The transmission system, which connects the up-country reservoirs to Fresh Pond, consists of 10.5 miles of pipe ranging in size from 30 to 63 inches in diameter. The distribution system, which connects the purified water to all of the users, consists of 180 miles of pipe, 14,057 services, 4,447 valves, 1,732 fire hydrants and 18,306 valve and service boxes. This division regularly performs leak detection and preventative maintenance, provides effective emergency response for leaks and low pressure situations, and provides assistance and support to customers and other City departments. A partnership is maintained with the Fire Department to ensure the high degree of reliability of fire hydrants throughout the city.

FY11 GOALS:

- *GOAL 1: Rehabilitate the water distribution system.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Install, clean and line, and/or replace water mains; number of linear feet	1,850	2,000	3,260	4,450
2. Elimination of parallel old 6" cast iron pipe; number of linear feet	4,450	1,500	3,510	6,350
3. Number of lead services eliminated	122	120	120	120

- *GOAL 2: Ensure the highest degree of fire protection reliability and functionality through hydrant maintenance.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Percentage of in-service hydrants	99.9%	99.9%	99.9%	99.9%
2. Number of fire hydrants replaced	49	20	20	20
3. Fire hydrants tested	100%	100%	100%	100%

■ *GOAL 3:* *Expand and enhance the operation and maintenance of the water infrastructure to minimize the duration of water outages as a result of water main breaks and/or planned shutdowns to facilitate construction activities.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Valves replaced/repaired	27	25	40	40
2. Water mark-outs performed	2,438	2,500	2,500	2,500
3. Inspections performed	1,183	1,000	1,200	1,200
4. Water leaks found and repaired	80	80	85	85
5. Number of new water services added to system	7	20	20	20
6. Number of work orders completed	249	225	225	225

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$1,218,720	$1,268,825	ADMINISTRATION	$1,318,595
$3,929,635	$3,934,700	COMMUNITY PLANNING	$3,980,335
$0	$0	CONTINGENCY	$51,825
$5,148,355	$5,203,525		$5,350,755

PURPOSE & OVERVIEW: The Community Development Department is responsible for planning and managing physical change in a manner that best supports the overall diversity of the city. The Department works with the residential and business communities to improve the quality of life of the city by supporting sustainable growth that contributes to the tax base, expands job opportunities for residents and ensures a high level of services. In addition, the Department seeks to strengthen communication among and between city government, residents, the business community and major institutions.

To support the city's diverse population, the Department creates and preserves affordable rental and ownership housing; works to maintain the character of the city's 13 neighborhoods by undertaking comprehensive planning efforts and conducting review of large projects; retains and attracts businesses, strengthens the vitality of the city's commercial districts and provides assistance to the city's businesses, particularly small, women- and minority-owned businesses; plans transportation infrastructure that encourages walking, cycling and public transportation, enhances safety and implements the City's vehicle trip reduction goals; renovates neighborhood parks and playgrounds; and protects and enhances the environment through research, outreach and encouragement of energy efficiency and renewable practices.

As the Community Development Department works to attain these goals, a broad array of interests and viewpoints are represented, including those of the Planning Board, the Affordable Housing Trust, citizens and community groups, non-profit organizations, private developers, the business community and other government agencies. The Department provides direct support to a number of standing committees, boards and commissions, and citizens' organizations, which include the Planning Board, the Affordable Housing Trust, the Pedestrian Committee, the Bicycle Committee, the Climate Protection Action Committee, and the interdepartmental open space and transportation committees.

The Department works to advance a variety of community initiatives with the assistance of ad hoc advisory committees including the Green Jobs Task Force, the Green Building/Zoning Task Force, the Healthy Parks and Playgrounds Initiative Task Force and various neighborhood study committees that focus on their immediate locales. The Department also closely cooperates with many committees of the City Council including Ordinance; Housing; Economic Development, Training and Employment; Neighborhood and Long Term Planning; Health and Environment; and Transportation, Traffic and Parking.

A large portion of the Department's work is funded through federal programs including Community Development Block Grant (CDBG) and HOME.

SIGNIFICANT BUDGET MODIFICATIONS: The FY11 Community Development Budget includes a net increase of $69,000 in Other Ordinary Maintenance accounts which will be used to support an increase of $34,000 to a total of $65,000 for the purchase of renewable energy certificates in support of the City Council Goal that 20% of the municipal energy load be derived from renewable energy sources, $20,000 for energy/climate protection consulting, $10,500 to cover the increased cost of the City share of the operation of the EZ Ride Shuttle and $4,500 for computer equipment upgrades. Also, $51,825 in CDBG funding has been included for project contingency.

FY10 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Completed construction of a new Riverside Park at Western Avenue and Memorial Drive. Completed construction of the fully renovated Cambridge Common Playground and Clement Morgan Park at Columbia and Pine Streets. Commenced construction of a pocket park along the Broadway edge of Sennott Park.
- Completed work with Healthy Parks and Playgrounds Initiative Task Force. Published report and recommendations of the Task Force and began consideration of recommendations for future park improvements.
- Completed study on ways to successfully "Age in the Community," focusing on housing, open space, transportation and the retail environment. Continued dialogue with other public and non-profit organizations on ways to support aging in Cambridge.
- Completed Charles River planning study, focusing on access to and experience of the waterfront, including discussions with Planning Board and neighborhood groups on recommendations.
- Completed work with Green Building Task Force to make recommendations regarding environmental standards for new construction, as well as recommendations concerning wind power, solar power and removing zoning impediments to energy efficient building measures. Worked with the Planning Board and City Council on Task Force zoning recommendations.
- Began North Massachusetts Avenue Corridor Study, addressing urban design, streetscape and retail mix from Beech Street to the Arlington Line.
- Published Neighborhood Study updates for Wellington-Harrington and Cambridgeport. Commenced neighborhood study update for Area IV.
- Conducted design review of development projects citywide, including the Alexandria master plan, Discovery Park, housing at Putnam Avenue and Sidney Street, the St. James Church/housing project and the CHA redevelopment of Lincoln Way.
- Completed 34 new affordable homeownership units at two sustainable developments on Main and Harvard Streets. Worked with non-profit housing developers and the Cambridge Housing Authority (CHA) to preserve or create 155 affordable rental units. New projects include a 40-unit building on Putnam Avenue, which moved through the design, community review and permitting process this year

and will be under construction in fiscal year 2011. Substantial rehabilitation began on 12 affordable rental units on Pine Street, while substantial upgrades were completed on 16 rental units on Harvey Street.

- Through the Affordable Housing Trust, the City made a substantial financial commitment to the CHA for the revitalization of Lincoln Way and Jackson Gardens. The CHA revitalization program will preserve 45 units in great need of renovation at Jackson Gardens, and replace 60 existing units at Lincoln Way with 70 new units.
- Completed the sale of more than 40 affordable homeownership units to first-time homebuyers. These units were created through the City's First-time Homebuyer Financial Assistance program, the non-profit housing development program, and the City's Inclusionary Housing program. Through these programs and with assistance from City staff, more than 260 families have become homeowners in the past 5 years.
- Worked with private developers to create 7 new affordable units through the City's Inclusionary Housing Program. Inclusionary housing units are located in neighborhoods throughout the city and include both rental and first-time homebuyer units.
- Educated 530 Cambridge residents about homeownership at monthly workshops and provided one-on-one counseling to more than 120 individuals, increasing access to homeownership opportunities for Cambridge residents. Special classes were offered on topics including post-purchase homeowner education, multi-family homeownership and understanding and repairing credit to prepare for homeownership.
- Participated in housing outreach events throughout Cambridge to provide information about the City's housing programs and services including: National Night Out, Danehy Park Family Day, Fair Housing month events, Hoops 'N' Health, and the Cambridge River Festival. Conducted several information sessions throughout the year to review the application process for affordable rental and homeownership units available through the Housing Division.
- Assisted more than 40 households through the City's low-interest home improvement loan programs, helping to make home improvements affordable to households that otherwise would be unable to address their needs and stabilizing the residency of low and moderate-income homeowners.
- Working with Green Jobs Taskforce, developed a Green Jobs Program with an emphasis on training for jobs in weatherization and energy efficiency, and green building maintenance. The program began in April 2010.
- Convened and worked with a Nightlife & Outdoor Activities Task Force to encourage greater utilization of City parks, plazas, and performance venues; increase special entertainment events and outdoor activities for residents and visitors; and help local businesses benefit from the increased activity. Initiatives include a new workshop for neighborhood groups and others planning special events; 35 participants attended the first session in February 2010.
- Conducted a series of public discussions concerning Central Square to better understand what area residents, consumers and businesses want in the Square. Conducted a Customer Intercept Survey,

acquiring 346 responses. Demand remains strong for increased apparel options; affordable, family-friendly food establishments; and general merchandise stores.

- Refined a citywide Retail Strategy, articulating the City's goals and strategies for supporting its six commercial districts. Worked closely with emerging East Cambridge Street and Kendall Square Business Associations.
- Through the Retail Best Practices Program, assisted 40 Cambridge retailers and provided 10 matching grants for interior and marketing improvements to businesses**.** Through the Façade Improvement Program, provided matching grants for 11 commercial storefronts and architectural design services to 9 additional businesses.
- Provided assistance to over 125 existing and potential Cambridge entrepreneurs through educational workshops, including "Using Social Media to Market Your Business," "Introduction to QuickBooks," "Pricing Strategies" and "Web Based Business Development." Offered two financial literacy workshop series for Cambridge residents, held at Margaret Fuller House and Putnam Gardens Apartments.
- Supported Just-A-Start's Cambridge Biomedical Careers program. As a result, 18 Cambridge residents have upgraded their skills in preparation for jobs in the local health care and bio-medical sectors.
- Participated in the world's largest biotechnology conference, "Bio2010," held in Chicago, in order to attract additional life sciences companies to Cambridge.
- As part of the effort to reduce greenhouse gas emissions, worked with the Cambridge Energy Alliance to carry out large-scale energy conservation in homes and businesses. The Massachusetts Legislature approved a home-rule petition to allow CEA to directly assist the city to make municipal buildings more energy efficient.
- Received federal Energy Efficiency Community Block Grant for community energy efficiency projects, upgrades to municipal buildings and addition of bicycle parking. Convened several information sessions on the new Stretch Energy Code, which was subsequently adopted by the City Council. Worked with other City departments on climate initiatives, including GreenSense, a program to promote energy efficiency in City operations; purchase of renewable energy certificates to offset municipal electricity use; and the green fleet program, leading to the purchases of more hybrid and other fuel efficient vehicles.
- $851,000 in American Recovery and Reinvestment Act (ARRA) funding went to street and sidewalk improvements, best retail practices grants, and support of 9 additional participants in the biomedical careers training program.
- Worked with community members and the City Council to convene a Climate Emergency Congress for residents, business people and local institutions. Worked with the Climate Protection Action Committee (CPAC) to develop and implement strategies to reduce greenhouse gas emissions.
- Completed construction of a redesigned Brookline Street, and designed and constructed traffic calming projects at Linnaean, Spring and Whittemore Avenue area streets. Began working with community

advisory group on redesign of the Western Avenue streetscape to increase vegetation, manage storm water, add new lighting and street furniture and better accommodate all modes of travel.

- Launched second year of the CitySmart program to encourage residents to switch from driving to walking, biking or taking transit. Worked with state officials to improve bicycle and pedestrian conditions on the Charles River bridges. Represented City interests in ongoing planning process for the Green Line Extension in East Cambridge.
- Ridership on EZRide, the City and business supported shuttle service, continued to increase, climbing 9% over 2008 totals, with daily ridership numbers exceeding 1,600 passengers.

FINANCING PLAN	DETAIL	SUMMARY
TAXES		**$3,439,595**
Real Estate Taxes	$3,439,595	
CHARGES FOR SERVICES		**$296,395**
Water Usage Charge	$30,000	
Parking Fund Parking Usage	$221,895	
Sewer Service Charge	$44,500	
LICENSES AND PERMITS		**$55,000**
Plan Review Permit (Com Dev)	$55,000	
FINES & FORFEITS		**$100,000**
Parking Fines	$100,000	
INTERGOVERNMENTAL REVENUE		**$1,299,765**
C.D.B.G.	$1,283,580	
State Cherry Sheet Revenue	$16,185	
MISCELLANEOUS REVENUE		**$160,000**
Interest Earnings	$100,000	
Bus Shelter Advertising	$60,000	
TOTAL FY11 BUDGETED REVENUE		**$5,350,755**

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	**$4,864,645**
OTHER ORDINARY MAINTENANCE	**$423,185**
TRAVEL & TRAINING	**$11,100**
EXTRAORDINARY EXPENDITURES	**$51,825**
TOTAL FY11 BUDGETED EXPENDITURES	**$5,350,755**

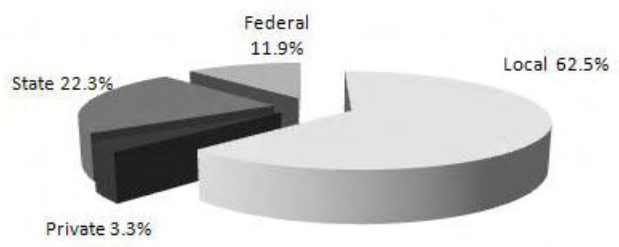
FULL TIME BUDGETED EMPLOYEES	FY09	FY10	FY11
	45	**44**	**44**

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$494,705	$504,395	GENERAL MANAGEMENT	$511,170
$172,125	$195,250	CDBG	$200,960
$360,250	$371,875	FISCAL	$380,330
$191,640	$197,305	CLERICAL	$226,135
$1,218,720	$1,268,825		$1,318,595

PURPOSE & OVERVIEW: The Administration Division provides leadership, financial, regulatory and operational support to the Department. The Administration Division provides policy direction for staff and coordinates with other City departments and state and federal agencies, and provides professional development opportunities to support staff retention and professional growth. The Division also works to promote diversity in the Department's workforce through its hiring, staff evaluation and training activities. In addition to leadership, the Division consists of general management, fiscal management, Community Development Block Grant (CDBG) program management and clerical functions.

The Administration Division manages programs and activities which total $60,151,000 (as of January 1, 2010) from various sources. In addition to direct program support, these funds may be used to leverage the acquisition of additional state, federal and private funds to supplement local funds. These funds are allocated to achieve the highest levels of service delivery and infrastructure improvement output.

SOURCES OF FUNDS (1/1/10):



Local	37,617,000	62.5%
Private	1,990,000	3.3%
State	13,382,000	22.3%
Federal	7,162,000	11.9%
TOTAL:	60,151,000	100.0%

FY11 GOALS

- *GOAL 1:* *Strongly advocate for improvements in state and federal legislation, regulation and funding for community development programs, particularly CDBG and HOME funding. Provide high quality technical assistance to the Community Development Department staff and the City regarding the best use of CDBG funds to support City objectives.*

- *GOAL 2:* *Provide administrative and operational support for all Department operations.*

- *GOAL 3:* *Continue ongoing staff performance management and evaluation process.*

- *GOAL 4:* *Provide ongoing professional development opportunities for all employees, with emphasis on planning best practices and upgrading technical skills.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of staff attending professional development courses, conferences and events	33	40	40	40

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$1,379,650	$1,388,255	PLANNING & DESIGN SERVICES	$1,439,260
$730,350	$729,725	HOUSING PLAN & PROGRAM DEV	$666,810
$266,625	$288,065	MULTI-FAMILY REHAB	$313,915
$107,515	$0	JUST-A-START	$0
$441,385	$423,005	ECONOMIC & EMPLOYMENT PLAN.	$440,920
$1,004,110	$1,105,650	ENVIRONMENTAL/TRANSPORTATION	$1,119,430
$3,929,635	$3,934,700		$3,980,335

PURPOSE & OVERVIEW: The goal of the Community Planning Division is to enhance the living environment for Cambridge's highly diverse population by providing professional planning and design services in the areas of zoning, urban design, neighborhood planning, parks and open space, data/geographic information and graphics. This work includes conducting citywide and neighborhood planning studies, renovating and developing parks and open space, and providing information and technical assistance to the City's residents, property owners, developers and neighborhood groups. The Division works with the Planning Board to provide planning information and to facilitate public participation, urban design review, and analysis of special permit applications and proposed zoning ordinance amendments.

These planning activities are coordinated with City departments and other institutional, state and federal agency participants. Such planning requires a set of preliminary assessments and strategies to ensure that all participants, especially low- and moderate-income residents, are involved in the process, from setting goals and priorities through implementation. Projects may be initiated by the City, neighborhood groups or non-profit organizations in response to identified needs of the neighborhood. Planning work may also involve integrating into the City's plans the goals of other entities, such as institutions, developers or other government agencies.

FY11 GOALS

- *GOAL 1:* *Provide planning information and assistance to the general public, property owners and project developers. Provide interpretation of the Zoning Ordinance and information about the outcome of Board of Zoning Appeal (BZA) and Planning Board cases. Provide urban design and planning information about the City or on current planning policy. Provide information on the status of zoning amendments before the City Council and on zoning-related services provided by the Department or the City.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Provide public with information on planning, zoning or Planning Board cases (number of responses)	2,441	1,800	2,000	1,900

■ *GOAL 1:* *(continued)*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
2. Act as City liaison to neighborhood/citywide committees (number of meetings)	114	100	100	100
3. Support the implementation of new zoning standards for energy efficiency and sustainability of development (percent complete)	n/a	n/a	n/a	80%

■ *GOAL 2:* *Review urban design improvements and master plans. Work with residents, property owners, developers and appropriate local, state and federal agencies to ensure that all public improvements or private developments incorporate high quality urban design.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Provide urban design and master planning services for a variety of projects and development areas throughout the city (number of projects reviewed)	41	32	37	32

■ *GOAL 3:* *Staff and assist the Planning Board in conducting its duties as it reviews special permits and zoning amendments. Research and develop appropriate amendments to the Zoning Ordinance to reflect planning study recommendations and current land use policy initiatives.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of applications for Special Permits and Major Amendments to Special Permits processed and reviewed	5	8	8	8

■ *GOAL 3:* *(continued)*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
2. Number of proposed amendments to the Zoning Ordinance processed and reviewed	7	8	8	6
3. Number of Planning Board meetings staffed. Review plans, provide research and materials, and provide public notice	21	24	24	24
4. Identify sections of the Zoning Ordinance requiring modification to promote energy efficiency, sustain ground floor retail and support other goals of the City (number of zoning proposals)	2	3	3	3

■ *GOAL 4:* *Provide park and open space planning, design and construction supervision services for City parks and other open space initiatives. Work with residents and Open Space Committee to determine appropriate design. Prepare conceptual and construction drawings, contract documents and specifications for parks and open space projects throughout the city.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Value of construction contracts under supervision	$1.38M	$1.08M	$1.15M	$0.20M
2. Number of park renovations in design or construction phase	6	3	4	3
3. Number of projects on which staff provided technical assistance to other City departments regarding open space	7	6	6	6

■ *GOAL 4: (continued)*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
4. Work with Open Space Committee, residents and public on open space initiatives such as seeking grant funding and enhancing online open space information (number of initiatives)	4	4	4	4
5. Implement recommendations of Healthy Parks and Playgrounds Initiative Task Force (percent complete)	n/a	40%	40%	80%

■ *GOAL 5: Conduct planning studies with residents, businesses and other affected parties to address significant planning issues such as zoning, urban design, housing, economic development, retail mix and open space. Work with the participants to develop action plans. Conduct regular meetings on planning goals and progress on implementation.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Conduct neighborhood studies and regular updates (number of planning efforts under way)	3	3	3	3
2. Work with community to develop recommendations for improvements to Massachusetts Avenue from Porter Square to Arlington line, including design guidelines, streetscape and zoning (percent complete)	n/a	60%	60%	100%
3. Continue to implement recommendations of the Aging in the Cambridge Community report (percent complete)	n/a	60%	75%	100%

■ *GOAL 5:* *(continued)*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
4. Work as liaison to state and federal agencies to provide policy coordination on initiatives such as Commonwealth Capital, and pursue funding opportunities as appropriate (number of initiatives)	n/a	n/a	1	3

■ *GOAL 6:* *Continue to increase the quality and availability of planning-related information to Department staff, other City departments, residents, property owners, developers, state and federal agencies. Conduct research and analysis for Department on economic development, housing and zoning. Provide graphic design services for the Community Development Department and other City departments.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Design and update GIS maps for Department analysis and public information (number of maps)	252	200	210	225
2. Public information materials and reports designed in support of Department's public outreach	90	80	85	80
3. Provide research and analysis for major Department initiatives (number of projects)	9	7	10	7
4. Evaluate and redesign CDD Web site to improve public access to information (percent complete)	n/a	n/a	15%	100%
5. Analyze and present demographic, land use, and other information to City staff, elected officials and others (number of presentations)	3	4	4	4
6. Receive, analyze and distribute results of 2010 Census (percent complete)	n/a	n/a	n/a	33%

HOUSING

PURPOSE & OVERVIEW: The Housing Division promotes and finances the creation and preservation of affordable rental and homeownership housing; creates new opportunities for first-time homebuyers through education, counseling and financial assistance; preserves and monitors the long-term affordability of existing affordable housing; improves the City's housing stock through low-interest loans to owners; develops and implements initiatives designed to increase the supply of affordable housing such as the inclusionary and incentive zoning programs; supports nonprofits in the development, rehabilitation and management of affordable housing; coordinates with federal and state governments to leverage additional housing resources; and provides planning assistance and public information related to housing issues. The Housing Division will continue to provide housing programs and services for residents in response to continued high housing costs unaffordable to low, moderate and middle-income residents.

FY11 GOALS

- *GOAL 1:* *Increase and preserve the supply of affordable housing by: financing the acquisition, rehabilitation, and new construction of rental and homeownership units which are energy efficient; administer the inclusionary zoning ordinance; monitor and preserve affordability of units with expiring use restrictions; provide low-interest home improvement loans to owners; promote affordable unit set-asides from private owners under the Multifamily Rehab Program; and create new programs to increase the supply of affordable housing in Cambridge.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of affordable rental units under development or preserved as affordable housing	80	50	155	120
2. Number of new affordable homeownership units under development and older units undergoing rehab for sale to new homebuyers	2	10	4	15
3. Number of units in 1-4 family owner occupied buildings rehabbed (Home Improvement Program/HIP)	34	40	40	35

■ *GOAL 1: (continued)*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
4. Number of privately-owned units set aside under multifamily rehab program (Cambridge Neighborhood Apartment Housing Services/CNAHS)	2	8	8	8
5. Number of affordable units created through inclusionary zoning ordinance	8	10	10	10
6. Work with Cambridge Housing Authority on revitalization of Lincoln Way and Jackson Gardens developments, and develop strategies to address remaining issues in state-assisted public housing stock (percent complete)	n/a	n/a	50%	80%

■ *GOAL 2: Provide first-time buyer services including first-time homebuyer classes and individual counseling. Continue to offer and expand the availability of purchaser financial assistance such as deferred financing, downpayment and closing cost assistance, and soft second mortgage loans, and assist homebuyers in purchasing units. Counsel homeowners regarding mortgage products, risk and resources available to avoid foreclosure.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of four-session First Time Homebuyer classes offered	10	10	10	10
2. Number of Special Homebuyer Classes (e.g., multi-family, post-purchase, credit workshops)	3	3	3	3
3. Number of course participants	614	500	530	525
4. Number of households receiving individual counseling	120	125	128	122

■ *GOAL 2:* *(continued)*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
5. Number of households assisted with purchasing units in Cambridge (soft second loans, downpayment assistance, new unit sales, unit re-sales, technical assistance, etc.)	47	40	45	30
6. Number of units purchased by first-time homebuyers with assistance from the Financial Assistance Program	2	6	4	6

■ *GOAL 3:* *Provide information, referral and outreach services to Cambridge residents; maintain mailing list and notify residents about affordable rental and homeownership opportunities; and attend community events to publicize housing opportunities.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of responses to requests for information and referral services	4,384	3,500	3,500	3,500
2. Number of households added to database/mailing list	714	425	580	525
3. Number of community outreach and educational events participated in	7	8	8	8

■ *GOAL 4:* *Maximize the use of City housing funds, including the Cambridge Affordable Housing Trust, Community Preservation Act (CPA), CDBG, HOME and Harvard Loan funds. Efficiently manage ongoing housing programs, including: affordable rental and homeownership programs, Home Improvement Program (HIP); Cambridge Neighborhood Apartment Housing Services (CNAHS); Rehab Assistance Program (RAP); and Housing Services Program. Provide effective loan management and construction management services to development projects.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Value of construction contracts managed by City rehab staff	$9.0M	$12.8M	$12.8M	$16.0M
2. Number of youths trained via Rehab Assistance Program (RAP)	127	125	127	125
3. Number of clients assisted through landlord and tenant counseling and mediation services under Housing Services Program	450	300	300	300
4. Work with nonprofit developers to evaluate project feasibility (number of sites and/or development proposals evaluated)	15	15	15	15

- *GOAL 5:* *Develop and continue to assess housing initiatives to meet the need for affordable housing, especially housing for families with children, moderate income families, and Cambridge-based workers, including municipal employees, with the goal of maintaining a diverse population.*

- *GOAL 6:* *Establish and maintain asset management function for Trust, CDBG, HOME, the state's Department of Housing and Community Development (DHCD), Inclusionary Zoning and Harvard loan portfolio. Manage and monitor compliance with loan terms and deed restrictions on first-time homebuyer units and nonprofit-owned rental developments.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Perform asset management functions for Inclusionary Zoning, nonprofit-owned housing, and HOME, CDBG and Affordable Housing Trust-funded units (number of units monitored)	1,402	1,000	1,000	1,100
2. Number of affordable rental and homeownership units marketed to new households by CDD, including resale units and units turning over	151	35	40	40

ECONOMIC DEVELOPMENT

PURPOSE & OVERVIEW: The Economic Development Division provides support to the Cambridge business community through a variety of programs and activities. A healthy business climate not only benefits individual enterprises, but also generates jobs, tax revenue and supports an array of goods and services. The Division provides services in the following areas: commercial district revitalization (including the Façade Improvement and Best Retail Practices programs); technical assistance to existing and start-up entrepreneurs; support for women- and minority- owned businesses; programs to encourage workforce development, especially in the emerging environmental or green jobs fields; and real estate information in support of the City's development districts and neighborhood retail areas. The Division also maintains close relationships with existing larger businesses to retain major employers and works to attract new businesses to the city.

FY11 GOALS

- *GOAL 1: Cultivate a supportive environment for business, with particular emphasis on small, women - and minority - owned businesses.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of business development events	5	4	4	5
2. Total number of small, minority - and women - owned businesses provided with business development services, including referrals to business and financial resources, start-up feasibility analyses, and business plan and permitting assistance	100	100	110	115
3. Publish electronic bulletin for Cambridge small businesses that includes information on programs and services, and business resources (number of electronic communications sent)	10	10	10	10
4. Total number of low-moderate income participants in financial literacy, e-commerce, marketing, pre-business and business planning workshops	122	100	130	130

■ *GOAL 2: Promote thriving commercial districts.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of facade or signage and lighting improvements completed	18	13	13	12
2. Number of businesses provided with exterior design services and information on accessibility, permitting, financing and working with contractors	5	10	9	10
3. Number of small business participants served by Best Retail Practices program workshops and individual consultations	44	40	40	44
4. Number of small businesses provided with Best Retail Practices program grants to implement design and marketing recommendations	12	10	10	10
5. Provide technical assistance to Cambridge business associations, organizations and neighborhood groups (number of initiatives)	12	15	15	18
6. Support programs to promote more outdoor activities and nightlife in City (number of initiatives)	n/a	n/a	2	5

■ *GOAL 3: Support efforts to sustain a diverse array of employment opportunities accessible to Cambridge workers, including jobs in the green economy.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Support Just-A-Start biomedical training to prepare adults for higher quality jobs in the Cambridge economy (number of participants enrolled in total program)	18	9	18	12

■ *GOAL 3: (continued)*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
2. Support Green Jobs Training Program to prepare residents for jobs in energy efficiency, weatherization and green building maintenance (number of participants enrolled in total program)	n/a	n/a	7	16

■ *GOAL 4: Monitor changes and trends in the Cambridge real estate market. Promote a real estate market that offers a diverse array of options for the development and leasing of business properties of different sizes, use categories and price ranges.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Maintain and publish a development log of projects to facilitate communication with other City departments (number of logs published)	4	4	4	4
2. Track available commercial space and assist with site searches to market vacant commercial properties (number of contacts)	n/a	40	40	40

- *GOAL 5: Market Cambridge as a location for business and maintain a supportive business climate.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Market Cambridge by working with existing and potential new companies, with emphasis on biotech, life sciences and green technology firms, through networking events, conferences and contacts with state business development officials (number of contacts)	n/a	n/a	18	20

ENVIRONMENTAL AND TRANSPORTATION PLANNING

PURPOSE & OVERVIEW:
The Environmental and Transportation Planning Division undertakes initiatives to promote energy efficiency, renewable energy and other practices to implement the City's Climate Protection Plan; plans transportation infrastructure projects with an emphasis on pedestrian and bicycle facilities, traffic calming and transit access; implements vehicle trip reduction measures to improve safety and reduce congestion and pollution; participates in regional transportation initiatives that improve mobility; and reviews development proposals to ensure that the city's neighborhoods are protected and appropriate mitigation measures are implemented.

FY11 GOALS

- *GOAL 1: Educate the public about the health and community benefits of travel by means other than single occupancy vehicles and activities that impact the climate.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of publications distributed	33,475	25,000	28,975	28,000
2. Number of transportation educational/promotional initiatives organized or participated in	20	15	16	15

- *GOAL 2:* *Reduce impacts caused by motor vehicles through Transportation Demand Management (TDM) program measures and review of proposed traffic mitigation strategies for new development projects.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of employers and property owners assisted with implementing TDM program elements	40	40	38	40
2. Number of Parking and Transportation Demand Management (PTDM) plans and special permits reviewed and/or monitored for compliance	48	54	51	54
3. Number of City employee enrollments in MBTA pass subsidy program and other TDM incentives	645	645	645	660
4. Number of initiatives to reduce City employee vehicle trips	6	6	6	6
5. Number of traffic impact studies, site plans and park plans reviewed to ensure that they further the City's transportation goals	15	6	6	6
6. Number of households assisted with implementing TDM measures in pilot year 2 of community-based marketing program	n/a	600	605	700

- *GOAL 3:* *Plan, advocate for and implement improvements to enhance safety and encourage walking, bicycling and public transportation use.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of traffic calming projects designed	4	3	3	5

■ *GOAL 3: (continued)*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
2. Number of recent infrastructure and transit service improvements evaluated, including traffic calming projects	3	3	3	3
3. Number of projects to support and enhance conditions for bicycling, walking and/or use of public transportation	8	8	8	8
4. Number of regional transportation planning projects or processes participated in	16	10	12	12

■ *GOAL 4: Address climate change by developing policies and programs to reduce energy use, protect natural resources and reduce pollution.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of community initiatives engaged in to implement the Climate Protection Action Plan, including working with the Climate Protection Action Committee and supporting the Cambridge Energy Alliance	5	5	6	5
2. Number of municipal initiatives engaged in to reduce greenhouse gas emissions, including GreenSense, Green Fleets, and renewable energy initiatives	5	4	4	4
3. Research best practices in public/private actions to address climate change and promote sustainable practices (number of initiatives)	n/a	n/a	3	5

- *GOAL 4:* *(continued)*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
4. Number of major projects and sites requiring environmental review or management worked on	6	4	4	3

- *GOAL 5:* *Work with representatives from the community, state agencies and other City departments to design and implement major infrastructure projects.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of infrastructure projects under design	6	3	2	2
2. Number of construction projects, including traffic calming, where CDD provides design services during construction, including Western Avenue	5	6	6	5

- *GOAL 6:* *Involve community in design and implementation of environmental and transportation policies and projects.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of public meetings hosted/ staffed with standing committees	72	40	52	50
2. Number of project-specific community meetings hosted/staffed or presentations to community groups	31	20	22	20

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$0	$0	CONTINGENCY	$51,825
$0	$0		$51,825

PURPOSE & OVERVIEW: This allotment represents the Community Development Block Grant (CDBG) contingency for FY11 and is reserved principally for unforeseen conditions in already funded projects or for opportunities that may arise in CDBG eligible neighborhoods.

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$568,670	$526,000	HISTORICAL COMMISSION	$570,600
$568,670	$526,000		$570,600

PURPOSE & OVERVIEW: Established in 1963, the Cambridge Historical Commission (CHC) protects more than 3,000 buildings in two historic and four neighborhood conservation districts, 31 individual landmarks and 39 properties under preservation restrictions. The Commission reviews demolition applications for all buildings over 50 years old and can delay demolition of preferred buildings for a limited time to seek preservation alternatives. Restoration of historic public sites, such as the Old Burying Ground, Longfellow Park and Fort Washington, and the maintenance of City monuments and statues are the Commission's responsibility; the CHC also installs historic markers at significant sites throughout the city. The Commission's annual Preservation Recognition Program honors 12 to 15 Cambridge properties for outstanding achievements in historic preservation during the preceding year. The staff consult with homeowners, developers and local groups to encourage preservation options and offer technical advice on preservation, building issues and historic paint colors. Since FY2002, the CHC has administered Community Preservation Act (CPA) funds, offering preservation grants to City-owned properties and landscapes, affordable housing agencies and non-profit organizations with significant properties. Each year, the Commission assists over 300 researchers in its public archive on the city's architectural and social history, which includes information on every building in Cambridge, historic photographs and maps, and biographical material. The CHC's informative and educational Website receives more than 375,000 page views annually. The Commission publishes nationally known architectural and oral histories, and presents educational and informational programs that benefit children and adults in local schools and for community groups.

FY10 MAJOR DEPARTMENT ACCOMPLISHMENTS:

- Conducted design review and compliance of several large projects in neighborhoods throughout Cambridge, including: Cambridge Public Library (completion); 63 Avon Hill Street; 157 and 195 Brattle Street; 45 Foster Street; 9 Sibley Court; and 1-15 Vail Court. Conducted paint color consultations, including: 314 Harvard and 52 Shepard streets (both Queen Anne style); 124 Thorndike and 95-97 Pine streets (Preservation Grant recipients); and 31 Maple Avenue and 16 Brown Street (located in neighborhood conservation districts).
- Supported historic preservation projects with grants from CPA funds, including: exterior restoration of at least 3 affordable housing projects (approx. $130,000); work on City-owned historic structures and landscapes, including: masonry repair at Engine 9 (167 Lexington Ave; $238,000); roof repair at Engine 5 (Inman Sq; $20,000); continuing renovation of Cambridge Cemetery ($30,000); ongoing digitization of historic records at Cambridge Public Library ($50,000); and improvements to City Clerk's archival records room ($47,000). Provided CPA grants for restoration of historically or architecturally significant buildings owned by non-profit organizations, including: restoration of stained glass windows at Temple Beth Shalom (8 Tremont St; $5,000) and an additional grant for exterior masonry at First Church of Christ, Scientist (13 Waterhouse Street; $20,000).

- Recorded Landmark designations approved by the City Council of the William Dean Howells House, 41 Sacramento Street, home to the writer and his wife, Elinor Mead, from 1866-ca. 1870, and the Shell sign (1933), 187 Magazine Street, the only surviving "Spectacular" neon sign in Cambridge. Completed landmark study of the Masonic Temple, 1950 Massachusetts Avenue, a prominent Neoclassical style building (1910); and initiated a new landmark study of the St. James Episcopal Church, an imposing Richardsonian Romanesque style building (1888) at 1991 Massachusetts Avenue designed by the important church architect, Henry M. Congdon.
- Received City Council approval of recommended amendments to Avon Hill Neighborhood Conservation District, including changes to administration and guidelines.
- Began Area 4 neighborhood oral history project with outreach to the community and conducted initial interviews with community activists and elders. Once highly industrialized, the neighborhood is now one of the most ethnically diverse in the city.
- Conducted training seminars for members of the Cambridge Historical Commission and Neighborhood Conservation District Commissions, including presentations on due process, conflict of interest, deportment at public meetings, defensible decision making and architectural design review.
- Participated in regional planning committees for 1) Margaret Fuller's 2010 bicentennial celebration, including creation of a Website and planning of programs, tours and publications; and 2) the 2010 sesquicentennial celebration of Henry Wadsworth Longfellow's narrative poem, *Paul Revere's Ride*.
- Supervised an intern from Wellesley College's internship program in art and architecture, who assisted in obtaining images and permissions for *Building Old Cambridge*; and, an archives assistant from Simmons College School of Library and Information Sciences, who processed papers of the Cambridge Planning Board from 1989 through the present.
- Improved accessibility to online historic resources: added new finding aids for archival collections on the CHC web page, and updated the Website with new landmarks, maps and staff reports of preservation activity in Cambridge.
- Helped organize and present the 9th annual *Cambridge Discovery Days*, free walking tours and events on August 8 and 15, 2009. The events attracted over 400 participants and included walking tours of neighborhoods, Fresh Pond and Mount Auburn Cemetery; dramatic presentations; and children's programs. The Historic Cambridge Collaborative, the program sponsor, is an informal group of non-profit institutions (including the CHC) that develop public programs celebrating Cambridge history.

FY11 GOALS:

- *GOAL 1:* *Preserve the integrity of Cambridge's built environment by administering historic districts, neighborhood conservation districts, landmarks and protected buildings through public hearings and staff review. The volume of applications is subject to economic conditions and activity in the real estate market.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Total number of applications reviewed by staff	405	325	375	375
2. Number resolved administratively	319	240	277	270
3. Number requiring public hearing	86	85	98	105

- *GOAL 2:* *Advocate for the preservation of 50+ year old buildings important to Cambridge's social and architectural history through review of demolition permit applications. The volume of applications is subject to economic conditions and activity in the real estate market.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Total number of applications reviewed by staff	25	21	30	27
2. Number resolved administratively	19	15	23	22
3. Number requiring public hearing	6	6	7	5

- *GOAL 3:* *Protect significant properties through landmark designations and easement donations. Landmark designations protect properties by order of the City Council; easement donations accomplish the same goal, with potential additional benefits to the property owner. Landmark designation studies sometimes result in the donation of an easement.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Total number of properties protected as landmarks	29	29	31	33
2. Total number of properties protected by easements	39	41	39	40

- *GOAL 4:* *Support neighborhood preservation by working with area residents requesting the establishment of new historic and neighborhood conservation districts (NCD).*

- *GOAL 5:* *Promote excellence in historic preservation practices through continuing technical assistance to homeowners, institutions, public agencies and commercial property owners. Assist homeowners in choosing historically appropriate exterior paint colors.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. On-site consultations with homeowners, institutions, public agencies and businesses, including paint color consultations (some paint projects require numerous consultations)	219	187	187	191
2. Number of paint cases	32	39	39	40

- *GOAL 6:* *Mitigate impacts on historic resources by participating in state and federal review procedures. The volume of reviews is subject to economic conditions and activity in the real estate market.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of environmental assessments performed under state and federal statutes	77	36	66	50

- *GOAL 7:* *Support affordable housing programs by providing financial assistance for exterior restoration to low- and moderate-income homeowners and housing rehab agencies. Community Preservation Act funds now allow grants of up to $30,000 for homeowners and up to $100,000 for agencies.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of grants to affordable housing agencies and individual homeowners	5	3	3	3

- *GOAL 8:* *Support municipal and non-profit owners of historically or architecturally significant properties by providing financial assistance for exterior restoration through Community Preservation Act funds.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of grants to City-owned buildings/landscapes	10	10	7	6
2. Number of grants to properties owned by nonprofit agencies	7	5	5	5

- *GOAL 9:* *Maintain an active publications program to foster community awareness of Cambridge history.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Conduct outreach to Area 4 residents through community organizations, senior associations, neighborhood activists and cultural events. % of outreach completed	n/a	n/a	10%	100%
2. Number of interviews with project participants. (A total of 115 interviews will be conducted.)	n/a	n/a	0	50
3. Number of interviews transcribed	n/a	n/a	0	50

- *GOAL 10: Provide learning opportunities to Cambridge residents and visitors through presentations about the City's architectural and social history in schools, to neighborhood groups and at public meetings. Continue to support neighborhood vitality through the placement of historic site markers.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of programs	42	49	45	37
2. Estimated audience	1,034	1,432	1,398	1,347

- *GOAL 11: Assist members of the public using the Commission's archive of Cambridge architectural and social history.*

- *GOAL 12: Enhance Department Website to provide improved public information and outreach.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of major functional or content additions	18	20	16	14

FINANCING PLAN	DETAIL	SUMMARY
TAXES		**$558,100**
Real Estate Taxes	$558,100	
INTERGOVERNMENTAL REVENUE		**$5,000**
C.D.B.G.	$5,000	
MISCELLANEOUS REVENUE		**$7,500**
Royalties	$7,500	
TOTAL FY11 BUDGETED REVENUE		**$570,600**

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	**$532,420**
OTHER ORDINARY MAINTENANCE	**$37,380**
TRAVEL & TRAINING	**$800**
EXTRAORDINARY EXPENDITURES	**$0**
TOTAL FY11 BUDGETED EXPENDITURES	**$570,600**

FULL TIME BUDGETED EMPLOYEES	FY09	FY10	FY11
	5	**5**	**5**

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$89,300	$91,650	CONSERVATION COMMISSION	$93,860
$89,300	$91,650		$93,860

PURPOSE & OVERVIEW: The Conservation Commission is responsible for administering the State's Wetlands Protection Act as well as protecting and enhancing the City's natural resources and open spaces through regulatory review, planning, environmental monitoring, education and outreach. Pursuant to the statutory responsibilities set forth in the Wetlands Protection Act (310 CMR 10.0), this department maintains a seven member voluntary Commission (appointed by the City Manager to three-year terms) and a Director, who are responsible for reviewing, permitting and inspecting projects in or near Cambridge's wetlands, floodplains and water bodies. Related to this, the Commission plays an important role in the implementation of the Massachusetts Stormwater Management Policy and Standards for development projects located near sensitive natural resources. The Commission's Director also assists with the interdepartmental review of Environmental Impact Reports, other state and federal environmental documentation, and permit applications for projects that may impact Cambridge or its water supply. The Commission's Director regularly provides technical assistance to other City departments and local advocacy groups on natural resources and environmental planning issues, and works with regional, state and federal agencies and community groups to address issues of both short and long-term environmental concern. The Commission's Director coordinates the 13 community gardens which serve approximately 460 Cambridge gardeners each year. The Director of the Conservation Commission also serves as a member of the Fresh Pond Advisory Board (FPAB), member of the Open Space Committee, administrator of the Community Gardens Program, member of the ABC Flooding Board, staff coordinator for the Open Space Preservation component of the Community Preservation Act (CPA) and a member of the Mystic River Watershed Municipal Sub-Committee.

FY10 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

In FY10, the Conservation Commission and Director worked with City departments, businesses, developers and other groups in Cambridge to fulfill statutory requirements under the Massachusetts Wetlands Protection Act through holding public meetings and hearings, issuance of permits, monitoring of construction activities and issuance of certificates of compliance. In addition, the Director provided training to new and existing members of the Commission. Accomplishments of both the Commission and Director are summarized below:

- The Conservation Commission members have adopted the Little Fresh Pond Shoreline at the Fresh Pond Reservation. The members monitored the re-established shoreline vegetation and provide information in order to aid in the maintenance of the site. A representative from the New England Wildflower Society provided hands-on plant identification training and aided in the site visits.
- The Commission participated in trainings offered by the Massachusetts Association of Conservation Commissions (MACC) and at its annual conference.

- As a member of the Fresh Pond Advisory Board (FPAB), the Director participated in the implementation of the Fresh Pond Master Plan including, but not limited to, contract administration, public outreach and volunteer opportunities. Currently, five projects are being administrated including the Glacken Slope Stabilization Project, the Black's Nook Enhancement Project, the Circulation and Access Project, the Drainage Improvements and Expansion of the Parkway Garden, and an Ecological Inventory of the Up-Country Watershed.
- Served on the City of Cambridge Open Space Committee with representatives from the City Manager's Office, Community Development, Recreation, Public Works and Electrical departments. The purpose of this Committee is to guide open space projects and develop open lines of communication between City departments. In FY10, the Director worked with the Committee to re-write sections of the draft 7-Year Open Space Plan and prioritize projects for the capital budget cycle.
- As part of administering the Cambridge Community Garden program, informational materials and maps were distributed to interested residents and City staff. The Director processed all garden plot applications into a searchable spreadsheet. Coordinated the upgrade of existing gardens to include closed composting systems and at least one ADA compliant raised garden bed. Established a new community garden in East Cambridge with approximately 40 raised plots. The Director is continuing to work with the City Manager's Office, the City Council and City departments to create approximately 40 new garden plots by FY11 and to promote all urban gardening opportunities. In addition, the Director worked with City staff in providing a container garden workshop and successfully organized and participated in the first urban agricultural fair in Harvard Square.
- The Arlington-Belmont-Cambridge (ABC) Flooding Board continued in FY10 to collect, distribute and analyze data associated with the Alewife Sub-Watershed. The group advocated for the Commonwealth to upgrade the Amelia Earhart Dam and complete much needed channel maintenance. The Board was successful in advocating for the dredging of Blair Pond. The Department of Conservation and Recreation is committed to dredging Blair Pond in FY10-12.
- Created the PowerPoint presentation for the Open Space Preservation component of the CPA process and attended all meetings and hearings associated with the recommendations of the CPA Committee.
- Contributed to efforts by federal and state regulatory agencies and local watershed groups to improve water quality in the Charles River and Alewife Brook watersheds. The Director was appointed to represent the City of Cambridge on the EPA's Mystic River Watershed Municipal Sub-Committee.

FY11 GOALS:

- *GOAL 1: Fulfill statutory requirements under the Massachusetts Wetlands Protection Act.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of public meetings/ hearings	37	45	45	45
2. Number of permits issued	17	15	15	15
3. Number of site inspections	85	100	100	100
4. Create and maintain an electronic archival system for all filings	n/a	n/a	n/a	20%

- *GOAL 2: Administer and enhance the Community Garden Program.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of gardens on public land	9	9	9	10
2. Number of gardens on private land	4	4	4	4
3. Estimated number of gardeners	460	540	460	500
4. Create and distribute an urban gardening brochure to promote all opportunities	n/a	n/a	50%	100%

- *GOAL 3: Assist with implementation of the Fresh Pond Master Plan through continued work with the Fresh Pond Master Plan Advisory Board and coordination with Water Department staff.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of public meetings	10	6	12	12
2. Number of projects being administered	5	4	12	14
3. Number of site inspections	32	40	40	50

■ *GOAL 4:* *Assist the City Manager's Office with the administration of the Community Preservation Act Open Space resources.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of meetings attended	3	n/a	4	4
2. Number of projects being administered	5	n/a	4	4
3. Update the Community Preservation Act Coalition Database Annually	100%	n/a	100%	100%

FINANCING PLAN	DETAIL	SUMMARY
TAXES		**$59,850**
Real Estate Taxes	$59,850	
CHARGES FOR SERVICES		**$34,010**
Water Usage Charge	$32,510	
Conservation Comm	$1,500	
TOTAL FY11 BUDGETED REVENUE		**$93,860**

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	**$90,260**
OTHER ORDINARY MAINTENANCE	**$2,200**
TRAVEL & TRAINING	**$1,400**
EXTRAORDINARY EXPENDITURES	**$0**
TOTAL FY11 BUDGETED EXPENDITURES	**$93,860**

FULL TIME BUDGETED EMPLOYEES	FY09	FY10	FY11
	1	**1**	**1**

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$116,955	$111,765	PEACE COMMISSION	$116,580
$116,955	$111,765		$116,580

PURPOSE & OVERVIEW: The Cambridge Peace Commission promotes peace and social justice within Cambridge – at the personal, neighborhood and citywide levels – and in the wider world. It challenges local effects of discrimination that foster violence and it promotes ideas and programs that affirm diversity and build community within our city. Its unique presence in Cambridge city government marks the city as a beacon for innovative, creative and inclusive approaches that value an engaged, informed and concerned citizenry. The Commission works with schools and communities to ensure that difference is understood and celebrated, that sources of violence are recognized and confronted, so that all residents can contribute to making Cambridge an equitable and peaceful community. It also pays special attention to violence and inequality affecting young people through creative programs such as restorative justice. The Commission celebrates Cambridge residents and local efforts with recognition programs and events, and raises awareness through forums, educational sessions and presentations. It supports Cambridge's Sister City relationships, including those with San José Las Flores, El Salvador and Yerevan, Armenia. It links peace groups, social justice efforts, anti-violence coalitions, communities and the municipal government.

FY10 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

The Commission has addressed violence and promoted peace and justice in schools through:

- Working with parents, students, teachers, and administrators to create the Cape Verde Peace Project at the King Open School, which promotes multicultural education and builds connections among diverse parts of the school community, while helping to build a school in Cape Verde.
- Collaborating with staff and students in the Cambridge Public Schools on activities programs and collaborations to promote peaceful schools, positive school climates, peace education, and multicultural activities, including the MLK Assembly at King Open and the Peace Day Celebration at CRLS.
- Meeting and working with Youth Underground, the resident youth acting ensemble at the Central Square Theater comprised of CRLS students, to support and promote their performance of *Swords into Plowshares* – a play that examines whether nonviolence is more powerful than violence.
- Working with the District-Wide Conflict Mediator, LGBT Family Liaison and the CRLS Diversity Coordinator at Cambridge Public Schools to develop programs, activities, and training and support to student mediators and staff, and promoting alternative models of conflict resolution.
- Participating in the Mental Health Committee of the Healthy Children Task Force and co-developing its workshops on positive decision making and healthy lifestyles for youth.
- Participating as a member organization of the UMass Boston Youth Violence Task Force, working with

staff and youth from community groups, the Massachusetts Department of Youth Services, churches and public schools to identify issues of youth violence and develop collaborative solutions.

The Commission has worked to promote peace and justice locally as an alternative to violence by:

- Developing, organizing and leading the Summer of Peace initiative to promote a summer free of youth violence in Cambridge. This initiative brings together City staff, police, schools, clergy, youth centers, clinicians, academics and community activists to identify potential problems and sources of violence in the community, foster collaborations among the agencies, share information and report on accomplishments.
- Continuing the Restorative Justice Initiative by providing trainings, sharing information, "peace circles," and working to promote awareness and materials for alternative methods for addressing community harm in collaboration with the Cambridge Police Department Youth and Family Services Division, Cambridge Public Schools, City youth centers, the Mayor's Summer Youth Employment Program, the Louis D. Brown Peace Institute, and neighborhood and community groups.
- Sponsoring and hosting the Peace Circles Working group, organizing community-building meetings and gatherings of people from different neighborhoods, ages and faith communities, to build community and address conflicts and divisions in Cambridge.
- Developing the Peace@Home Workshop, an innovative effort to train men to take a stand on domestic violence in their communities, connecting it to issues of health and wellness.

In the community, the Commission has fostered peace through building connections and community by:

- Holding the annual Cambridge Peace and Justice Awards Dinner with approximately 250 attendees, presenting awards to five individuals and one group who reflect the depth and breadth of work for peace and justice in Cambridge.
- Organizing the annual Martin Luther King Day Commemoration – including a vigil and remembrance of the people of Haiti in the wake of the devastating 2010 earthquake – with more than 200 attendees.
- Holding a public memorial event for Cambridge labor-rights organizer and writer Tim Costello with 150 attendees.
- Organizing the 21st annual Cambridge Citywide Holocaust Commemoration, working with students, artist, musicians, communities of faith, school and library personnel, and City departments to create an inclusive and moving ceremony with music, remembrances and reflections from a survivor of the Holocaust with approximately 200 attendees.
- Collaborated to create and establish "Moving Cambridge Forward," an effort to bridge divisions of race and class in Cambridge, focused on bringing people together from all backgrounds to build common goals and share community and to create momentum for continued positive change and increased equity.
- Organizing and facilitating the Cambridge Directors Roundtable, which brings together executive and

program directors of City agencies, nonprofit organizations and community groups six times a year for collaboration, discussion, networking and community building.

- Supporting and participating in Area IV for Peace, a neighborhood coalition working to create safety in Area IV, while fostering community and creating opportunities for neighbors to know each other through block parties, creating a visible presence for peace and violence prevention throughout the community with parades, music, concerts, etc.
- Sponsoring monthly films and community discussions at the Cambridge Public Library on peace and justice issues.
- Promoting diversity and understanding and building community among City employees through participation in the Employees' Committee on Diversity and its events.
- Creating a monthly e-newsletter covering a variety of community events and activities related to peace, social justice and multiculturalism in and around Cambridge.
- Speaking at a wide range of events and groups in Cambridge, including the Cambridge Senior Center, Congregation Eitz Chayim, Youth Underground Theater program, Area IV Neighborhood Coalition, José Mateo Ballet Theatre, Margaret Fuller Neighborhood House and the Democracy Center.

The Commission has promoted peace and justice through connecting Cambridge with the wider world by:

- Hosting and supporting the Cambridge-El Salvadoran Sister City Project, with monthly meetings, public events and organizing delegations of Cambridge residents to San José Las Flores, El Salvador.
- Supporting the Cambridge-Yerevan Sister City Association by helping to plan and coordinate the visit of a delegation of social workers from Armenia, and participating in its board of directors and annual membership event.
- Coordinating efforts to establish a sister city in Haiti.
- Hosting the *Gensuikyo* delegation, a group of peace activists from the Japan Council against Atomic and Hydrogen Bombs, visiting Cambridge as part of a visit to the United States to participate in the Nuclear Nonproliferation Treaty Review Conference at the United Nations.
- Coordinating the local Disarmament Action Network and acting as a clearinghouse and resource to community members, peace organizations and agencies on strategies and materials that support peace-making and nonviolence.
- Speaking at a range of events in the Boston area and across Massachusetts, including at a memorial service for Senator Ted Kennedy, Beacon Hill Friends House, testifying about youth violence issues at the Boston School Committee, and a range of meetings and events in Boston, Somerville and Medford.
- Providing a place in city government for people to examine the impact of conflicts, wars and natural disasters around the world on Cambridge; examining and strengthening the connections of communities in the City to other nations; and addressing them in meaningful and effective ways.

FY11 GOALS:

- *GOAL 1:* *Create and support citywide, neighborhood, community and school collaborations for violence prevention, diversity and peace initiatives – including conflict resolution, community mediation and restorative justice efforts. Provide education and outreach on the costs of personal and institutional violence to Cambridge and support alternatives. Support community-wide efforts for public safety and build peace-oriented alternatives to violence.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Individuals involved in peacebuilding and/or violence prevention efforts through mediation, trainings, meetings and community forums	410	450	450	450
2. Individuals involved in school-based efforts for peace and multicultural education through local and international efforts	150	250	250	250
3. Community-based networking events to address issues of violence and/or promote peacebuilding and conflict resolution	16	15	15	15

- *GOAL 2:* *Support model programs that help Cambridge youth work together on issues of violence and social justice across neighborhoods and across lines of racial and ethnic identity. Respond to school violence and promote school peace with programs and workshops for public school teachers and staff on effective conflict resolution, appreciating diversity and promoting peace-making in the classroom.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Students receiving multicultural education/violence prevention programming	164	125	125	125
2. Youth involved in peace-making and educational efforts	298	250	250	250

■ *GOAL 2:* *(continued)*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
3. Teachers and staff receiving multicultural, violence prevention or peaceable schools training/education	42	40	40	20
4. Youth involved in leadership development and peace-making efforts	55	75	100	100

■ *GOAL 3:* *Foster Cambridge's diversity and bridge community divisions by creating, supporting, and recognizing programs and groups that promote community building, peace and justice, and decrease violence. Sponsor forums, recognition, educational and networking events that address issues of class, race, gender, national origin and sexual orientation to build support for social justice and equity in the city. Work with congregations and faith communities in the city on issues of peace and justice, providing a bridge to city government and building greater understanding and more connections among them.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of events for networking	19	35	35	35
2. Number of participants at community, cultural and recognition events	845	1,200	1,200	1,200

■ *GOAL 4:* *Support existing and new Cambridge Sister City relationships and connect them to related communities within the city; initiate municipal resolutions and policies of support for countries experiencing war and conflict; hold public forums on issues of local and global concern; initiate and support collaborative efforts among community, school, university and local peace and justice organizations. Address local aspects and effects of national and international issues by disseminating information relevant to the City's diverse communities, and by linking cultural programming with community action for peace.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Monthly e-mail update and events calendar and quarterly newsletter distributed to Cambridge residents, organizations and City departments	12	16	16	16
2. Community events and activities connecting Cambridge residents to sister cities, including delegations and educational forums	3	5	5	10
3. Public forums and educational events on issues of local and global concern	12	15	15	15
4. Collaborations with community, school, university, and local peace and justice organizations	10	10	10	10

FINANCING PLAN	DETAIL	SUMMARY
TAXES		**$93,130**
Real Estate Taxes	$93,130	
INTERGOVERNMENTAL REVENUE		**$23,450**
State Cherry Sheet Revenue	$23,450	
TOTAL FY11 BUDGETED REVENUE		**$116,580**

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	**$104,405**
OTHER ORDINARY MAINTENANCE	**$10,325**
TRAVEL & TRAINING	**$1,850**
EXTRAORDINARY EXPENDITURES	**$0**
TOTAL FY11 BUDGETED EXPENDITURES	**$116,580**

FULL TIME BUDGETED EMPLOYEES	FY09	FY10	FY11
	1	**1**	**1**

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$513,135	$502,700	CABLE TELEVISION/CITY TV-8	$578,750
$745,850	$781,540	CCTV	$778,195
$1,258,985	$1,284,240		$1,356,945

PURPOSE & OVERVIEW: The Office of Cable Television/City TV-8 is responsible for the television production needs related to the programming on the City of Cambridge Municipal Television Channel. *City TV-8*, operating within the Cambridge broadcast footprint, is a resource that provides both original and acquired programming drawn from and relating to the City of Cambridge. The Municipal Channel strives to provide its viewers with a sense of the overall vitality for which the City is known in areas including, but not limited to, education, culture, arts, health and human services and history.

City TV-8 will continue to play an increasingly important role in forging community understanding as it builds upon its legacy of presenting both public and cultural affairs programming. The Office of Cable Television, in its upcoming season, will continue to partner with a number of City departments and agencies to produce and broadcast programs and specials.

In what has become a regular focus for the Office of Cable Television, *City TV-8* will continue to produce original programming. Cambridge, with its important contributions to the local, national and international arena, is a stimulating environment for the production and dissemination of information and ideas. With the advancements and accomplishments made locally in the areas of education, science, intellectual thought, politics and governmental leadership, to name a few, there is a wealth of opportunity to develop programming to stimulate and serve our viewing audience.

City TV-8 also works with and develops programming specifically for City departments and agencies. This includes time-sensitive announcements to the public regarding snowstorms, school closures and other important notifications. In covering and broadcasting City Council and subcommittee meetings and hearings, one of its primary responsibilities, the office will continue to strive to improve the production value of its presentations.

SIGNIFICANT BUDGET MODIFICATIONS: The FY11 Cable TV Budget reflects the elimination of a vacant municipal production assistant position. In addition, the Other Ordinary Maintenance account includes an increase of $30,995 to $778,195 for CCTV, based on an estimated increase in municipal cable access revenues.

FY10 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Produced programs on the dedication ceremonies of the new West Cambridge Youth & Community Center and the newly renovated Main Public Library.
- Collaborated and hosted a new series titled "Books & Authors" with Brookline Access Television (BATV).

- Hosted public input/focus group sessions as a part of its role in the Cable License Renewal Process.
- In conjunction with Comcast, streamlined the signal testing process to ensure a "clean" signal feed for the broadcast of City Council meetings.
- Produced a simulcast of the CRLS Graduation ceremonies that took place in Harvard Yard; the program aired on both City TV-8 and Channel 98, the Cambridge Public Schools channel.
- Continue to cover and broadcast important City and community events and celebrations, including the Memorial Day Parade; Veterans' Day and Patriots' Day observances; the annual Dance Party; and Danehy Park Family Day.
- Continues to re-stock acquired titles and series in order to provide City TV-8 viewers with viable alternatives for educational, artistic and cultural programming.

FY11 GOALS

■ *GOAL 1: Work with City departments utilizing the new services and technologies of the Office of Cable TV.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of departments utilizing services	30	30	30	30
2. Number of department related studio based programs	8	13	13	15
3. Number of bulletin and informational on-screen text messages generated	897	750	900	900

■ *GOAL 2: Continue to provide a wide range of viewing options utilizing both acquired and City TV-8 produced programming.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Hours per week of programming	98	98	98	98
2. Programs per week	44	44	44	44
3. Number of in-house programs produced	48	50	50	50

■ *GOAL 2: (continued)*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
4. Number of hours of live City Council and Subcommittee meetings covered/rebroadcast	107/223	100/200	110/225	110/225
5. Number of live events covered/rebroadcast (CRLS Graduation, Memorial Day Parade, Dance Party)	3	3	3	3
6. Number of sports programs covered/rebroadcast (CityRun Road Race and Mayor's Cup Baseball Tournament)	2	2	2	2

■ *GOAL 3: Work with City departments to write and produce high quality public service announcements for broadcast on Channel Eight.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of Public Service Announcements produced	7	8	8	8

FINANCING PLAN	DETAIL	SUMMARY
TAXES		**($90,045)**
Real Estate Taxes	($90,045)	
CHARGES FOR SERVICES		**$1,446,990**
Municipal Access Fee	$1,446,990	
TOTAL FY11 BUDGETED REVENUE		**$1,356,945**

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	**$534,100**
OTHER ORDINARY MAINTENANCE	**$819,395**
TRAVEL & TRAINING	**$3,450**
EXTRAORDINARY EXPENDITURES	**$0**
TOTAL FY11 BUDGETED EXPENDITURES	**$1,356,945**

FULL TIME BUDGETED EMPLOYEES	FY09	FY10	FY11
	6	**6**	**5**

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$30,202,895	$32,775,580	MATURING BONDED DEBT	$34,865,930
$9,791,365	$10,300,890	INTEREST ON BONDS	$10,222,525
$0	$600	SANDERS TEMPERANCE FUND	$600
$0	$600	DOWSE INSTITUTE FUND	$600
$209,200	$216,000	BOND SALE FEES	$216,000
$40,203,460	$43,293,670		$45,305,655

PURPOSE & OVERVIEW: The primary purpose of this allotment is to finance the debt service on all City bonds, with the exception of Water and School issues. Funds to cover the debt service on all issues related to improvements to the water system, including the construction of the water treatment plant and installation of an automated meter reading system, are included in the Water budget, and principal and interest payments on School issues are included in the School budget. Debt service on the one remaining Cambridge Health Alliance (CHA) issue, the construction of the Ambulatory Care Center at the Cambridge Hospital, is included in this budget, with reimbursements from the CHA included as a revenue to offset these costs. The allocations shown above, as well as the amount for debt service included in the Water budget, include the gross debt service on the loans from the Massachusetts Water Pollution Abatement Trust (MWPAT) for sewer reconstruction projects and the construction of the water treatment plant. Approximately 43% of the total FY11 debt service on sewer loans and 30% on water loans from MWPAT, are covered by subsidies from the State, with the remainder financed through sewer and water service charges, respectively.

Funds budgeted in these cost centers cover debt service on a wide variety of projects, including sewer reconstruction in several areas of the City, open space improvements, street improvements, renovations to various public buildings, including the new Public Safety Facility and Main Library, and improvements to the City's many recreational facilities.

The City issued bonds on February 16, 2010 to finance renovations to CRLS, sewer reconstruction, and remediation of soil contamination at the Yerxa Road underpass project.

In conjunction with the February 16, 2010 bond sale mentioned above, the City received the highest credit ratings awarded by the three major credit rating agencies: Moody's Investors Service, Standard & Poor's Corporation and Fitch Ratings. Cambridge is one of only approximately 23 cities nationally to receive the highest rating (triple A) from all three agencies.

SIGNIFICANT BUDGET MODIFICATIONS: The increase in the Maturing Bonded Debt component of this budget for FY11 is directly attributable to debt service payments on the February 2010 General Obligation bonds. The Maturing Bonded Debt portion of this budget has increased by $2.1 million while the Interest on Bonds component has decreased by $0.1 million, for a total Debt Service increase of $2.0 million, of which $1.7 million is tax-supported debt. An increase of $1.4 million in the Property Tax component will be combined with an increase in the Debt Stabilization Fund transfer of $0.3 million (from $8.0 million in FY10 to $8.3 million in FY11). The remainder of the increase in this budget will be covered through Sewer Service revenues.

MATURING BONDED DEBT. This allotment covers the cost of the principal payments on the City's existing bonded debt with the exception of the School and Water debt, which is included in their respective budgets. This allotment also includes the total principal payments on the City's loans from the Massachusetts Water Pollution Abatement Trust (MWPAT) and the Massachusetts Water Resources Authority (MWRA) that have been used to cover a large portion of the costs of the various sewer reconstruction projects throughout the City. There is no impact on this cost center for FY11 from the issue planned for the winter of 2011 because the first principal payment will not be due until the winter of 2012, which will be reflected in the FY12 budget.

INTEREST ON BONDS. The interest that the City pays on its bond issues is determined primarily by market conditions and the supply of bonds at the time of the issue, the maturity schedule of the issue and the City's credit ratings. As mentioned above, the City's credit rating was reviewed by the three major credit rating agencies in conjunction with the bond sale on February 16, 2010, and confirmed at the highest level by all three agencies. Market conditions have shown a significant upward trend since the sale in March 2009, with the City receiving a True Interest Cost (TIC) of 3.08%, lower than the 3.59% received in March 2009 by 51 basis points or .51%.

SANDERS TEMPERANCE FUND. In 1864, Charles Sanders bequeathed $10,000 to the City of Cambridge "to be held as permanent funds, the interest of which shall be paid" as salary to a person to be "employed as a missionary in the cause of temperance." For reasons that are unclear, the principal became unavailable many years ago. To keep the intent of the trust, the City has annually appropriated an amount equal to 6% of the original principal.

DOWSE INSTITUTE FUND. In 1858, the executors of Thomas Dowse's estate informed the City Council of their intent to establish the Dowse Institute with a grant of $10,000 to be given to the City under the condition that the City would pay $600 "in each and every year forever" to finance the Institute. In return, the Institute's trustees agreed to apply the annual appropriation to lectures "on literacy or scientific subjects to be delivered in Cambridge." In the same year, the City Council accepted the grant and, with the approval of the executors, the $10,000 was used to defray the cost of the "Athenaeum," a structure which was used as City Hall for many years.

BOND SALE FEES. This cost center provides funds for all costs related to the issuance of General Obligation bonds, including fiscal advisory and legal fees, rating agency services, and the preparation and printing of the official statements. In addition, fees related to loans that the City receives from the MWRA and MWPAT are included in this cost center.

FINANCING PLAN	DETAIL	SUMMARY
TAXES		**$20,765,600**
Real Estate Taxes	$20,765,600	
CHARGES FOR SERVICES		**$12,995,170**
Golf Course Fees	$95,200	
Sewer Service Charge	$12,899,970	
FINES & FORFEITS		**$134,375**
Parking Fines	$134,375	
INTERGOVERNMENTAL REVENUE		**$3,071,485**
Mwpat Loan Program	$1,031,485	
Misc Receipts/TCHCN	$2,040,000	
MISCELLANEOUS REVENUE		**$8,339,025**
Section 108 Ln Repayment	$39,025	
Stabilization Fund Transfer	$8,300,000	
TOTAL FY11 BUDGETED REVENUE		**$45,305,655**

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	**$0**
OTHER ORDINARY MAINTENANCE	**$216,000**
TRAVEL & TRAINING	**$0**
EXTRAORDINARY EXPENDITURES	**$45,089,655**
TOTAL FY11 BUDGETED EXPENDITURES	**$45,305,655**

THIS SPACE RESERVED FOR COUNCILLORS' NOTES

SUMMARY: HUMAN RESOURCE DEVELOPMENT

FY09 ACTUAL	FY10 PROJECTED	PROGRAM EXPENDITURES	FY11 BUDGET
$6,526,690	$7,592,310	Library	$8,135,070
$18,278,755	$20,008,970	Human Services	$20,591,590
$195,175	$204,770	Commission on the Status of Women	$211,700
$186,625	$153,360	Human Rights Commission	$190,005
$835,470	$952,370	Veterans' Services / Benefits	$973,935
$26,022,715	$28,911,780		$30,102,300

FINANCING PLAN	FY11 BUDGET
Taxes	$25,363,610
Charges For Services	$2,993,220
Fines & Forfeits	$15,000
Intergovernmental Revenue	$1,730,470
	$30,102,300

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$4,566,885	$5,623,260	MAIN LIBRARY	$6,083,470
$1,959,805	$1,969,050	BRANCH LIBRARIES	$2,051,600
$6,526,690	$7,592,310		$8,135,070

PURPOSE & OVERVIEW: The Cambridge Public Library provides excellent collections, services and programs to meet the informational, educational and recreational needs of Cambridge residents of all ages. The Main Library anchors the library system with in-depth collections, research services, and technical and administrative support. The six branch libraries offer personalized services which are tailored to the unique needs of their neighborhoods. All libraries circulate books and audiovisual materials in addition to providing public access to the Internet and online databases. Library sponsored programs and events offer opportunities for residents to come together to share their experiences and cultures. Programming includes book discussion groups, author readings and topical lectures, as well as adult literacy classes, English conversation groups, children's story times and sing-alongs, and computer classes. Library services are offered a collective total of 285 hours each week and library online resources are available 24 hours a day.

SIGNIFICANT BUDGET MODIFICATIONS: The FY11 Library Budget includes the full funding of a facilities manager position to coincide with the opening of the new Main Library in November 2009. This position was created but not funded in the FY10 Budget. Also, $178,450 has been added as a result of increased programmatic and facility expenditures necessary for the operation of this considerably larger building (approximately $102,000 square feet) and includes funding for building maintenance contracts, energy, Minuteman Network fees and supplies used for the processing of books and computer discs. Also, the book acquisition budget has been increased by $53,525 to comply with the Massachusetts Board of Library Commissioners standards.

FY10 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- New Main Library opened to great public acclaim and enthusiasm; circulation is averaging a 70% increase over FY09.
- Reallocated staff to manage changing use patterns with the closing of the temporary Main Library, re-opening of the new library and schedule reductions at five branch libraries.
- The Friends of the Library published *Cambridge Voices*, a collection of writings by Cambridge authors, to celebrate the opening of the new Main Library.
- Created a volunteer docent program to provide public tours of new Main Library.
- Collins Branch Library was renovated to make it accessible to persons with disabilities.
- Completed redesign of Library Website.
- Processed over 200,000 requests to borrow materials for Cambridge residents from other libraries.

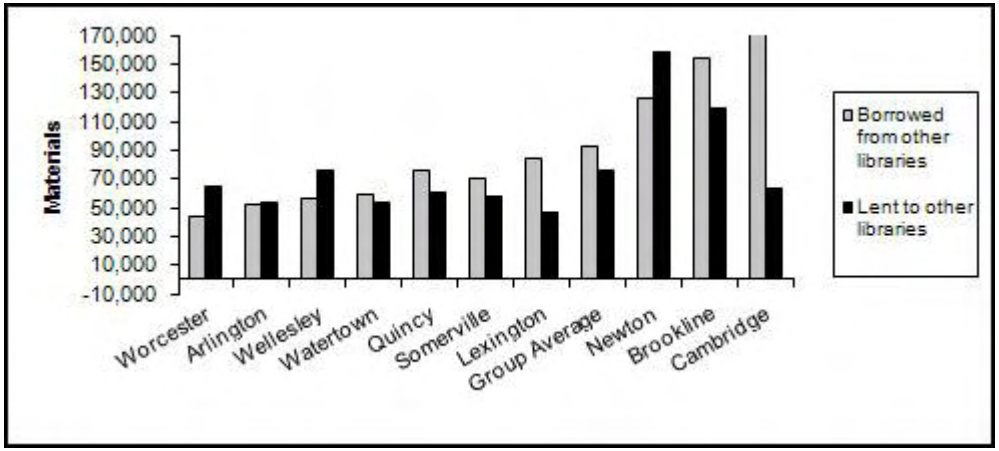
- Added over 30,000 new items to the library collection.
- Registration of new borrowers increased by 16% to 7,600.
- Provided over 95,000 public access computer sessions, a 10% increase.
- Hosted over 190,000 user sessions on the Library's Website.
- Provided over 4,400 cardholders with free or reduced admission to area museums.
- Offered an average of 15 book discussion groups and over 10 adult literacy/English conversation groups each month.
- Over 50,000 residents attended library programs.
- Directed the 7th annual "Cambridge Reads" community book discussion program that culminated with presentations by Henry Louis Gates, author of this year's selection, *Colored People*, at Sanders Theater and the Main Library.

Figure 1: FY09 Comparative Statistics on Regional Library Use
The following table shows levels of library activity for a sample of local communities, in order of cost per hour open, as compiled by the Massachusetts Board of Library Commissioners (MBLC).

City	Total Hours Open Per Week (all locations)	Total Circulation	Circulation Per Capita	Number of Programs	Total Program Attendance	Reference Transactions Per Week	FY09 Cost Per Hour Open
Somerville	145	499,205	6.6	600	9,939	499	$242.00
Quincy	143	778,856	8.4	787	19,593	894	$389.00
Cambridge*	**286**	**1,098,439**	**10.4**	**626**	**12,712**	**2,871**	**$427.00**
Brookline	153	1,399,572	25.5	682	19,755	844	$464.00
Lexington	63	809,449	26.7	485	23,060	725	$610.00
Arlington	81	653,710	16.0	512	20,761	1,475	$505.60
Group Average	**122**	**933,812**	**16.9**	**720**	**20,107**	**1,383**	**$619.04**
Watertown	62.0	668,039	20.6	602	16,554	987	$624.80
Wellesley	109	719,225	26.4	535	17,096	581	$413.00
Worcester	116.0	755,738	4.3	775	20,150	2,224	$865.00
Newton	65	1,955,889	23.8	1,596	41,451	2,729	$1,650.00

* Main Library closed February 2009 through June 2009

Figure 2: FY09 Borrowing and Lending Activity by Community
The following graph shows the total amount of materials borrowed from and lent to regional libraries, according to MBLC data.



FY11 LIBRARY SYSTEM GOALS:

Programs and Services

- *GOAL 1: Maintain quality of service in an efficient and cost effective manner.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Check-outs	1,035,135	1,000,000	1,050,000	1,100,000
2. Renewals	143,795	130,000	145,000	135,000
3. Check-ins	798,868	800,000	825,000	900,000
4. Questions answered	149,271	150,000	150,000	150,000
5. Process network transfers	266,968	250,000	280,000	260,000
6. In-library computer sessions	86,264	125,000	100,000	125,000
7. Total program attendance	53,499	50,000	50,000	55,000
8. Total transactions	2,533,800	2,505,000	2,600,000	2,725,000
9. Cost per transaction	$2.62	$ 2.97	$2.92	$ 2.98
10. Access to online reference resources (# of sessions)	160,321	170,000	180,000	175,000

■ *GOAL 1: (continued)*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
11. Provide materials for in-library use (number of items used but not checked out)	57,971	45,000	60,000	45,000
12. Provide free or low cost admission to area museums for cardholders	4,406	4,000	5,000	4,000

■ *GOAL 2: Provide library users with access to a broad collection of print, electronic and audiovisual resources.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Select, purchase and catalog new acquisitions for library collection	40,166	26,000	35,000	28,000
2. Number of audiovisual items circulated	316,683	340,000	325,000	340,000
3. Process books, CDs and DVDs requested by other communities for their patrons	63,610	80,000	60,000	60,000
4. Process books, CDs and DVDs borrowed from other communities for Cambridge patrons	203,358	140,000	180,000	160,000
5. Pack and ship materials within the CPL and to other Minuteman libraries (number of bins sorted)	15,773	14,000	14,500	14,000
6. Fulfill requests for books, CD's, DVD's, etc. from branches and other libraries by retrieving materials from shelves and shipping to requesting library	80,948	90,000	75,000	80,000
7. Deliver library materials to home-bound residents, nursing homes and senior housing (number of books)	10,304	15,000	10,500	9,000

■ *GOAL 2: (continued)*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
8. Deliver library materials to home-bound residents, nursing homes and senior housing (number of deliveries)	310	400	325	300

■ *GOAL 3: Promote literacy development and library use for children and teens.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Send out Welcome Baby packets to parents of newborns in Cambridge	1,005	850	950	850
2. Offer programs for caregivers and pre-walking children to demonstrate how books and reading can be incorporated into daily routines	72	60	75	75
3. Offer weekly toddler singing programs	314	250	250	275
4. Visit children at day care centers and nursery schools and conduct on-site story times	261	145	150	125
5. Circulation of children's materials during summer reading program	59,906	50,000	53,679	55,000
6. Host book discussion groups for children and teens (# of sessions)	97	60	75	75
7. Offer programs to promote adult literacy and English proficiency	n/a	150	1,000	1,000

■ *GOAL 4: Promote library services to all residents.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Register new borrowers	6,565	6,000	6,500	6,000
2. Produce newsletter On & Off Broadway for mail and in-house distribution	11	11	11	11

- *GOAL 5: Offer a wide array of electronic information services to residents within the library and remotely.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. CPL Website user sessions	192,275	200,000	200,000	200,000
2. CPL Website page views	578,863	520,000	995,000	700,000
3. Offer classes to residents on how to use computers for accessing the library, using the Internet, finding a job, etc. (# of classes)	n/a	20	60	50

- *GOAL 6: Bring residents together to discuss books and topical issues and to promote community.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Provide public meeting space for community groups of all sizes at Main Library (# of meetings)	n/a	75	75	95
2. Provide public meeting room space at Central Square Branch (# of meetings)	n/a	300	150	135
3. Offer book discussion groups for all ages (# of groups)	n/a	100	125	125
4. Offer 8th annual Cambridge Reads program (# of participants in final event)	n/a	800	880	500
5. Provide public meeting space at the O'Neill Branch	n/a	100	175	150

FINANCING PLAN	DETAIL	SUMMARY
TAXES		**$7,712,150**
Real Estate Taxes	$7,712,150	
FINES & FORFEITS		**$15,000**
Library Fines	$15,000	
INTERGOVERNMENTAL REVENUE		**$407,920**
State Cherry Sheet Revenue	$319,235	
Cherry Sheet-Aid To Pub Libry	$88,685	
TOTAL FY11 BUDGETED REVENUE		**$8,135,070**

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	**$6,201,895**
OTHER ORDINARY MAINTENANCE	**$1,896,525**
TRAVEL & TRAINING	**$36,650**
EXTRAORDINARY EXPENDITURES	**$0**
TOTAL FY11 BUDGETED EXPENDITURES	**$8,135,070**

FULL TIME BUDGETED EMPLOYEES	FY09	FY10	FY11
	60	**64**	**65**

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$515,715	$576,980	ADMINISTRATION	$540,345
$427,065	$728,300	PUBLIC SERVICES	$721,455
$948,925	$968,495	REFERENCE SERVICES	$1,013,320
$980,180	$1,094,015	CIRCULATION SERVICES	$1,204,220
$514,250	$578,465	TECHNICAL SERVICES	$631,125
$510,005	$542,950	CHILDREN'S SERVICES	$590,720
$401,730	$784,620	SUPPORTIVE SERVICES	$1,072,535
$269,015	$349,435	COMPUTER TECH. SUPPORT SVCS	$309,750
$4,566,885	$5,623,260		$6,083,470

PURPOSE & OVERVIEW: The Main Library serves as the heart of the library system, providing the infrastructure and support services for administration, facilities management, cataloging, materials processing, reference services, outreach to senior citizens, children's services and programs, as well as personnel functions. The City's most comprehensive and expansive library collections can be found at the Main Library. It provides the backup for the branch collections.

FY11 GOALS:

- *GOAL 1: Promote use of new Main Library to the community.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Create displays to promote the collections and services	n/a	40	40	50
2. Create exhibits to promote use of the Cambridge History Collection	n/a	n/a	n/a	8
3. Offer community members opportunity to display personal collections of general interest	n/a	n/a	n/a	5
4. Offer author readings, lectures, films, concerts, and other cultural programming to promote library use and community	n/a	n/a	n/a	25

- *GOAL 2: Develop events and celebrations to commemorate the opening of the new Main Library.*

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$352,790	$319,865	O'NEILL (NORTH CAMBRIDGE)	$298,155
$276,165	$290,390	VALENTE (CAMBRIDGE FIELD)	$303,195
$216,385	$218,625	BOUDREAU (OBSERVATORY HILL)	$226,390
$182,160	$215,275	O'CONNELL (EAST CAMBRIDGE)	$232,270
$194,330	$192,195	COLLINS (MOUNT AUBURN)	$210,955
$737,975	$732,700	CENTRAL SQUARE	$780,635
$1,959,805	$1,969,050		$2,051,600

PURPOSE & OVERVIEW: Branch libraries are designed to provide neighborhood-based services especially to children and their families. The branch collections specialize in high demand materials, popular fiction for adults and children, audiovisual materials as well as books and magazines in languages other than English, where demand exists. The Central Square Library houses materials in Spanish, Kréyol and Bengali as well as a Black Studies collection. The Valente Branch offers an extensive collection of materials in Portuguese and the O'Connell Branch offers story hours and a collection in Chinese. Branch libraries are intended to offer basic services and not to duplicate the in-depth and extensive reference materials available only at the Main Library. Branch libraries are responsible for much of the outreach effort by the library to neighborhood constituencies. Their small size enables them to be more inviting to those unfamiliar with public libraries and how they work.

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$2,661,515	$2,890,850	ADMINISTRATION	$3,020,025
$2,104,395	$2,386,280	OFFICE OF WORKFORCE DEV.	$2,501,870
$2,188,665	$2,226,290	PLANNING AND DEVELOPMENT	$2,265,785
$2,274,580	$2,455,110	COMMUNITY SCHOOLS	$2,410,860
$1,665,465	$1,938,265	RECREATION	$1,987,250
$1,107,485	$1,146,515	ELDERLY SERVICES & COA	$1,212,055
$3,024,150	$3,184,510	CHILDCARE & FAMILY SUPPORT SERVICES	$3,326,860
$574,425	$597,490	GOLF COURSE	$629,990
$829,535	$868,090	COMMUNITY LEARNING CENTER	$869,830
$1,848,540	$2,315,570	YOUTH PROGRAMS	$2,367,065
$18,278,755	$20,008,970		$20,591,590

PURPOSE & OVERVIEW: In FY11, the Department of Human Service Programs (DHSP) will continue providing staffing and leadership for major community collaborations, such as the Agenda for Children and the HUD Continuum of Care for services to the homeless. The Agenda for Children brings together residents, policy-makers and service providers in the areas of health, human services and education to improve children's literacy and the quality and availability of Out of School Time programs. During FY10, the Department provided staffing and leadership to the community collaboration that developed "Baby U," Cambridge's version of the Harlem Children's Zone Baby College. The Department is also playing a key role in the implementation of the Blue Ribbon Middle School Out of School Time Strategic Plan. In addition, the Department continued implementation of an inclusion initiative to enhance the capacity of all DHSP Out of School Time Programs to serve children with disabilities in inclusive environments along with their typical peers. These initiatives support the City Council's goal related to education.

All of the Department's work befits its original charge (by ordinance in 1980) of "creating and coordinating services which enhance the quality of life for Cambridge residents." The Department works to respond appropriately to changing needs and opportunities with a combination of services provided directly by the City, with planning and technical assistance for local groups and services provided through contracts with community agencies. Among the service components of the Department itself are Community Schools, Recreation, Youth Centers, Fuel Assistance, the Council on Aging, the Community Learning Center, the Multi-Service Center, Haitian Services, the Cambridge Prevention Coalition, the Commission for Persons with Disabilities, the Kids' Council, and Child Care and Family Support Services. Services purchased by the City for residents through not-for-profit agencies include: homeless services; mental health; substance abuse services; domestic violence programs; food programs; legal assistance; and specialized services for newcomers and linguistic minority communities. The Department, in its overall goals for the year, is continuing to emphasize collaborations among the divisions and with other City departments and human service providers to meet the needs of Cambridge's residents. The Department has been collaborating closely with the Cambridge Police Department's Juvenile and Family Services Unit to build strong supports for Cambridge youth. In support of the City Council's goal of fostering community, the Department sponsors numerous neighborhood and community activities for residents of all ages. Through the War Memorial Recreation Center, Danehy Park and the Fresh Pond Golf Course, the

Department provides residents with numerous formal and informal opportunities for leisure time activities. Most of the Department's programs and services directly address the Council's goals of enhancing other learning for residents of all ages and of supporting the racial, socioeconomic, cultural and religious diversity of the city. The Department will continue its work with the community this year around Aging in Place in support of the City Council's goal.

SIGNIFICANT BUDGET MODIFICATIONS:

The FY11 Human Services Budget reflects the following increases: $60,000 to cover increased costs for inclusion programming; $127,340 to continue funding for the Baby University initiative, which was implemented in September 2009; $140,000 increase to the Community School Budget to reflect actual program costs and revenues; and an additional $20,000 for service contracts with human service providers as a result of an increase in FY11 CDBG funding.

GOALS:

- In collaboration with the School Department, the Cambridge Health Alliance, Cambridge Public Library, Cambridge Police Department, Cambridge Community Foundation and community partners, continue implementation strategies to achieve the two goals adopted by the Kids' Council for the Agenda for Children: *Children and their parents need to be able to read; and Children and youth need access to supervised activities in nurturing and safe environments.*
- Continue to expand inclusion efforts in Department Out of School Time Programs so that children with disabilities will be effectively supported and actively engaged in all programs.
- In partnership with the Chamber of Commerce and individual employers, continue to work with businesses, despite the challenging economic climate, to provide opportunities for businesses to connect with youth, such as hiring teens, acting as mentors and providing homework support.
- To improve public access to the array of health and human services available to families and individuals, enhance access in multiple languages to the online resource guide www.CambridgeSomervilleresourceguide.org and to telephone support, to enable agencies to find resources outside their area of expertise for clients and to empower individuals to find resources for themselves.
- Promote opportunities for seniors to remain in their homes and neighborhoods by supporting Aging in Community and other initiatives which provide services to seniors in their homes.
- Through a collaboration with the Cambridge Police Department, Homeless Services Planning Committee, Professional Ambulance and Cambridge Health Alliance, reduce fatal and non-fatal opioid drug overdoses.
- Continue to secure federal, state and local resources for the homeless Continuum of Care with the overarching goal of preventing and ending homelessness for as many individuals and families as possible.

- Continue to implement the Homelessness Prevention and Rapid Rehousing Program using stimulus funds through the Multi-Service Center to help residents at risk of losing housing remain in their apartments or move to new housing.
- Expand opportunities for Cambridge residents of all ages to come together with their neighbors and across the city through continued support and staffing for community building events, such as Arts in the Park, Area Four Pride Day and Danehy Park Family Day.
- Continue weekly summer "Screen on the Green"/Family Concert Series at select parks and monthly neighborhood based family movie events at Youth Centers.
- In collaboration with the School Department and other partners, enhance middle school after school programming to meet the developmental needs of 6th, 7th and 8th graders for stimulating enrichment, learning and recreational activities and for positive relations with peers and caring adults.
- Increase access and success of adult learners in postsecondary education by continuing to provide the Community Learning Center's Bridge to College Program, which includes academic instruction, study skills, college information and tours, financial aid assistance and advising.
- In collaboration with the Cambridge Police Department's Juvenile and Family Service Unit and community providers, promote productive and safe activities for middle and high school youth across the city.
- To ensure appropriate taxi service is available for Cambridge senior and disabled residents, continue to collaborate with the License Commission to increase taxi accessibility.

FY10 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Served 37,868 meals and snacks in 27 sites throughout the city during the 2009 Summer Food Service Program. Meals were served at five open sites, including parks, housing developments and at 22 enrolled sites.
- Successfully implemented the Transitional Jobs program for disengaged adults who lack the skills to secure and retain employment, offering them a temporary job, intensive case management, soft skills development and job search assistance to help find unsubsidized employment after program completion.
- Continued to provide daily meals to elders at the Citywide Senior Center, providing important nutrition and building community with seniors from across the city. Also provided wellness programs, English for Speakers of Other Languages (ESOL), multi-cultural celebrations, computer classes, monthly social events and creative arts activities.
- Provided parent support and fostered community through a network of parent/child playgroups, family fun days and dances, and family literacy events.
- Provided outreach and programming to fathers through the Center for Families, with an eight week Nurturing Fathers program, a Dad's breakfast program, a Dad's support group and a Dad's corner in the

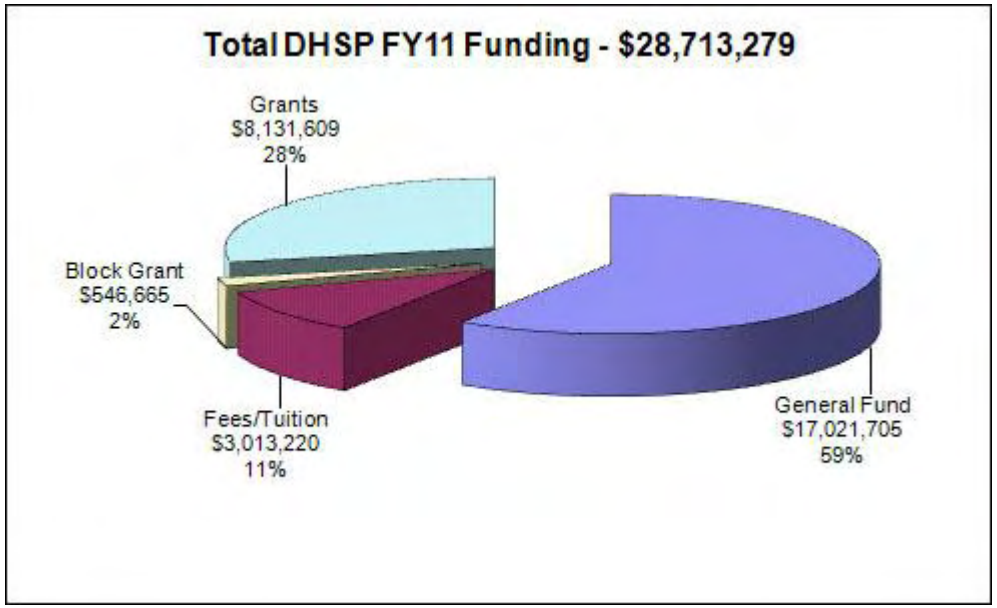
bi-monthly newsletter.

- Fostered community by providing staff and programmatic support to numerous community celebrations, including Area IV Community Pride Day, Hoops N Health, Community Gospel Celebration, Arts in the Park events, and Danehy Park Family Day, among others.
- Worked with Cambridge Youth Sports Commission providing forums for sports and fitness providers and coaches' training for youth league coaches.
- Provided intensive services to 15 families through the Pathways to Family Success Program which includes adult basic education courses, computer classes for parents and children, parenting support, child interactive literacy activities and case management.
- Launched the pilot Baby U parenting program in North Cambridge serving 25 low income families, helping them to enhance their parenting skills and connecting them to a variety of community services so that they can better promote their children's physical, emotional and educational development.
- In collaboration with the Cambridge Police Department, conducted door to door outreach campaigns in four housing developments, reaching over 1,000 households with information and resources for families.
- In collaboration with the American Red Cross, the Community Learning Center provided an intensive program to train 13 second language speakers to become nurse assistants and home health aides.
- Served over 300 adult residents through the Cambridge Employment Program, offering career counseling, job search assistance and referral to education and training, supporting workforce development opportunities for residents.
- Served a record number of 900 youth in the Mayor’s Summer Youth Employment Program, by collaborating with regional and state workforce development staff to take advantage of federal stimulus funding and state funding for at-risk youth.
- Across all the Department’s programs serving children and youth, progress was made in enhancing the capacity to serve children with disabilities in inclusive environments through extensive staff training, on-site coaching, expanded communication to families about inclusion efforts and strengthened linkages with schools.
- Through the Mayor's Summer Youth Employment Program, collaborated with DPW, the Youth Centers, MIT and Friends of Alewife Reservation to support a variety of projects that introduced teens to environmental issues and careers.

FINANCING PLAN	DETAIL	SUMMARY
TAXES		**$16,785,440**
Real Estate Taxes	$16,785,440	
CHARGES FOR SERVICES		**$2,993,220**
Recreation Activity	$200,000	
League Fees	$20,000	
Golf Course Fees	$629,990	
Childcare Tuition	$1,195,230	
Special Needs Revenues	$8,000	
Community And Youth Activities	$30,000	
Senior Center - Central Sq	$35,000	
Community School Revenue	$680,000	
Extended Day Revenue	$115,000	
Field Permit/Non City Leagues	$80,000	
INTERGOVERNMENTAL REVENUE		**$812,930**
C.D.B.G.	$546,665	
State Cherry Sheet Revenue	$266,265	
TOTAL FY11 BUDGETED REVENUE		**$20,591,590**

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	**$17,567,840**
OTHER ORDINARY MAINTENANCE	**$2,917,150**
TRAVEL & TRAINING	**$81,600**
EXTRAORDINARY EXPENDITURES	**$25,000**
TOTAL FY11 BUDGETED EXPENDITURES	**$20,591,590**

FULL TIME BUDGETED EMPLOYEES	FY09	FY10	FY11
	130	**135**	**135**



GRANTS ACTIVITIES: Grants not appropriated during the budget process continue to provide major funding for services to families, homeless individuals, child care programs, adult basic education, older adults and low-income fuel assistance clients. Some services described below are provided directly by Department staff, others are provided through subcontracts with community agencies. The grant amounts below reflect currently available information about grants from the State or Federal agencies. FY11 budgets are based on FY10 awards and may change as those budgets are finalized.

LOW INCOME FUEL ASSISTANCE/EMERGENCY FOOD AND SHELTER PROGRAM ($1,933,115). The City of Cambridge is the only municipality currently operating a fuel assistance program in the Commonwealth. The program will serve over 2,000 households in Cambridge and Somerville during the 2009-10 winter season, with financial assistance for heating bills and rental assistance if heat is included in the rent. EFSP funds of $12,000 are included and are used for emergency situations.

U.S. DEPARTMENT OF EDUCATION, BUREAU OF NUTRITION ($92,500). Federal reimbursement ensures those children receiving free or reduced-price meals during the school year can receive nutritious meals during school vacations. DHSP operated 27 meal sites in the summer of 2009, serving 37,868 meals and snacks.

CAMBRIDGE HOUSING AUTHORITY ($62,470). The Office of Workforce Development receives funds from the Cambridge Housing Authority to expand Cambridge Employment Program job search services to public housing residents.

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT SUPPORTIVE HOUSING PROGRAM (SHP) ($2,830,241). This represents SHP grants administered through the City to fund 28 Cambridge programs assisting homeless persons, through a continuum of care, with housing and services.

MASSACHUSETTS DIVISION OF HOUSING AND COMMUNITY DEVELOPMENT/FAMILY SHELTER AND SERVICES PROGRAM/DEPARTMENT OF TRANSITIONAL ASSISTANCE ($498,175). Funding is for a new model of providing emergency shelter, case management, housing placement and stabilization services for homeless families though a partnership between the Multi-Service Center and the Cambridge YWCA.

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT, HOMELESSNESS PREVENTION AND RAPID REHOUSING PROGRAM ($434,046). Funded under the American Recovery and Reinvestment Act (ARRA), this program provides services at the Multi-Service Center and financial assistance for eligible homeless families and individuals or those in danger of losing their rental housing.

MASSACHUSETTS DPH/SUBSTANCE ABUSE AND MENTAL HEALTH SERVICES ADMINISTRATION ($268,000). These grants fund the Cambridge Prevention Coalition, which provides substance abuse prevention services to youth, parents and other groups within the city by planning and implementing community strategies to reduce underage access to alcohol and to reduce opioid drug overdoses. The figure also includes contributions from the Cambridge Health Alliance and Cambridge Licensee Advisory Board.

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT SHELTER PLUS CARE ($245,220). Administered through the City and the Housing Authority, this grant provides housing subsidies for homeless individuals with disabilities. Several collaborating community agencies and the Multi-Service Center are contributing housing search and supportive services as required for local match.

U.S. DEPARTMENT OF HOUSING & URBAN DEVELOPMENT, EMERGENCY SHELTER GRANT PROGRAM ($139,500). These funds are used to assist Cambridge overnight and day shelter programs with operating and facility improvement expenses, and for other services for homeless persons.

DEPARTMENT OF TRANSITIONAL ASSISTANCE, EMERGENCY TRANSITIONAL PROGRAMS ($88,979). 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.

CAMBRIDGE PERFORMANCE PROJECT ($10,500). The Performance Project operates theatrical, dance and other performing arts classes, using a mix of funds from State agencies, private foundations and contributions from businesses and individuals.

EXECUTIVE OFFICE OF ELDER AFFAIRS/PROJECT BREAD ($92,170). The Council on Aging uses an annual award from the State Elder Affairs Formula Grant Program to support weekly medical and grocery shopping transportation, substance abuse services for seniors and to support operations at the Citywide Senior Center including reception and weekend activities. Project Bread funds support the senior center food pantry.

MASSACHUSETTS DOE, CENTER FOR FAMILIES ($65,002). This Massachusetts Family Network grant funds parent outreach, education and support to families with children prenatal to age three.

CHILDREN'S TRUST FUND, CENTER FOR FAMILIES INITIATIVE ($62,000). This Massachusetts Family Center grant funds support programs for families with children from birth to age six.

MASSACHUSETTS DEPARTMENT OF EARLY CARE AND EDUCATION/UNIVERSAL PRE-KINDERGARTEN PILOT CLASSROOM QUALITY ($50,714). The Childcare and Family Support Services Division has been awarded funds for preschool program and quality enhancements for children from the age of 2 years 9 months until they are kindergarten eligible.

MASSACHUSETTS DEPARTMENT OF ELEMENTARY AND SECONDARY EDUCATION/PATHWAYS TO FAMILY SUCCESS ($876,852). The Community Learning Center receives state funds for Adult Basic Education, English for Speakers of Other Languages (ESOL), civic education, volunteer coordination, education for homeless adults, workplace education, family literacy and health education. A grant of state funds through the Metro North Service Delivery Area supports a portion of these activities. A series of classes are offered onsite for Cambridge Housing Authority residents. A collaboration with Bunker Hill Community College provides staff development and transition to college. The CLC has a subcontract with Notre Dame Education Center to provide distance learning in ESOL. The Pathways to Family Success grant supports educational services, workshops and case management for 12 families.

FOUNDATIONS/FRIENDS OF THE CLC/FIRST LITERACY/CHA ($98,720). The Community Learning Center receives funds from several foundations and from private donations for transitional classes for adults with a GED or high school diploma who are interested in attending college, for training students as computer lab assistants, as student leaders and for additional ESOL classes.

MOUNT AUBURN HOSPITAL ($15,133). These funds are used for ESOL classes in the workplace for hospital employees.

NATIONAL SCIENCE FOUNDATION/MASSACHUSETTS INSTITUTE OF TECHNOLOGY ($106,400). Youth Programs were awarded this grant to fund a youth radio program on environmental science over a three year period.

U.S. DEPARTMENT OF EDUCATION/21ST CENTURY GRANT ($100,000). Grants to the Cambridge Youth Programs through the Cambridge Public Schools fund new programming for middle school youth, fostering the alignment of Out of School Time activities with students' academic needs.

MICROSOFT/CAMBRIDGE COMMUNITY FOUNDATION ($50,000). Funds were awarded to develop Youth Programs in the areas of web design, video/audio production, and graphic design.

EXECUTIVE OFFICE OF PUBLIC SAFETY/SHANNON COMMUNITY SAFETY INITIATIVE ($11,872). Youth Programs will use these funds to provide internships to Cambridge teens who engage in City Peace, a violence prevention program.

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$547,140	$561,770	LEADERSHIP	$632,400
$861,315	$934,245	OPERATIONS	$921,540
$156,530	$152,815	IT	$160,495
$576,355	$612,715	EXTENDED DAY	$643,775
$275,435	$281,590	AGENDA FOR CHILDREN	$278,935
$244,740	$347,715	EARLY CHILDHOOD INITIATIVE	$382,880
$2,661,515	$2,890,850		$3,020,025

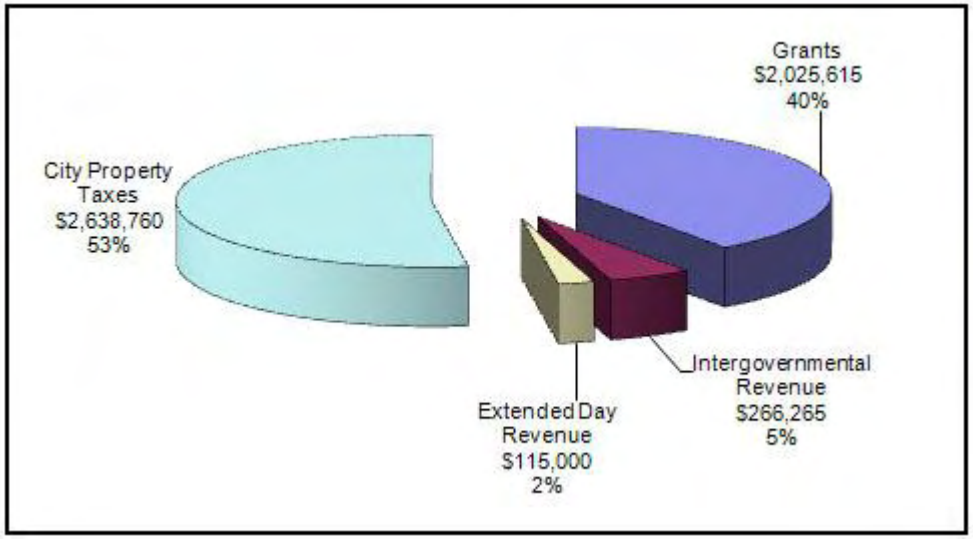
PURPOSE & OVERVIEW: The Administration Division provides leadership, financial, personnel, IT and clerical support to the operating divisions of the Department as well as to the 28 satellite locations, almost 200 salaried and 450 part-time and seasonal employees. The Division provides oversight to the Agenda for Children, a collaboration of DHSP, the School Department, the Cambridge Health Alliance, the Cambridge Public Library, the Cambridge Police Department, the Kids' Council and the community.

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 $9 million in grant funding and $20 million in the general fund, which includes $3 million in tuition and fees. The Division is responsible for budget preparation, accounts payable and receivable, expense and revenue tracking and reconciliation, as well as the recruitment and hiring of staff, payroll processing, employee orientation, employee benefit tracking and other related functions. For the past several years, the Division has led a department-wide effort to build a more collaborative culture supporting the City Council's goal of enhancing diversity. Efforts continue to provide intensive supervisory training and to build more intentional opportunities for cross-program collaborations both to better serve clients and to enhance opportunities for staff growth and development. The Division also produces a semi-annual resource guide distributed to families across the city, which promotes Department and community human service programs.

The Division's IT staff acts as a liaison with the City's IT Department and responds to the Department's IT needs. The Division is also responsible for the administration of the Fuel Assistance Program, serving approximately 2,000 low-income households. In addition, the Division administers the Federal Summer Nutrition Program, providing nutritious meals and snacks at 27 sites throughout Cambridge.

The Division oversees the Cambridge Connections program, a collaboration of City and community agencies, which focuses on families with children birth to age four. Activities center on promoting and developing children's early language and learning, as well as culturally appropriate outreach to low income, English Language Learners and other under-served families. In FY10, City and community agencies collaborated in the launch of an intensive pilot program, based on the Harlem Children zone's Baby College, called "Baby U." The program works with parents of young children to enhance their parenting skills and to connect them with a variety of other community services so that they can better promote their children's physical, emotional and educational development.

FUNDING SOURCES/ADMINISTRATION



This figure includes funds anticipated to be received in FY10, but not yet appropriated.

CAMBRIDGE CONNECTIONS & BABY UNIVERSITY

- *GOAL 1:* *Parents and primary caregivers of children birth to age four will receive education and support from Cambridge Connection partners to support them as their children's first and most important teacher.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of literacy-promoting maternity ward and home visits to mothers with infants and toddlers	955	800	700	825
2. Number of English Language Learner parent/caregivers of young children receiving ESOL or Adult Basic Education	51	40	45	42

- *GOAL 1:* *(continued)*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
3. Number of parents, caregivers and children taking part in parent education workshops, playgroups and other learning enhancing activities	875	1,100	650	700

- *GOAL 2:* *The Community Engagement Team will do outreach and education with underserved English Language Learners and minority communities to engage families, caregivers and children in beneficial learning opportunities.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of providers and community members attending citywide networking events	177	150	90	120
2. Number of hard-to reach-families outreach workers inform about parenting and other early literacy events who also attend those events	n/a	n/a	120	120
3. Percentage of networking participants who report that their knowledge of diverse cultures and appropriate outreach methods increased	85%	75%	80%	80%

- *GOAL 3:* *Through pilot Baby U program, engage parents of very young children in intensive program to 1) increase their confidence and parenting strategies, 2) connect children and families to beneficial community resources and 3) diminish parental isolation by developing peer support.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of families participating in Baby U program	n/a	n/a	25	50

■ *GOAL 3: (continued)*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
2. Percentage of families participating in at least 80% of Baby U activities	n/a	n/a	75%	75%
3. Percentage of families participating that report using two or more new parenting strategies	n/a	n/a	75%	75%
4. Percentage of families that make connection to new community resource as a result of Baby U connections	n/a	n/a	25%	50%
5. Number of Cambridge organizations participating in Baby U design, delivery and oversight	n/a	n/a	11	13

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$2,104,395	$2,386,280	OFFICE OF WORKFORCE DEV.	$2,501,870
$2,104,395	$2,386,280		$2,501,870

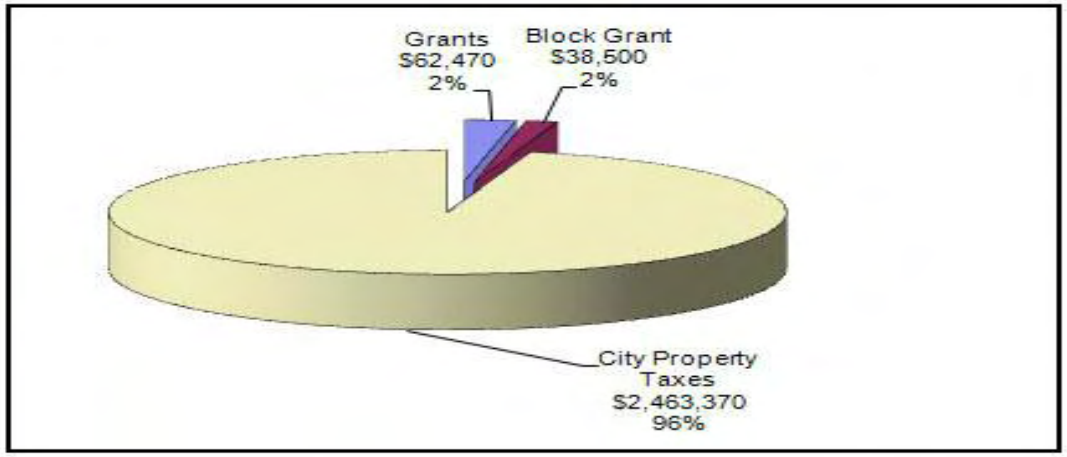
PURPOSE & OVERVIEW: The mission of the Office of Workforce Development (OWD) is to expand employment and training opportunities for Cambridge youth and adult residents. It does so by developing partnerships with employers, community-based organizations, the schools and post-secondary institutions. Through a combination of direct service, program coordination and outreach efforts, OWD services reach over 1,000 residents and businesses each year.

Consistent with the City Council goal on education, OWD oversees a number of programs that support learning and increase the employability of residents. The Cambridge Employment Program (CEP) offers free job search assistance to adults seeking employment and makes referrals to education and training programs. Cambridge Works, a transitional jobs program for disengaged adults, provides a temporary job with the city for a small number of residents each year. The program offers intensive case management, soft skills development and job search assistance to help participants secure a non-subsidized job upon program completion.

The Mayor's Summer Youth Employment Program (MSYEP) places hundreds of youth each summer in jobs throughout the city and offers workshops to increase participants' skills and career/college readiness. The school year components of MSYEP, the Fall Youth Employment Program and the Neighborhood Service Project provide younger teens with fall work opportunities and a spring community service learning program. For older teens, OWD operates an internship with Harvard University and its clerical union, and offers ongoing cycles of an intensive, six-week job-readiness program.

OWD manages a variety of efforts to coordinate access to information about employment, training and youth development opportunities. These include the Youth Employment Center at the high school; the Cambridge Reaching All Youth Committee (for youth program providers); and the Business Advisory Committee (for local employers). The Office coordinates the Summer Jobs Campaign to recruit private sector jobs for older teens, working collaboratively with Just-A-Start's TeenWork program, the Workforce Program of the Cambridge Housing Authority and the Chamber of Commerce. OWD staff meet with every resident selected for a temporary nine-week position, conducting a brief employment assessment to inform and encourage residents to take advantage of employment services and other programs. OWD creates and distributes an annual directory of employment and education opportunities for residents, *Cambridge Works and Learns*. The Office works closely with the Chamber of Commerce and City Economic Development staff to help residents maximize the benefits of existing economic development activities and participates in regional planning through its work with the Metro North Regional Employment Board.

FUNDING SOURCES/WORKFORCE DEVELOPMENT:



This figure includes funds anticipated to be received in FY11, but not yet appropriated.

FY11 GOALS

- *GOAL 1:* *Continue job placements and employment and training referrals for adult residents of Cambridge.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of residents served through CEP	364	330	335	340
2. Number of CEP referrals to education and training	28	16	20	21
3. Number of CEP job placements	96	116	116	118
4. Number of employers participating in OWD sponsored activities with residents and employment and training providers	18	30	30	31

- *GOAL 2: Coordinate the efforts of local employment and training providers and support the professional development of local program staff.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of local youth and adult program staff participating in service coordination efforts	33	42	35	35
2. Number of workforce development professionals attending OWD sponsored trainings and workshops	20	55	50	50

- *GOAL 3: Improve career awareness and work readiness of students and increase access to, and quality of, summer and school year jobs and internships.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of students enrolled in school to career activities including internships	39	37	48	40
2. Number of student enrollments in work-readiness and career awareness workshops	143	137	127	138
3. Number of youth visits to the Youth Employment Center	405	415	390	395
4. Number of private sector summer and school year jobs	102	125	77	80
5. Number of employers, post-secondary representatives and community-based agencies engaged in school to career/career awareness activities	40	52	51	53

- *GOAL 4:* *Enhance experience of Mayor's Summer Youth Employment Program (MSYEP) participants by increasing staff capacity, infusing school-to-work best practices and creating connections to year-round programming.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of youth enrolled in MSYEP who receive work experience, work readiness workshops and career awareness activities	851	850	900	900
2. Number of supervisors/mentors trained in working with young employees	125	125	128	130
3. Number of students enrolled in Summer Work and Learning projects with school-to-work competencies	293	270	326	300
4. Number of youth served in school year employment and service learning activities	60	53	51	55
5. Percent of youth enrolled in MSYEP who report satisfaction with their job	90%	97%	94%	97%
6. Percent of supervisors who were very satisfied with their youth worker(s)	89%	90%	84%	90%

- *GOAL 5:* *Develop and implement a Transitional Jobs Program for disengaged adults and implement an assessment process for every resident applying for a nine-week position with the City.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of residents enrolled in Cambridge Works	21	30	31	30
2. Percentage of participants each cycle who complete the program	88%	75%	88%	89%
3. Number of participants completing the program who are placed in jobs or full-time training	3	n/a	9	12
4. Number of nine week applicants completing formal assessment process	48	275	150	280

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$125,005	$126,915	LEADERSHIP	$131,220
$929,905	$978,920	CONTRACTS	$960,515
$144,365	$143,695	COMMISSION FOR PERSONS WITH DISABLITIES	$149,945
$142,815	$147,910	KIDS' COUNCIL	$149,925
$779,555	$760,145	HUNGER AND HOMELESS SVCS	$803,610
$67,020	$68,705	HAITIAN SERVICES	$70,570
$2,188,665	$2,226,290		$2,265,785

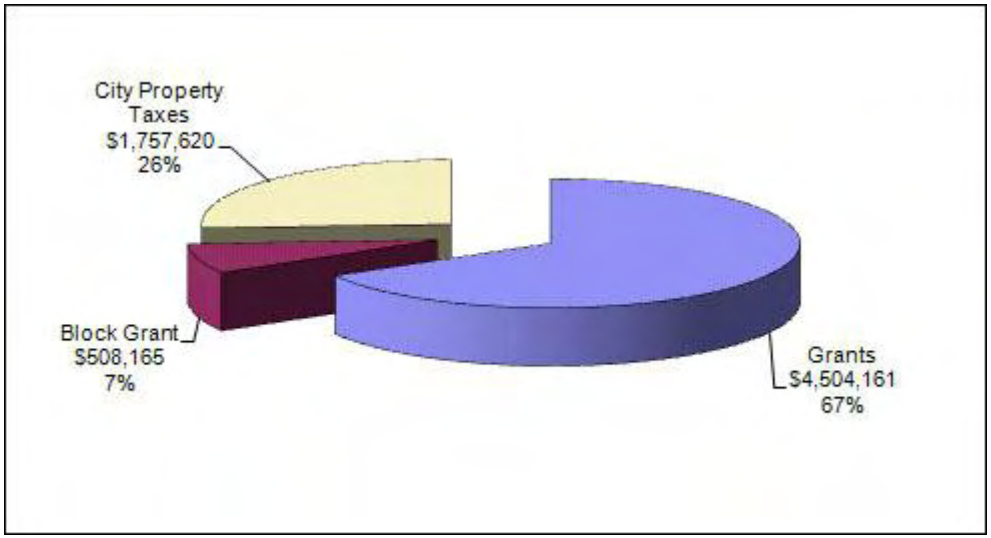
PURPOSE & OVERVIEW: Planning and Development staff assist various groups in assessing community needs and seeking resources to meet those needs, particularly working with the Human Services Commission.

Consistent with the City Council's goal of improving access to services, another major emphasis of the Division is promoting utilization of www.CambridgeSomervilleResourceGuide.org, the online Human Services Information and Referral Database. The Division gives technical assistance to agencies seeking funding from many sources and coordinates the processes for agency proposals for funds that flow through the Division, such as Community Development Block Grant, Emergency Shelter Grant and the HUD Supportive Housing and Shelter Plus Care Programs as well as the Homelessness Prevention and Rapid Rehousing Program funded with federal stimulus funds. The Grants Management Unit administers outgoing contracts for a variety of community services.

Planning and Development staff are involved in the development and implementation of new regional and collaborative models for preventing and addressing homelessness. This Division also offers direct casework services to homeless and at-risk individuals and families and transitional single room occupancy housing for men through the Multi-Service Center. As a component of case management activities, financial assistance from several sources is available on a limited basis to stabilize families and individuals at risk of losing housing and to help homeless people move into housing. DHSP-staffed programs are complemented by services provided on site by Heading Home, Eliot Community Human Services, LIFT(formerly the National Student Partnership,) North Charles, Shelter Legal Services, CEOC household budgeting workshops, CASCAP Representative Payee/Budget Counseling Services and Greater Boston Legal Services. Haitian Services provides case management and services to persons who have resettled from Haiti.

The Cambridge Prevention Coalition will continue to provide substance abuse prevention services in collaboration with other City agencies. The Coalition has developed and implemented 21 Proof, an award-winning program to decrease youth access to alcohol through trainings for alcohol servers and sellers. The Coalition employs other community strategies to address prescription drug abuse and opioid drug overdoses as well as alcohol access.

FUNDING SOURCES/PLANNING & DEVELOPMENT:



This figure includes funds anticipated to be received in FY11, but not yet appropriated.

FY11 GOALS

- *GOAL 1:* *Continue to provide services to Multi-Service Center homeless individuals and those at risk of homelessness, supporting the City Council's housing support goal.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of client referrals for personal counseling, mental health services, substance abuse services and employment	2,918	3,000	2,900	3,000
2. Number of clients placed in temporary housing	234	275	300	350
3. Number of clients placed in permanent housing	193	250	175	200
4. Number of clients maintained in current housing	352	375	375	400

- *GOAL 2:* *Provide homeless prevention counseling and housing search assistance for homeless families and those at risk of homelessness, consistent with the City Council's housing support goal.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of family intakes	896	750	900	1,000
2. Number of families placed in housing	119	150	150	155
3. Number of referrals made for families for personal counseling, mental health services, substance abuse services, employment	1,958	1,800	1,800	1,900
4. Number of families maintained in current housing	511	575	600	650

- *GOAL 3:* *Continue to contract with local service providers to serve disadvantaged residents through the use of Community Development Block Grant monies, McKinney Homelessness monies, and City tax dollars to support the continued socio-economic diversity of the City, consistent with the City Council's goals.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of clients served in youth and family services programs	1,101	1,100	950	1,100
2. Number of clients served through domestic violence and abuse prevention programs	89	95	80	95
3. Number of clients served through linguistic minority programs	508	550	525	550
4. Number of clients served through homelessness prevention and service programs	5,019	5,150	5,500	5,200
5. Number of client visits to food pantry programs	25,420	28,000	35,000	35,000
6. Number of clients served through elderly and disabled service programs	326	300	370	300

COMMISSION FOR PERSONS WITH DISABILITIES

PURPOSE & OVERVIEW: The Commission's overall goal is to make Cambridge a more welcoming and accessible place for all people with disabilities. In the U.S., there are currently 56 million people with disabilities — nearly one fifth of the population. Among the challenges faced by people with physical, mental and sensory disabilities, none is more daunting than changing the negative attitudes of others. The Commission confronts these negative attitudes by raising awareness about barriers that people with disabilities face on a daily basis in their efforts to become fully participating members of society and by offering practical advice on how to eradicate these barriers. The Commission collaborates with other City departments to promote the full integration of people with disabilities into all aspects of Cambridge community life, consistent with the City Council's goals of promoting diversity. In FY10, the Commission worked closely with the Department of Public Works as it continues to implement a 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 issues for façade improvements and open space, and works with the Department of Human Service Programs to promote inclusion of children with disabilities in out-of-school activities.

The Commission provides information to individuals with disabilities, their families and social service agencies about a wide range of access and disability topics. In addition, the Commission seeks to educate Cambridge's private sector about its obligations under Americans with Disabilities Act (ADA) and related state and federal laws, and provides technical assistance and disability awareness training throughout the city, free of charge, to businesses, non-profit agencies, schools and faith communities. The Commission also continues to administer a number of programs for Cambridge residents with disabilities, which include: 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.

FY11 GOALS

- *GOAL 1:* *Continue implementation of the City's ADA Compliance Plan and provide training and assistance to public entities in Cambridge, such as the Cambridge Health Alliance and the Housing Authority.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Trainings and technical assistance sessions provided to City employees, departments and other public entities	116	100	120	115

- *GOAL 2: Improve access to public accommodations and transportation services in Cambridge, consistent with the City Council's goal to improve access to services.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Site visits and access surveys of Cambridge businesses completed	60	52	30	36
2. Cambridge agencies and businesses which remove barriers to access	23	17	14	15
3. Trainings delivered to Cambridge Taxi School attendees to enhance awareness of serving passengers with disabilities	12	12	6	12
4. Taxi coupon users served	69	65	65	68
5. Temporary disability permits issued	21	25	12	11
6. Trash and recycling exemptions issued	110	90	119	129

- *GOAL 3: Improve understanding of disability issues and awareness of resources for people with disabilities.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Disability awareness trainings delivered to various City departments and staff	66	53	56	59
2. Responses to individual service, information and referral requests	2,183	2,150	1,950	2,150
3. Training and technical assistance sessions delivered to Cambridge private sector businesses and organizations	125	102	106	112
4. Community newsletters on disability resources, news and information	6	6	5	6

KIDS' COUNCIL

PURPOSE & OVERVIEW: Created by City ordinance in 1991, the Coordinating Council for Children, Youth, and Families (Kids' Council) provides leadership and serves as a forum to engage the public in promoting a comprehensive local response to the needs of Cambridge's children and families. The Council, chaired by the

Mayor, is comprised of parents, youth, community members, City officials and representatives from universities, business, philanthropic and community organizations. Major initiatives of the Kids' Council are the *Center for Families*, the *Agenda for Children*, *Youth Involvement* and the *Inclusion in Out of School Time Programs* initiatives. These initiatives, along with other Kids' Council efforts, directly support the City Council's goals to value diversity and support opportunities for citizens to participate in setting City priorities and to know each other within their neighborhoods and across the city. In 2008, Cambridge was selected for the third time as one of *America's Promise 100 Best Communities for Young People*.

The Kids' Council's first major initiative, the *Center for Families*, was launched in 1994 to develop school-linked neighborhood-based family support centers for all families, particularly those with children from birth to age 5. The initiative's pilot project, Center for Families of North Cambridge, became one of the first 12 family support programs in the country to receive accreditation as an exemplary program from Family Support America. The initiative has branched out to many parts of the city in expanding family support services.

Drawing upon extensive community input through the *Agenda for Children*, the Kids' Council prioritized two goals for citywide action: 1) All Cambridge children and families will be able to read. 2) All Cambridge children and youth will have equal access to safe, stimulating, nurturing and healthful Out of School Time activities, in order to ensure optimal academic performance and overall healthy development. The initiative's Community Engagement component will continue to facilitate and strengthen connections to parents in order to promote the importance of the two goals. The King Open Extended Day Program, launched as a pilot to address the Out of School Time goal, will be completing its tenth year and continues to improve program quality and relationships with school day staff.

The *Youth Involvement Initiative* began in summer 2001 with the goal to increase the civic engagement of young people of Cambridge through the creation of opportunities for participation by youth. Over the years, the Youth Involvement Initiative has produced projects that were led, planned and conducted by youth on a variety of topics and issues: from mapping drug use in Cambridge to advocacy for legislative change on the City and state levels, such as in 2004 to include three youth voting members on the Kids' Council, and in 2006 to push for the filing of a state bill to give 17 year olds the right to vote in local elections. In more recent years, this youth subcommittee has been focusing on issues related to race, equity and cultural awareness at school and on building a partnership with the Boston Student Advisory Council of the Boston Public Schools to achieve mutual goals. The initiative includes annually sending a Youth Delegation to the National League of Cities Conference to represent our city and to support youth participation and networking on a national level. The initiative's project to give 17 year olds the right to vote was featured in the 2006 National League of Cities launch of their *"Youth As City Leaders"* Website and was presented at the 2008 National League of Cities Conference. Plans are under way to continue that project on the state level and to find other ways to engage youth in identifying their issues and crafting solutions to address them.

In February 2005, the City Council and School Committee unanimously adopted the Kids' Council's *Cambridge Policy Plan for Inclusion of Individuals with Disabilities in Out of School Time Programs*. Implementation of

and raising public awareness about the policy will continue in order to support full inclusion in Out of School Time Programs. Efforts toward building a collaborative planning process will continue in order to address identified gaps in Out of School Time services for children with disabilities.

In September 2008, members of the Kids' Council and its initiatives staff participated in a visit to the Harlem Children's Zone in New York. The purpose of the visit was to gain insight into: 1) the Harlem Children's Zone's practices and programs as a comprehensive model to address the needs of children from birth through transition to adulthood; and 2) the model's application to Cambridge. As a result, Cambridge launched its version of Baby College, Baby U, in January 2010, to work with parents of young children to enhance their parenting skills and to connect them with a variety of community services so they can better promote their children's physical, emotional and educational development.

In the coming year, the Kids' Council's major focus will be implementation of the Strategic Plan in partnership with Harvard's Kennedy School of Government. Implementation began in the fall of 2009 with a kick-off event and the formation of a cross-disciplinary subcommittee structure to work on achieving five outcome goals for the City's children, youth and families: 1) Children are ready for school; 2) Children and youth are healthy and live in safe communities; 3) Children and youth succeed in school and are prepared for work; 4) Children and youth are engaged in enriching activities and civic life; and 5) Children and youth live in stable, self-sufficient, supportive families.

Long-term Plan to Sustain and Increase Capacity for Kids' Council Efforts

- *GOAL 1: Publish a Status Report on the State of Cambridge's Children and Families.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Percentage completed in development of Status Report on the State of Cambridge's Children, Youth and Families	n/a	75%	75%	100%
2. Percentage completed in development of production, distribution and marketing plan for Status Report	n/a	n/a	n/a	75%

- *GOAL 1: (continued)*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
3. Percentage completed in development of plan for data collection and analysis to track identified indicators	n/a	n/a	n/a	100%

- *GOAL 2: Establish university partnership to support Kids' Council's work.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of university partnerships established	n/a	1	1	1

- *GOAL 3: Conduct year-end self evaluation of Kids' Council progress on strategic goals.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Percentage completed of Kids' Council annual self-evaluation	n/a	100%	100%	100%

Youth Involvement: Civic Participation and Engagement

- *GOAL 4: Increase youth engagement in the civic life of Cambridge through the creation of opportunities for participation by youth.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Minimum number of youth members participating on the Youth Involvement Subcommittee	16	16	17	16
2. Number of youth members to attend and participate in national conference	9	10	10	10

- *GOAL 4: (continued)*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
3. Implement a plan for citywide youth event	100%	100%	100%	100%
4. Number of youth to participate in activities to increase connections between the Youth Involvement Subcommittee and Cambridge high school community	569	80	80	100

Agenda for Children: Literacy Initiative

- *GOAL 5: Parents, primary caregivers and early care and education providers will be supported as their children's primary and continuous teachers of literacy, furthering the City Council's educational goal.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of parents/caregivers reached by core literacy initiative programming including maternity ward visits, home visits and workshops and literacy specific playgroups	1,435	1,425	1,100	1,425
2. Number of books and resource materials distributed to children, families and staff	6,955	5,500	6,500	6,500
3. Percentage of parents/caregivers reporting that they changed the way they talk to their child based on information they received from their home visit	80%	75%	80%	82%
4. Percentage of parents who say they know a lot about reading to children, following their home visit or workshop	87%	90%	85%	87%

Agenda For Children: Out of School Time Initiative

- *GOAL 6:* *Continue Out of School Time Resource Partnership that supports service providers in strengthening operational infrastructure, increasing program quality and coordination for families, furthering the City Council's education goal.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Programs participating in Agenda for Children Out of School Time Initiative	40	40	40	40
2. Out of School Time staff participating in Communities of Practice	50	60	80	80
3. Programs completing organizational self-study, engaging in intensive classroom observation and receiving quality coaching for ongoing improvement plans	17	14	17	17
4. Number of programs participating in coordinated effort to deepen parent engagement and support	12	14	8	8

- *GOAL 7:* *Continue to improve the quality of the King Open Extended Day (KOED) Program and enhance the relationship with the school day staff.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Percentage of families responding to surveys regarding program quality and improvements	53%	70%	70%	70%
2. Percentage of families reporting that staff are always available to address their questions and concerns	87%	97%	95%	97%
3. Percentage of families reporting that staff know their child's personality, strengths, interests and needs	88%	100%	95%	100%

■ *GOAL 7: (continued)*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
4. Percentage of 4th-6th grade KOED students receiving Warning or Needs Improvement on MCAS for whom KOED staff facilitate additional academic supports	100%	100%	100%	100%
5. Percentage of teachers that identify that children's participation in KOED has supported academic growth	100%	80%	90%	90%

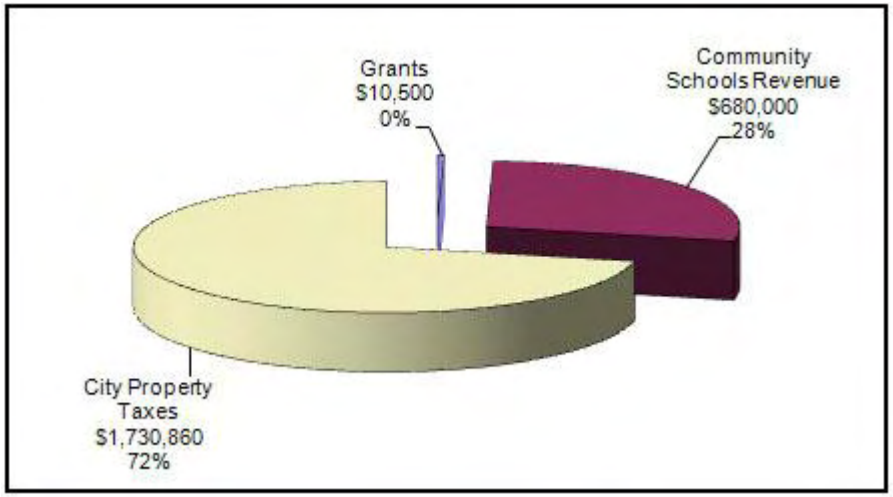
ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$113,345	$132,260	LEADERSHIP	$134,440
$1,885,100	$2,056,740	COMM. SCHOOLS PROGRAMS	$2,014,450
$276,135	$266,110	SUPPORT SERVICES	$261,970
$2,274,580	$2,455,110		$2,410,860

PURPOSE & OVERVIEW: The Division of Community Schools provides a network of neighborhood services offering educational, cultural, social and recreational opportunities for all age groups. Through 12 Community Schools, Directors work with their respective Neighborhood Councils to assess community needs and to create high quality, cost effective Out of School Time Programs to address them, including after school enrichment classes, two extended day partnerships with the School Department, and full-day summer and vacation camps, including two preschool camp programs. All programs have been adapted to include participation of children with special needs. Staff have been participating fully in the Department's efforts to enhance its capacity to serve children with disabilities in inclusive environments. Staff are participating in comprehensive training around inclusion and their work is being supported by the Department's Inclusion Specialist. A brochure about the Department's Inclusion Initiative was sent to all families participating in Community Schools programs.

Consistent with the City Council's goals and community values, the Community Schools provide programs that foster community, such as Summer Arts in the Park, Camp Information Night, cultural and social events for families and senior citizens, and children's performances in music, dance and theater. Participants in these programs represent the racial and ethnic diversity of Cambridge. Community Schools also collaborate with local cultural and social service organizations. Tuition assistance is provided in all aspects of the programs; for example, last summer $53,087 was awarded to 101 children attending summer camp. Additional families received financial support through childcare vouchers and School Department scholarship funding. During the summer of FY10, Community Schools collaborated with five elementary school programs to allow children enrolled in school sponsored academic programs to participate in summer camps.

Participant fees supplemented by corporate and individual donors and by City tax dollars support Community Schools programs.

FUNDING SOURCES/COMMUNITY SCHOOLS:



This figure includes funds anticipated to be received in FY11, but not yet appropriated.

FY11 GOALS

- *GOAL 1:* *Continue to provide Out of School Time programs such as enrichment classes, summer and vacation camps; provide programs for adults, families and seniors and continue to support Neighborhood Councils' collaboration with other neighborhood coalitions to address community needs.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Children's classes citywide during the school year	1,671	1,450	1,650	1,650
2. Adult, family and senior classes citywide during the school year	243	225	225	250
3. Summer camps for children	10	10	10	10
4. Children served in summer camps	848	800	838	825
5. School vacation camps	11	8	8	8
6. Youth enrolled in Counselor In Training (CIT) programs	123	85	153	125

■ *GOAL 1: (continued)*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
7. Number of partners, such as universities, community coalitions, community-based agencies and City departments, collaborating on children's programs and neighborhood improvements	73	65	70	70
8. Number of collaborative summer academic/camp programs	6	6	5	1
9. Percentage of families responding to surveys regarding program quality and improvements	52%	50%	50%	50%
10. Percentage of families reporting satisfaction with program quality	97%	96%	95%	95%

■ *GOAL 2: Continue to provide year-round events for children, families and seniors, supporting the City Council goal to foster community.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of Arts in the Park events	107	100	126	125
2. Number of community building events	33	40	40	41
3. Number of family events	77	60	60	65

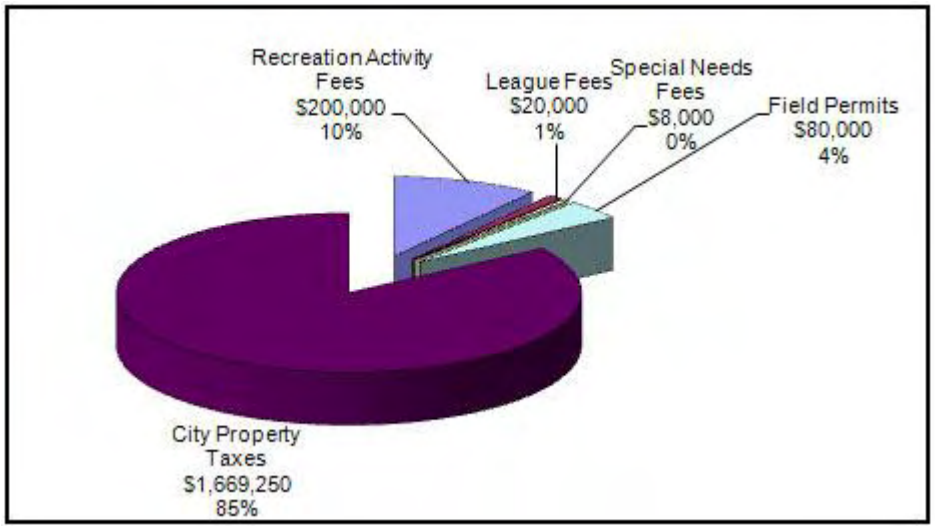
ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$115,730	$118,995	LEADERSHIP	$122,440
$60,375	$68,115	SUMMER	$77,845
$85,500	$78,365	GOLD STAR	$89,085
$197,670	$338,655	WAR MEMORIAL	$347,490
$208,060	$195,350	SPECIAL NEEDS	$178,225
$7,135	$7,200	LEAGUES	$7,200
$389,750	$415,690	DANEHY PARK	$432,855
$315,700	$321,875	SUPPORT SERVICES	$331,215
$285,545	$394,020	INCLUSION INITIATIVE	$400,895
$1,665,465	$1,938,265		$1,987,250

PURPOSE & OVERVIEW: The mission of the Recreation Division is to provide quality, affordable and accessible recreational opportunities for Cambridge residents of all ages in well-designed and maintained recreational facilities. The Recreation Division is responsible for the management of year-round, citywide and neighborhood-based recreation programs and facilities; for the scheduling of all City parks for athletic uses; and for the maintenance and management of Mayor Thomas W. Danehy Park, the 55-acre former landfill which has become the main site of youth and adult athletic leagues and citywide special events, such as Danehy Park Family Day. Danehy Park Family Day, as well as the youth and adult leagues, support the City Council goal of fostering community. Staff is also engaged in initiatives such as the Fresh Pond Master Plan Advisory Committee, the Open Space Committee and the Cambridge Youth Sports Commission.

The Division provides municipal support for Cambridge Camping - Inner City Day Camp, Cambridge Girls' Softball, Little League Baseball, Babe Ruth Baseball, Youth Basketball, Youth Hockey, Shoot Straight Basketball and Pop Warner Football, and staffs the Youth Sports Commission to enhance coordination and access to sports for all youth. This year, the Commission provided coaches workshops for youth league coaches and other youth staff. The Recreation Division manages the City of Cambridge Road Race, *CityRun* and *CityWalk*, which annually attracts 1,200 participants and approximately $16,000 in corporate and individual donations and was named one of the top 100 road races in New England by *New England Runner* Magazine. The Division also provides athletic opportunities to many summer camps through coordination of the annual Citywide Youth Games held at Danehy Park each summer.

The Division coordinates multi-faceted recreational and fitness programs and activities at the newly renovated War Memorial Recreation Center. The Division also runs the Gold Star Mothers' Pool and summer children's activities at neighborhood parks and playgrounds, including family evening "Screen on the Green" events in the parks, with family-themed movies on a 17 by 25 foot inflatable screen. Other programs include clinics in baseball, basketball, golf, football, soccer and tennis, adult leagues in softball and basketball, and an extensive summer and school year program for children with special needs. The Division also implemented a free winter learn to skate program for Cambridge elementary school children, every Thursday for 10 weeks, at the Simoni Skating Rink. The Recreation and Youth Divisions collaborated on revitalizing the summer middle school and high school basketball leagues and sponsored a new winter middle school traveling basketball program.

FUNDING SOURCES/RECREATION:



This figure includes funds anticipated to be received in FY11, but not yet appropriated.

FY11 GOALS

- *GOAL 1: Provide high quality instruction to children and adults in swimming and recreation activities, including tennis, jazz/ballet and gymnastics.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of youth recreation classes	36	60	72	74
2. Number of adult recreation classes	22	36	44	46
3. Number of youth swimming classes	32	65	80	80
4. Number of adult swimming classes	20	33	40	40

- *GOAL 2: Provide year-round recreational programming for special needs participants ranging from kindergarten to adults.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of children age five and up in summer camps	24	28	25	25
2. Number of children age 6-14 in after school programs	7	7	5	5
3. Number of teens and adults in evening programs	22	26	28	28
4. Number of children and adults in unified integrated Saturday programs	54	60	66	66
5. Number of participants in Special Olympics	54	60	71	71
6. Percentage of families responding to surveys regarding program quality and improvements	71%	60%	68%	70%
7. Percentage of families reporting satisfaction with program quality	100%	97%	100%	100%

- *GOAL 3: Maximize participation of Cambridge youth in diverse sports through coordination among youth sports providers and sound field management practices.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Total number/percentage of permitted hours of youth programs	14,052/77%	14,052/77%	14,312/78%	14,472/78%
2. Total number/percentage of permitted hours of adult programs	4106/23%	4106/23%	4106/22%	4106/22%
3. Number of meetings of Youth Sports Commission and Steering Committee to increase coordination and communication among Youth Sports Providers	8	8	8	8

- *GOAL 4: In conjunction with other divisions, implement family evening "Screen on the Green" and indoor movie events.*

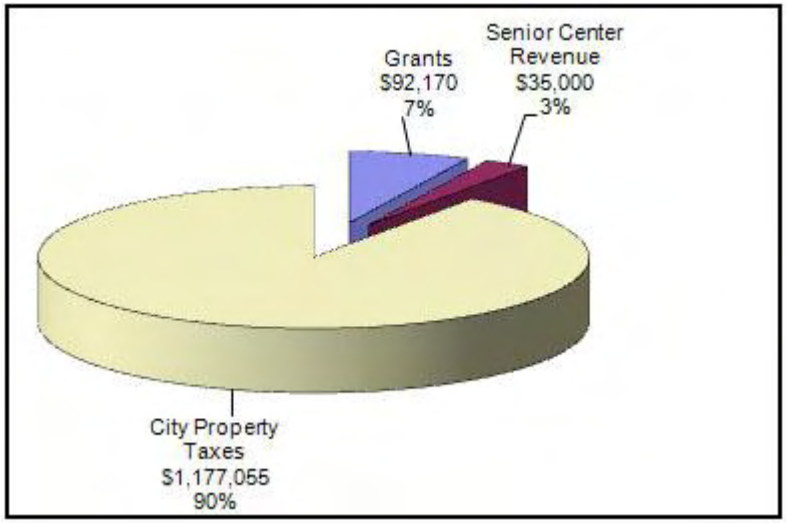
PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of Family/community movie events	16	20	25	28

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$102,655	$105,720	LEADERSHIP	$109,250
$334,975	$351,550	SUPPORT SERVICES	$377,395
$99,550	$113,670	N. CAMBRIDGE SENIOR CENTER	$117,900
$209,215	$226,310	SENIOR CENTER MEALS	$251,290
$38,825	$30,535	SENIOR CENTER ACTIVIITIES	$31,235
$322,265	$318,730	CITYWIDE SENIOR CENTER	$324,985
$1,107,485	$1,146,515		$1,212,055

PURPOSE & OVERVIEW: The Elderly Services Division, also known as the Council on Aging (COA), is responsible for the provision and oversight of services to Cambridge residents age 60 and older. The Division's mission is to promote and safeguard the health and independence of seniors, to advocate for seniors in many areas, to arrange for necessary services and to provide meaningful social and recreational options that enhance their lives. The Division provides information, referral and case management services to seniors, and coordinates services that may include homemaker, transportation, counseling and meals as well as numerous other social, advocacy, recreational and support services. Due to the increasingly complex problems of prescription drug benefits coverage, the COA plays a major role in sponsoring informational sessions and enrolling seniors in Medicare Part D plans. The Division reaches out to seniors through promotion of services and wide distribution of its monthly newsletter throughout the city. The Division operates a Senior Shuttle bus which picks up individuals at all major housing buildings and at other locations in the city, Monday through Friday. Consistent with the City Council's goal concerning valuing and supporting racial, socioeconomic, cultural and religious diversity, the Council on Aging has been facilitating a city/community effort to explore models of Aging in Place for Cambridge.

At the Citywide Senior Center and the North Cambridge Senior Center, seniors are provided with a variety of services, classes and events. The Senior Food Pantry is the only pantry in the area specifically serving seniors. Income-eligible participants visit weekly and take home fresh fruits and vegetables, meats and canned goods. Breakfast and lunch are served six days per week along with dinner on Monday evenings. Other services and classes include counseling and support groups, vision screenings, blood pressure clinics, men's groups, computer classes, as well as many other educational and recreational offerings. We offer programs and services that promote wellness and healthy aging, including yoga, Tai-Chi, Qi Gong, chair exercise and meditation. Groups of seniors from diverse ethnic backgrounds meet regularly at the Citywide Senior Center, including Asian, Haitian, Russian and African American seniors. The programs support the City Council's goals of building community and supporting the racial, socioeconomic and cultural diversity of the city. Saturday offerings include meals, classes and drop-in socialization. To ensure that the programs and services provided at the Center meet the needs of Cambridge's seniors, a citywide advisory committee meets regularly with Center staff to provide input.

FUNDING SOURCES/COUNCIL ON AGING



This figure includes funds anticipated to be received in FY11, but not yet appropriated.

FY11 GOALS

- *GOAL 1:* *Continue to provide a comprehensive array of social and support services to Cambridge residents age 60 and over, including information, referral to support services, case management, benefits counseling, substance abuse services and coordination of home-based services.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of information and referral services provided	3,761	3,750	3,750	3,800
2. Number of clients provided case management services	127	130	130	132
3. Number of seniors receiving home-based services	81	100	100	105
4. Number of seniors receiving assistance on health benefits, Medicare and MassHealth from Social Services staff	310	275	275	285

- *GOAL 2:* *Continue to operate Social Meals program and expand Food Pantry outreach to assure Seniors adequate nutrition and a year-round breakfast and lunch program.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of seniors receiving Food Pantry services at twice weekly pantry	856	840	855	860
2. Number of Food Pantry visits by financially eligible seniors	10,358	9,000	10,350	10,400
3. Number of meals served at 806 and 2050 Mass. Avenue sites	27,020	28,750	27,400	27,600
4. Number of seniors receiving home delivered food pantry services	20	20	20	20

- *GOAL 3:* *Continue transportation services for seniors to the Citywide Senior Center and continue to serve other transportation needs of seniors.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of seniors linked to transportation services to the Center	292	300	302	310
2. Number of seniors served by subsidized weekly food shopping trips	196	210	200	210
3. Number of seniors served by subsidized medical transportation	296	300	300	310
4. Number of seniors using taxi coupons	490	600	500	550

- *GOAL 4:* *Enhance program offerings to seniors especially in the areas of computer skills, well-being and fitness, as well as interview seniors to assess program satisfaction and improve services.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of different seniors attending computer classes	134	130	130	135

■ *GOAL 4: (continued)*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
2. Number of hours of health/fitness/ wellness classes offered each month	77	84	85	85
3. Number of special events promoting health/fitness/wellness	27	30	30	32
4. Number of seniors interviewed in user satisfaction survey	82	80	80	85

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$113,030	$130,470	LEADERSHIP	$133,845
$662,270	$739,460	AFTERSCHOOL	$728,675
$1,685,255	$1,708,030	PRE-SCHOOL	$1,798,110
$509,265	$537,655	SUPPORT SERVICES	$596,110
$54,330	$68,895	CENTER FOR FAMILIES	$70,120
$3,024,150	$3,184,510		$3,326,860

PURPOSE & OVERVIEW: The Childcare and Family Support Services Division offers residents a wide range of services that further the City Council's education, fostering community and valuing and supporting racial, socioeconomic and cultural diversity goals. Together, these programs serve 285 children in licensed programs and approximately 500 families in family support services.

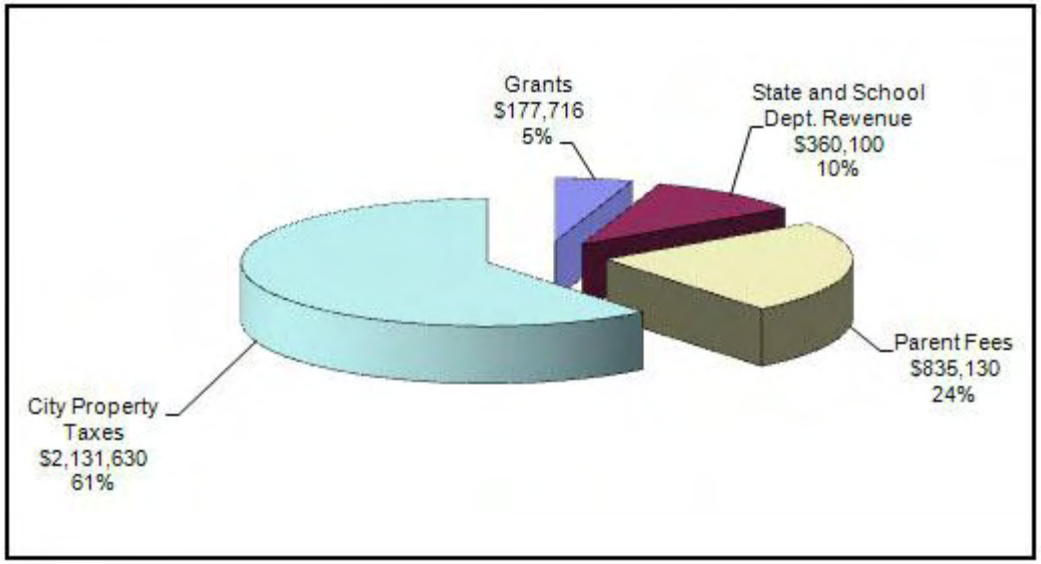
Preschool Programs: Preschool Programs are strategically located in elementary schools throughout the city: Kennedy-Longfellow (East Cambridge), M. L. King Jr., King Open, Peabody and Extension High School on Upton Street (Morse@Upton.) Programs in these schools offer families full-day (10 hours), year-long programs that are open, on a reduced schedule, even on snow days. The Preschool Program located at the Haggerty School offers families a half-day, ten-month program with two, three or five-day enrollment options. All of the Preschool programs have been successfully re-accredited under the new and more stringent standards of the National Association for the Education of Young Children, the nation's leading organization of early childhood professionals. Preschools offer developmentally appropriate practices focused on seven domains: personal and social development, language and literacy skills, mathematical thinking, scientific thinking, social studies, the arts and physical development. Children are currently assessed in these areas three times a year using the Work Sampling Assessment system. Information and samples of work are shared with parents at parent-teacher conferences. The results of the work sampling assessment are used by teachers in developing curriculum for the classrooms.

Afterschool Programs: Afterschool Programs are also strategically located in elementary schools throughout the city: Fletcher-Maynard, M. L. King, Jr., Morse and Peabody Schools. Programs offer families with children in Kindergarten to Grade 5 a variety of school-year programming: three to four hours of afterschool programming two, three or five-days a week; full-day school vacation and snow day care. Afterschool Programs offer developmentally appropriate project-based learning curriculum designed to improve children's personal and social development, language and literacy skills, and mathematical and scientific thinking. All staff are trained on basic inclusionary practices. This training is complemented by the Department's Inclusion Specialist and specialized consultants who provide on-site coaching on best practices. The combination of workshops and coaching support enables the Department to modify its afterschool programming to better meet the needs of all children.

Center for Families: The Center for Families began in 1994 as an initiative of the Kids' Council and became part of this division in 1999. The Center provides families who have children birth to age 6 with strengths-based parent education and support; activities that promote both parent-child bonding and learning; information and

referrals to beneficial services; and networking opportunities for families. While the Center's main office is sited in the Community Wing of the Peabody School, programming is provided city-wide in various housing developments, Youth Centers and neighborhood-based agencies. Part-time outreach workers promote the Center's services to English Language Learners, low-income families and families of children with special needs. The Director's salary is supported equally by funds from the Cambridge Health Alliance, Cambridge Public Schools and the Department of Human Service Programs. Operating costs are supported by grants (Massachusetts Department of Early Care and Education Family Network and Children's Trust Fund Family Center) as well as by the Department and Kids' Council. The Center for Families is a major partner in the City's Baby U pilot parenting program.

FUNDING SOURCES/CHILDCARE:



This figure includes funds anticipated to be received in FY11, but not yet appropriated.

FY11 GOALS

- *GOAL 1:* *Continue to offer high quality licensed and accredited pre-school education to a diverse population.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of pre-school slots	115	117	117	117
2. Number of teachers remaining for more than two years	73%	76%	81%	77%
3. Number of classrooms achieving and maintaining accreditation under new rigorous NAEYC standards	6	7	7	7
4. Number of times each child is assessed on social-emotional, literacy, math, science and physical development using the Work Sampling System	2	3	3	3
5. Percentage of children receiving subsidies or scholarship	44%	35%	42%	40%
6. Number of staff supported to attend college and pre-college courses to ensure high quality learning and nurturing environment	15	12	15	13

- *GOAL 2:* *Provide Pre-School parents with parenting education and support in order to assist them in raising children who thrive and succeed.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of classrooms offering at least three parent meetings or education workshops	n/a	7	7	7
2. Number of classrooms having a home-school reading program	n/a	7	7	7
3. Number of children referred for special education screening	11	10	10	10

- *GOAL 3: Continue to offer high quality licensed afterschool programming to a diverse population.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of afterschool slots	170	170	170	170
2. Number of teachers remaining for more than two years	60%	60%	55%	50%
3. Percentage of children receiving some subsidy or scholarship	46%	46%	56%	51%
4. Percentage of families responding to surveys regarding program quality and improvements	76%	90%	90%	90%
5. Percentage of families reporting afterschool program provides activities that support their child's learning in school	83%	87%	87%	87%
6. Percentage of families reporting that their child is learning how to get along with others while in the afterschool program	95%	93%	93%	95%

- *GOAL 4: Continue to support connections between school-day and afterschool staff so that children are better known and supported by both staff groups.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of afterschool staff benefiting from Positive Behavior Support Systems and/or on-site coaching for quality improvement	20	18	15	15
2. Number of children for whom a connection is made between school-day and afterschool staff	70	75	85	85

- *GOAL 5: Create formal and informal opportunities for families to enhance parent-child relationships and to gain access to information and referrals to programs and services.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of families participating in parent education workshops or support groups	140	185	185	185
2. Number of families participating in playgroups and other intergenerational learning activities	500	450	500	500
3. Number of referrals families receive for information and services	350	250	360	350
4. Number of families participating in Center for Families programming	750	700	800	800

- *GOAL 6: Extend outreach and services to non-English speaking families, low income families and families of children with special needs.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of families served who are English Language Learners	125	130	128	130
2. Number of families served who live in subsidized housing	140	130	150	150
3. Number of families served who have a child with special needs	36	30	30	30

■ *GOAL 7: Enhance families' ability to access programming, especially for those families most in need of support.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of hours of on-site childcare provided for parent groups and classes	282	175	175	175
2. Number of hours of outreach programming held in housing complexes or other community locations	215	200	160	160
3. Number of hours of family support programming made accessible to English Language Learners through translation or multilingual staff	194	150	180	180
4. Number of languages in which services are available	5	6	6	6

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$253,855	$279,025	OPERATIONS	$285,690
$320,570	$318,465	MAINTENANCE	$344,300
$574,425	$597,490		$629,990

PURPOSE & OVERVIEW: The Thomas P. O'Neill, Jr. Fresh Pond Municipal Golf Course is in operation from early April to early December and is fully supported by daily fees, membership dues and league fees. The membership program at the Golf Course offers a variety of categories and rates including families, juniors, junior non-residents, residents, non-residents and senior citizens. In addition, the Golf Course management staff has instituted a very successful free, weekly junior golf lesson program. As a result of a generous private donation, the Golf Course hosts two four-week youth golf camps, giving more Cambridge children the opportunity to develop new skills and have fun. The Golf Course has assisted in the development and implementation of a variety of charitable golf tournaments for non-profit organizations and agencies. The Golf Course has implemented the recommendations from the Fresh Pond Natural Resource Stewardship Plan, which has resulted in significant drainage improvements and establishment of buffer zones to expand, protect and enhance the natural areas of the Golf Course.

FY11 GOALS

- *GOAL 1: Continue to provide reasonable and affordable access to the Golf Course through different membership and non-membership options.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Total number of rounds annually	42,569	42,190	40,266	41,036

- *GOAL 2: Continue to provide access for youth at the Golf Course.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of youth members	48	48	42	44
2. Number of youths participating in free weekly clinics	42	42	46	52

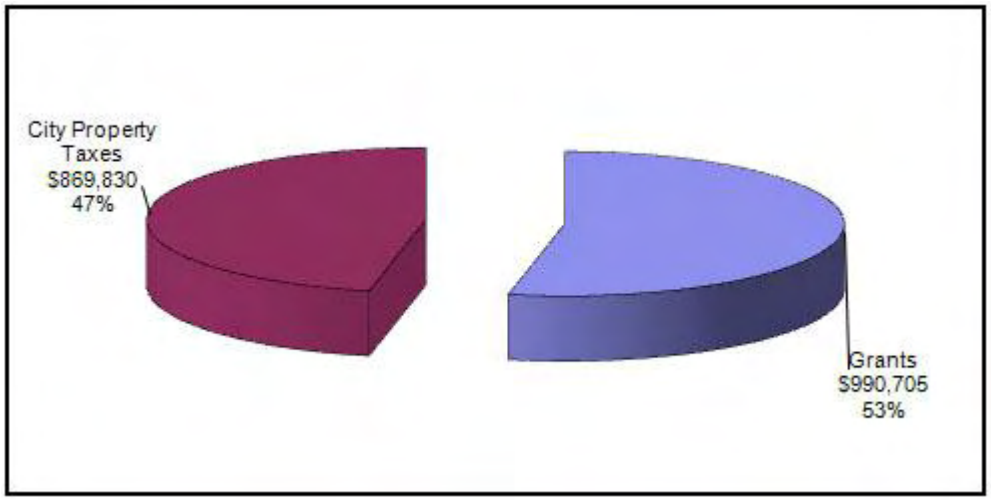
ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$97,615	$99,520	LEADERSHIP	$103,325
$731,920	$768,570	OPERATIONS	$766,505
$829,535	$868,090		$869,830

PURPOSE & OVERVIEW: The Community Learning Center (CLC), located at 19 Brookline Street, provides adult basic education classes to more than 1,000 adults each year. The services of the CLC support the City Council goals of strengthening and supporting public education, valuing diversity and fostering community. CLC students come from 70 different countries, with over 40 native languages represented. The core educational program includes seven levels of English for Speakers of Other Languages (ESOL) classes and five levels of reading, writing and math classes. GED classes prepare students to pass the five high school equivalency examinations. The Adult Diploma Program awards a Cambridge Rindge and Latin School Diploma to adults based on demonstrated competency in reading, writing, mathematics and US history, and credit for previous coursework and life experience. The Bridge to College Program prepares students for the transition to post-secondary education.

All CLC students receive educational counseling. Individual tutoring with trained volunteers is available as needed. Students can also learn basic computer operations and benefit from computer-assisted instruction on literacy, mathematics and language skills. In addition, CLC provides ESOL citizenship preparation, family literacy classes and leadership training. The CLC is a partner in the Community Engagement Team, which provides outreach to and education of English Language learners and minority communities so that parents and their children are engaged in learning opportunities that support school readiness. The ESOL Network offers technical assistance, training, support and student referrals for groups throughout Cambridge that set up ESOL classes, generally taught by volunteers.

Approximately 45% of the costs of the CLC have been supported by City tax dollars, with the remaining funds coming from grants, contracts and private fundraising. These funds have enabled CLC to provide the following additional services: outreach and classes for special populations, including the homeless and public housing residents; distance learning for ESOL students; the integration of health literacy, employability skills, civic education and technology into the curriculum; onsite workplace education classes for employees of Cambridge businesses; and leadership training in the areas of health, children's literacy and community outreach.

FUNDING SOURCES/COMMUNITY LEARNING CENTER



This figure includes funds anticipated to be received in FY11, but not yet appropriated.

FY11 GOALS

- *GOAL 1: Maintain a full range of adult literacy and English for Speakers of Other Languages (ESOL) classes, family literacy and citizenship/civic education courses.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. School year classes	77	67	68	67
2. School year instructional hours	9,715	8,770	8,672	8,500
3. School year student slots	735	620	606	600
4. Summer classes	29	25	25	25
5. Family literacy classes	2	2	2	2
6. Citizenship classes	2	2	2	2
7. Students served	1,078	972	975	970
8. Computer operations classes	20	6	8	24
9. Classes using computer lab regularly	36	30	31	26
10.ESOL Network classes	15	14	14	14
11.Cost per student	$1,994	$1,970	$2,000	$2,060

- *GOAL 2: Continue to improve the quality of instruction.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of in-house staff development sessions	31	30	41	31
2. Number of class curricula written or revised	4	2	9	3
3. Number of evaluation instruments administered and used to enhance program design	10	10	10	10

- *GOAL 3: Continue to improve the transition from CLC programs to other education and training programs by establishing and strengthening collaborative relationships with other agencies, by expanding in-house student workshops and increasing follow-up calls to former students.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of high school graduates	19	20	18	18
2. Number of advanced ESOL graduates	27	25	28	25
3. Number of new citizens	29	25	20	20
4. Number of students advancing to education and training program	63	60	60	58
5. Number of workshops for students on careers, further education, study skills, health education and support services	40	30	42	35
6. Number of follow-up contacts with former students	189	140	140	140
7. Number of collaborative projects with agencies or groups to improve quality of and access to services	9	8	9	8
8. Number of workshops led by CLC students	66	60	35	30

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$1,848,540	$2,315,570	YOUTH PROGRAMS	$2,367,065
$1,848,540	$2,315,570		$2,367,065

PURPOSE & OVERVIEW: The Cambridge Youth Programs offer diverse, high quality programs that promote leadership and youth development through enrichment activities, unique experiences, and opportunities to develop relationships with adults and peers. The programs enable Cambridge youth ages 9-18 to thrive and feel a sense of belonging, resulting in young adults who are ready for future employment, higher education, citizenship and adult life.

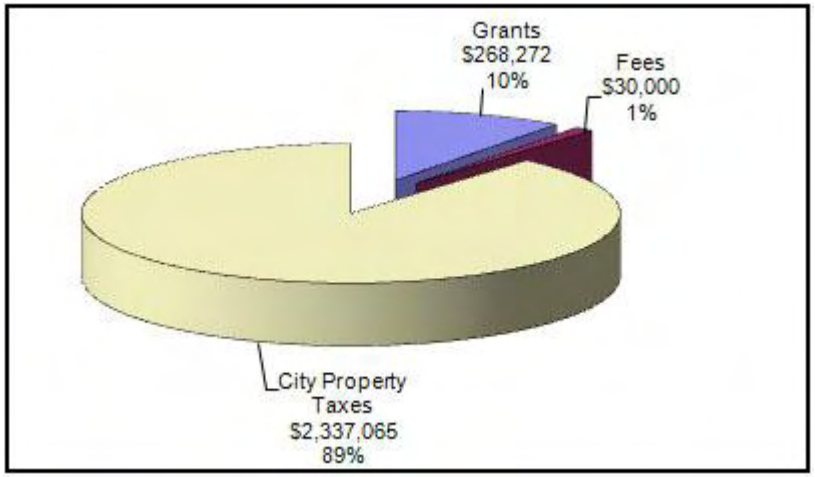
A diverse, multitalented staff provides direct service, enrichment opportunities and mentorship for young people. Conveniently located in five neighborhoods, the five fully-equipped centers include classroom space, meeting rooms, gymnasiums, kitchens and easy access to parks. The work of the Youth Programs supports the City Council's goals of education, diversity and promoting community.

The Cambridge Youth Programs operate distinct programs that are focused on pre-teens, middle-schoolers and teens. The programs are designed to be in alignment with national research, promoting youth development and leadership. Each center is licensed through the Department of Early Education and Care for the after-school program. Programming includes academic support, recreation and enrichment activities, field trips, and community service opportunities. Additionally, the Division operates two Middle School Partnership (MSP) programs in conjunction with the Peabody and King Open Schools. The MSP is a specialized afterschool program for 6th-8th graders at the Gately Youth Center and for 7th and 8th graders at the Frisoli Youth Center. All five Centers offer a variety of teen programming.

This summer, the Youth Programs will operate four summer programs for preteens (a Sports Leadership Academy, a girls-only program, a Middle School-only program and a discovery program), as well as pre-teen and teen basketball leagues for girls and boys.

During FY11, the Division will build on the partnership with the Police Department through ongoing collaborations with the Youth and Family Services Unit including co-sponsorship of a middle school traveling basketball league and a community door-to-door campaign for residents. Strengthening teen programming that builds on best practices from the youth development field remains a priority for the Division. The Youth Programs will continue the Terrascope Youth Radio Program in collaboration with MIT and funded by the National Science Foundation, as well as the technology internships funded by Microsoft. The Youth Program will also offer several work-based learning programs for teens during the school year and summer including *Leaders in Action*, a leadership development program, *Neighborhood Service Project*, a community-service learning program for younger teens, and *City Peace*, a violence prevention project.

FUNDING SOURCES/YOUTH PROGRAMS



This figure includes funds anticipated to be received in FY11, but not yet appropriated.

FY11 GOALS

- *GOAL 1: Provide quality Out of School Time Programs for pre-teens ages 9-13 throughout the city.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of pre-teens enrolled in after school programs	288	300	295	300
2. Number of middle school students (grades 6-8) enrolled in after school programs	150	n/a	200	215
3. Number of pre-teens enrolled in summer programs	325	340	342	345
4. Number of middle school students (grades 6-8) enrolled in summer programs	115	n/a	160	175
5. Families responding to surveys regarding program quality and improvements	62%	60%	60%	65%

■ *GOAL 1: (continued)*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
6. Families reporting overall satisfaction with program	93%	95%	95%	95%
7. Families reporting staff know their child's personality, strengths, interests and needs	76%	85%	82%	88%
8. Staff trained in working with children with special needs in inclusive environment	30	35	50	45

■ *GOAL 2: Provide quality programming for teens ages 14-19.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Teens involved in summer programming	364	400	385	415
2. Specialized courses offered to teens	40	30	45	45
3. Age-specific trainings provided to staff	17	15	20	20
4. Teens enrolled in school year programming	430	575	450	575
5. Number of intensive work-based programs offered to teens	7	n/a	9	9

■ *GOAL 3: Increase program visibility and strengthen connections to families, neighborhoods, schools and community-based organizations.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Programmatic partnerships and collaborations	52	50	50	55
2. Parents and community volunteers participating in program activities	78	85	85	90

■ *GOAL 3: (continued)*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
3. Community events sponsored by or supported by Youth Programs	34	35	35	40
4. Community or school based committees in which staff participate	25	25	23	25

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$195,175	$204,770	COMMISSION ON THE STATUS OF WOMEN	$211,700
$195,175	$204,770		$211,700

PURPOSE & OVERVIEW: Established in 1977 as a City department, the Cambridge Commission on the Status of Women (CCSW) works in an inclusive manner to promote equality and justice for all women and girls and advocates on their behalf with other City departments and officials, local organizations, and state government to increase their opportunities through program development, policy recommendations, and public education in key issue areas identified by the Commission as significantly affecting women and girls.

FY10 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Co-led the *Cut It Out Cambridge* initiative, raising salon professionals' awareness of domestic violence as well as their knowledge of available local resources for their clients affected by violence. Worked with local filmmakers to produce a three-minute public service announcement that aired on local cable stations CCTV and City TV-8.
- Created *Promtacular*, workshops on positive self image and building healthy relationships for CRLS teen girls as they prepare for the prom.
- Supported and promoted *You Find Your Strength: A Guide for Women Who Are Homeless By Women Who Are Homeless in Cambridge and Somerville*, a publication for women facing homelessness that offers support, wisdom, and practical information and advice.
- Completed comprehensive redesign of Cambridge Commission on the Status of Women's Website to better serve, engage and connect with the Cambridge community. Created a dynamic site that allows citizens to sign up to receive Commission events and announcements or learn about important legislative and policy updates.
- In association with domestic violence service agencies, the Cambridge, Arlington and Belmont Police Departments, and staff from the Middlesex District Attorney's Office, Probation, Parole and District Court, served as an advisor to CAB-HART, a High Risk Assessment Team addressing domestic violence cases in an innovative, multi-disciplinary approach to victim safety. Served on Hiring Committee for new team coordinator as well as the Press Conference Committee.
- Initiated and directed the Immigrant Women's Roundtable, strategizing and improving the mechanisms to reach and serve marginalized communities of women in the city. Began data analysis from the more that 200 surveys collected, a first-of-its kind and highly successful outreach effort to immigrant women in the city.
- Created *Memory Lane: Women's History Walks*, a series of self-guided walking routes that each explore a different Cambridge neighborhood. Designed with the City's many efforts to promote health and

wellness among its citizens in mind, the walks incorporate discovering the rich history of women's lives in Cambridge.

- Promoted community-wide awareness of domestic violence throughout the month of October focusing specifically on how domestic violence affects the workplace.
- Co-facilitated selected Preventing Sexual Harassment Trainings for all new City employees with the Personnel Department.
- Developed and led the Alliance for Girls' Services, a coalition for City departments and local organizations serving Cambridge young women and girls to increase knowledge, build uniform strategies, and develop collaborations to promote effectiveness and efficiency among providers.
- Organized a *Dress for Success* clothing drive and collected several hundred women's suits, pants, blouses, shoes and briefcases to promote the economic independence of disadvantaged women by providing professional attire to help them thrive in work and in life.
- Participated in the Massachusetts Caucus of Women Legislators, which serves as a liaison between advocates and women legislators and assists in the research and promotion of legislation affecting women.
- Chaired monthly meetings of the Domestic Violence Task Force, a collection of representatives from City departments and local organizations, designed to create alliances and expand information sharing among members in order to improve and increase domestic violence intervention, prevention and service programs.
- In collaboration with the Domestic Violence Unit of the Cambridge Police Department and the Cambridge Public Health Department, organized a vigil to honor those who have lost their lives in Massachusetts this year to domestic violence. Held on the steps of City Hall in October, more than 100 community members attended.
- Planned the Boston-area celebration of International Women's Day, an annual event held at Simmons College attended by approximately 250 women, including young women from the Frisoli Youth Center's Leaders In Action program. This year's subject was "Women in the Green Economy."
- Served on the Massachusetts Paid Sick Leave Coalition, a bipartisan group that works with legislators to help make Massachusetts the first state to require employers to provide paid sick leave for workers.
- Organized the grand opening of *Filament/Firmament*, a first-of-its-kind permanent art exhibit commemorating the contributions women have made to the life of the city, installed at the new Main Public Library.
- Served on the City of Cambridge Employees' Diversity Committee, a group providing rich and engaging programs intended to increase employee appreciation and knowledge of the cultural, racial, religious and ethnic diversity of their colleagues.
- In collaboration with Massachusetts National Organization of Women, co-sponsored Feminism and Dessert, a monthly forum to address issues impacting women's daily lives.

- Along with the Cambridge Women's Heritage Project, helped direct events throughout Cambridge honoring the bicentennial of Margaret Fuller's birth.

FY11 GOALS

■ *GOAL 1:* *In collaboration with the City-Wide Violence Prevention Coordinator, convene Public Health Department, Cambridge Health Alliance, Department of Human Service Programs and the School Department to promote Domestic Violence Free Zone (DVFZ) initiatives. Coordinate and chair the Domestic Violence Task Force (DVTF), which meets monthly and includes community-based organizations and representatives from various City agencies and departments.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of DVTF meetings chaired	10	10	10	10
2. Number of DVFZ core group meetings	11	11	11	11

■ *GOAL 2:* *Work with School Department, other City departments and community groups to evaluate and provide girls with targeted, innovative programming, including physical fitness, creative and social arts, leadership development and academic achievement.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Estimated number of participants in the Annual 5th Grade Girls' Sports Day	200	300	200	200
2. Number of partnerships with other City departments and community agencies to deliver relevant programming to young women and girls	2	7	7	10

- *GOAL 3:* *In order to connect with historically harder to reach populations, coordinate efforts to improve the mechanisms to reach and serve marginalized communities of women in the city.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of Immigrant Women's Roundtable meetings chaired	n/a	n/a	4	6
2. Number of meetings held, groups conducted and activities sponsored for homeless women	n/a	n/a	7	9

- *GOAL 4:* *Advance the data in **A Report on The Status of Women and Girls in Cambridge** to improve policy, programming and funding options for City departments and community stakeholders.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Provide consultation on findings and recommendations from the Women's Data Workshop	2	3	3	3
2. Convene meetings to coordinate updated Report on the Status of Women and Girls in Cambridge* *Meetings will be convened once data from the 2010 Census becomes available in FY11	n/a	n/a	n/a	3

- *GOAL 5:* *Serve as a centralized portal for resources addressing issues relevant to women including financial literacy, women's history, health, safety and community events.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Develop and facilitate forums addressing a variety of timely topics	4	4	4	10

- *GOAL 6:* *Engage and promote efforts to respond to domestic violence through innovative, community-based approaches, such as Cut It Out Cambridge (CIOC).*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of hair salons trained through COIC	n/a	n/a	5	10
2. Number of related CIOC initiatives	n/a	n/a	3	3

FINANCING PLAN	DETAIL	SUMMARY
TAXES		**$201,740**
Real Estate Taxes	$201,740	
INTERGOVERNMENTAL REVENUE		**$9,960**
State Cherry Sheet Revenue	$9,960	
TOTAL FY11 BUDGETED REVENUE		**$211,700**

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	**$201,140**
OTHER ORDINARY MAINTENANCE	**$9,535**
TRAVEL & TRAINING	**$1,025**
EXTRAORDINARY EXPENDITURES	**$0**
TOTAL FY11 BUDGETED EXPENDITURES	**$211,700**

FULL TIME BUDGETED EMPLOYEES	FY09	FY10	FY11
	2	**2**	**2**

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$186,625	$153,360	HUMAN RIGHTS COMMISSION	$190,005
$186,625	$153,360		$190,005

PURPOSE & OVERVIEW: The Cambridge Human Rights Commission (CHRC) was established in 1984 for the purpose of protecting the Civil Rights of citizens and visitors to the city. In operational terms, this means the Commission is charged with investigating and adjudicating complaints of discrimination in the areas of employment, housing, public accommodation and education. The Commission educates the public, including school-age children, about their rights and responsibilities under the law, advises the administration about issues affecting City departments and provides training to City employees.

FY10 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Worked with the Commission for Persons with Disabilities and the City Law Department on implementation of the new amendment to the Human Rights Ordinance, encompassing ADA, Title III requirements for accessibility.
- Continued Human Rights outreach efforts that include a user-friendly Website, brochures in various translated versions and a Civil Rights curriculum. The Website explains, in multiple languages, how a person seeking to file a complaint of discrimination with the Commission can do so.
- Produced annual newsletter, which is widely distributed to community organizations, City employees and people interested in discrimination issues. The newsletter consists of news of the Commission and legal news and analysis in the area of discrimination law.
- Sponsored an annual Fair Housing Month Celebration. Over 150 Cambridge students from sixth through eighth grades participated in the annual poster and essay contest. Several business establishments in Cambridge collaboratively assisted the Commission in the celebration. Cambridge Trust, Cambridge Savings, East Cambridge Savings and several local businesses donated money, savings bonds and gift certificates toward the awards and prizes for the winners. Fifty-five prizes were awarded.
- Developed a video Public Service Announcement about the Commission's work, which is linked to the Commission Website.
- Continued offering mediation as a component of the Commission’s enforcement mission.
- Worked with Cambridge organizations representing different immigrant populations to coordinate workshop presentations by the National Lawyer's Guild on topics including Immigrant Rights and Worker's Rights.

FY11 GOALS:

- *GOAL 1: Increase public awareness of the Cambridge Human Rights Commission.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of general public inquiries	319	450	450	450
2. Number of inquiries regarding Cambridge Human Rights matters	n/a	400	400	350
3. Number of inquiries referred by CHRC to other agencies	n/a	50	50	45
4. Number of community training sessions	15	18	8	15
5. Events related to human rights issues	31	30	30	30

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

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Complaints filed after staff intake meeting	n/a	25	20	20
2. Number of complaint intakes from other agency referrals, including HUD and MCAD	3	6	6	6
3. Complaints from all sources under investigation	n/a	36	36	30

- *GOAL 3: Perform mediation as a means to resolve complaints.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of cases in which parties chose to utilize CHRC mediation services	3	4	4	4

- *GOAL 4: Resolve discrimination cases following investigation.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of causal determinations after investigation (probable cause or lack of probable cause)	n/a	14	16	14
2. Number of non-causal closures (settlements or administrative closures)	n/a	10	7	10

- *GOAL 5: Maintain funding by the Federal Department of Housing and Urban Development (HUD). The Commission is paid on a case-by-case basis at a reimbursement rate established each year by HUD. HUD's current formula includes a reimbursement range based on length of investigation and case outcomes.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of complaints paid by HUD	13	13	13	13
2. Reimbursement per case by HUD (average)	2,400	2,400	2,400	2,400

- *GOAL 6: Continue collaborative efforts in education and outreach between the Cambridge Human Rights Commission, other City departments and/or outside agencies.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Joint projects and trainings (disabilities, diversity, Fair Housing, etc.)	13	15	20	15

FINANCING PLAN	DETAIL	SUMMARY
TAXES		**$190,005**
Real Estate Taxes	$190,005	
TOTAL FY11 BUDGETED REVENUE		**$190,005**

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	**$185,250**
OTHER ORDINARY MAINTENANCE	**$4,055**
TRAVEL & TRAINING	**$700**
EXTRAORDINARY EXPENDITURES	**$0**
TOTAL FY11 BUDGETED EXPENDITURES	**$190,005**

FULL TIME BUDGETED EMPLOYEES	FY09	FY10	FY11
	2	**2**	**2**

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$325,195	$340,300	ADMINISTRATION	$346,935
$510,275	$612,070	BENEFITS	$627,000
$835,470	$952,370		$973,935

PURPOSE & OVERVIEW: Mandated by Massachusetts General Laws, Chapter 115, the Department's mission is to advocate on behalf of Cambridge veterans and their families, provide them with quality support services and direct a financial assistance program for those veterans and/or their dependents who are in need. The primary function of the Department is to administer a benefits program which provides monetary aid to qualified veterans and/or their dependents for food, clothing, shelter, personal needs, fuel, health insurance, as well as, medical, dental, hospital and burial expenses. The Commonwealth reimburses the City 75% of the cost of this benefits program. The Department assists Global War on Terrorism veterans in applying for a state cash bonus of $1,000 for those who served in Iraq or Afghanistan and $500 for all others. In addition, the Department assists veterans who are 100% disabled, parents or wives of veterans killed-in-action, and surviving spouses of veterans who died as a result of a service-connected injury, in receiving an annual $2,000 annuity at no cost to the City. The Department also assists veterans and their dependents in applying for federal VA benefits such as service connected compensations, disability pensions, personal needs/aid and attendance pensions, medical, education, housing, life insurance and death benefits. In addition, we assist in applying for federal social security/disability benefits. In FY 2010, Cambridge veterans and/or their dependents will receive $3.7 million in federal Veterans' Affairs benefits. The Department also provides assistance in filing for City tax exemptions and abatements earmarked for veterans or their surviving spouses. The Department coordinates public events on Patriots', Veterans' and Memorial days, including the Memorial Day parade. On Memorial Day, in collaboration with the Cambridge Veterans' Organization (CVO), over 9,000 flags are placed on the graves of veterans interred in Cambridge cemeteries. In addition, the Department participates in the dedication of streets, squares and parks for veterans killed-in-action. The Department also serves as Burial/Graves Agent for indigent Cambridge residents (non-veterans) who are buried in the Cambridge cemetery.

SIGNIFICANT BUDGET MODIFICATIONS: An increase of $67,000 for veterans' benefits based on the FY10 projected costs and estimated FY11 increases, is included in the FY11 Veterans' Budget. The veterans' benefits budget is $627,000 with this increase, an $81,930 increase from the original FY10 Budget. It is anticipated that the state will reimburse the City for a portion of these cost increases.

FY10 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Successfully managed a projected 14% increase in the number of active clients served since July 2009.
- Successfully implemented a new Web Based Veterans' Services Management Information System (Web-VSMIS). Web-VSMIS is a web based, interactive database management system developed exclusively to assist cities and towns with benefit submission and reimbursement.

- Continued to enhance the Department's Website, ensuring that quality up-to-date information is available to veterans and their families. In addition, in collaboration with City-TV8, we continue to air the veterans' benefits informational public announcement regarding our assistance program which has significantly increased our outreach capabilities.
- Worked closely with the Assessing Department to reach veterans who may be eligible for FY10 property tax exemptions/abatements.
- Continued outreach to returning veterans to apprise them of their entitlement to a Massachusetts cash bonus for their service since 9/11, as well as the new entitlement for those who serve subsequent tours of duty in Iraq, Afghanistan or elsewhere.
- In July 09, sponsored a citywide informational seminar for seniors regarding veterans' benefits and services.
- In collaboration with the United States Postal Service, participated in an inaugural USPS Veterans' Day Observance which was held in November at the Central Square Post Office.
- In collaboration with the Historical Commission, participated in a ceremony announcing the release of the Commission's latest oral history book: *Common Cause, Uncommon Courage: World War II and the Home Front in Cambridge*.
- Projected to assist 23 veterans/dependants in accessing federal VA benefits, exclusive of M.G.L. Ch. 115 clients. As of January 2010, 3 cases have been awarded favorably, and 13 cases are pending.

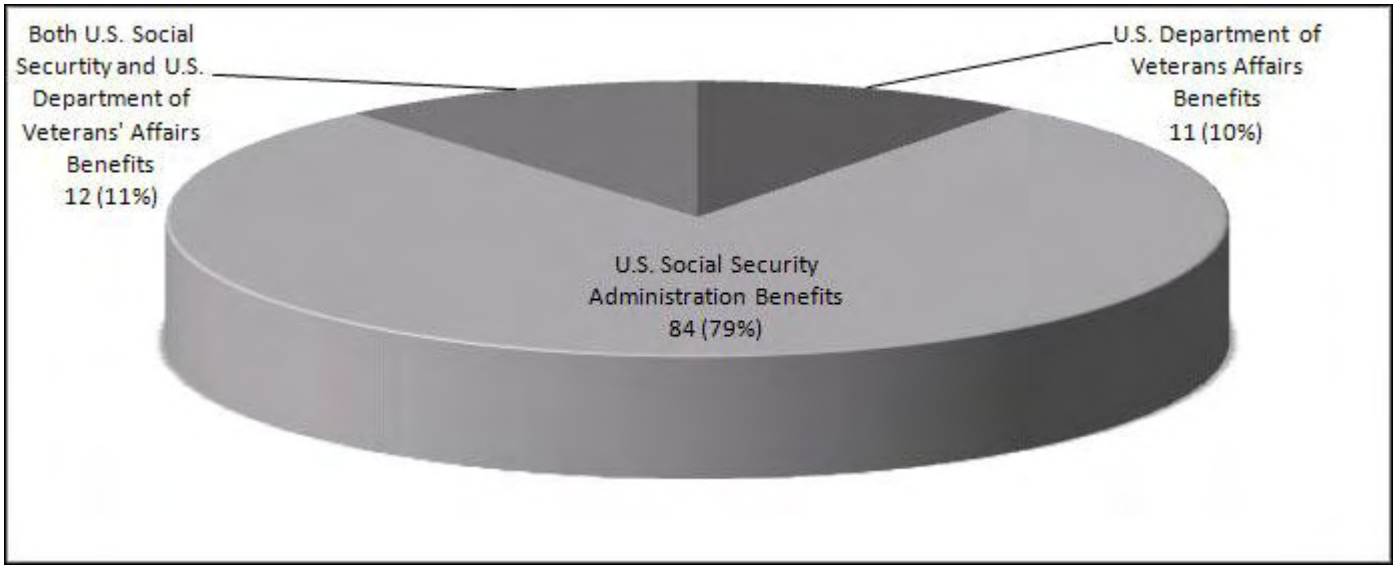
Table 1: FY09 Veterans, Spouses and Dependants Receiving City Subsidies

The Veteran's Services Department has the primary responsibility to assist veterans, their spouses and dependants in applying for federal benefits and also provide them with a City/State subsidy when eligible.

Veterans, Spouses and Dependants Received City Subsidy	FY06	FY07	FY08	FY09
Veteran (non homeless)	45	52	77	82
Veteran (homeless)	6	7	4	9
Spouses and dependants	34	36	38	46
Total served	85	95	119	137
Total active cases of total served (as of 6/30)	71	71	97	117

Figure 1: FY09 Clients Receiving a City Subsidy and Federal Assistance

Between July 1, 2008 and June 30, 2009 there were 107 clients, Veterans, Spouses and Dependants who received both a City Subsidy and Federal Assistance from either the U.S. Department of Veterans Affairs (VA) or the U.S. Social Security Administration. In addition, the Veterans' office reviews all new federal benefits programs to ensure that all eligible clients apply for any benefits to which they are entitled.



FY11 GOALS:

- *GOAL 1: Continue compliance with MGL Chapter 115 (Veterans' Benefits) regulations.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Ensure applications are forwarded for approval to the state within 10 days after intake	100%	100%	100%	100%
2. Develop a case management plan for each new client within 30 days of intake	100%	100%	100%	100%
3. Ensure state returns for reimbursement are forwarded to the state within 30 days following the payment month	100%	100%	100%	100%

- *GOAL 2:* *Increase public awareness of veterans' benefits, services and events by issuing informational announcements on City TV- 8.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of informational announcements televised on municipal cable TV	6	6	6	6

- *GOAL 3:* *Increase community participation in veterans' ceremonial events by increasing public awareness through personal presentations, media utilization, linkages with schools, community organizations and other City departments. Continue the ceremonial and public events function of the Department by honoring both living and deceased veterans.*

- *GOAL 4:* *Produce timely updates to the Veterans' Department Web page.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of veterans benefits updates	12	12	12	12
2. Number of informational/current event updates	13	14	13	12

- *GOAL 5:* *Continue to upgrade staff skills with an emphasis on team building, skill sharing and accountability.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Number of internal staff trainings	4	4	4	4
2. Number of external trainings	12	10	10	8

■ *GOAL 6: Aggressively identify and access federal and state resources for eligible clients.*

PERFORMANCE MEASURES	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 PROPOSED
1. Conduct assessments and evaluations of client eligibility for federal and state benefits; number of assessments	4	4	4	4

FINANCING PLAN	DETAIL	SUMMARY
TAXES		**$474,275**
Real Estate Taxes	$474,275	
INTERGOVERNMENTAL REVENUE		**$499,660**
Veterans' Reimbursement	$4,500	
Cherry Sheet-Veteran Benefits	$495,160	
TOTAL FY11 BUDGETED REVENUE		**$973,935**

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	**$290,535**
OTHER ORDINARY MAINTENANCE	**$54,900**
TRAVEL & TRAINING	**$628,500**
EXTRAORDINARY EXPENDITURES	**$0**
TOTAL FY11 BUDGETED EXPENDITURES	**$973,935**

FULL TIME BUDGETED EMPLOYEES	FY09	FY10	FY11
	3	**3**	**3**

THIS SPACE RESERVED FOR COUNCILLORS' NOTES

SUMMARY: EDUCATION

FY09 ACTUAL	FY10 PROJECTED	PROGRAM EXPENDITURES	FY11 BUDGET
$128,964,805	$133,004,570	Education	$137,492,275
$128,964,805	$133,004,570		$137,492,275

FINANCING PLAN	FY11 BUDGET
Taxes	$113,490,460
Fines & Forfeits	$100,000
Intergovernmental Revenue	$22,453,200
Miscellaneous Revenue	$1,448,615
	$137,492,275

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$128,964,805	$133,004,570	**EDUCATION**	$137,492,275
$128,964,805	$133,004,570		$137,492,275

The Cambridge Public School District consists of 12 elementary schools and one high school, which, serves 6,137 students in grades kindergarten through grade 12. The School Committee adopted an FY11 budget of $137,492,275, which represents an increase of $3,928,395, or 2.9% over the FY10 approved budget of $133,563,880. The budget is within the financial guidelines established by the City Manager. Please see the Cambridge Public Schools (CPS) Web page www.cpsd.us for detailed information on the FY11 budget. The following is an extract from the adopted budget regarding the guiding principles applied during the development of the budget.

Using the School Committee's FY11 Approved Budget Guidelines, a budget proposal was crafted that not only resolved the $3.7 million difference between the budget allocation and projected expenses, but also included approximately $1 million in initiatives that strengthen programs in key areas designated by the School Committee.

1. *Student Achievement:* We propose investing $250K to support and advance our most important goal. To address the ongoing achievement gaps, our teachers will receive high quality professional development in differentiated instruction, equipping them with the tools they need to meet the needs of the variety of learners they see every day. Several schools will pilot Response to Intervention (RTI), a tiered system of instruction, assessment and intervention, which serves to maximize student achievement, reduce behavior problems, and ultimately reduce the number of students referred to special education. In general, professional development will be re-designed for effectiveness and efficiency. Our system of instructional coaches will be restructured to increase school-based, direct services. Additional classroom support for ELL students will be delivered. Two high school programs with overlapping missions will be consolidated, and the Ola Program will be restructured and strengthened.
2. *Special Education:* We are going to stop moving students in the substantially separate classes all over the city. The behavior program and the autism spectrum disorder program will each be housed in one building. An innovative integrated kindergarten will provide intensive, empirically-based services to special needs students while allowing for the full inclusion of these students with their typical peers. We soon will begin the outside study of our special education programs and expect to have recommendations for more significant change in time for FY12.
3. *Middle Grades:* We propose setting aside $150K to commence a year of planning, should the School Committee decide to open a new middle school in the future. Kennedy-Longfellow will benefit now from a grant written in collaboration with East End House.
4. *Program Evaluation*: A little money will go a long way as we invest in creating a curriculum development cycle that will enable ongoing comprehensive reviews of curriculum and academic programs. One program area will enter the new cycle in 2010/11.

5. *School Climate/Healthy Children:* To address what is increasingly recognized as a major issue in schools today, we request funding to advance an anti-bullying initiative.
6. *Technology:* Our most important work in technology next year will involve the roll-out and implementation of the Youth and Resource Development System (YARDS), which will enable the district to use longitudinal data to follow students' progress. The system will also enable our community to communicate efficiently about students during and beyond the school day and year. We will reduce administrative staffing by merging the Library/Media and Educational Technology coordinator positions.
7. *Administration and Operations*: Following an analysis of our staffing patterns, we aim to restructure staff at Thorndike Street and in the operational departments. By investing in a new project manager of sustainable practices, we project offsetting savings in energy efficiency to make this a cost-neutral improvement.

FINANCING PLAN	DETAIL	SUMMARY
TAXES		**$113,490,460**
Real Estate Taxes	$112,554,460	
Hotel/Motel Excise Tax	$936,000	
FINES & FORFEITS		**$100,000**
Parking Fines	$100,000	
INTERGOVERNMENTAL REVENUE		**$22,453,200**
State Cherry Sheet Revenue	$12,764,150	
Cherry Sheet-School Aid	$8,765,150	
Cherry Sheet-Lunch Programs	$23,900	
Medicaid Reimbursement School	$900,000	
MISCELLANEOUS REVENUE		**$1,448,615**
Reimburse-School Homeless Bus	$250,000	
School Debt Stabilization Fund Transfer	$1,198,615	
TOTAL FY11 BUDGETED REVENUE		**$137,492,275**

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	**$106,641,195**
OTHER ORDINARY MAINTENANCE	**$27,910,455**
TRAVEL & TRAINING	**$1,222,190**
EXTRAORDINARY EXPENDITURES	**$1,718,435**
TOTAL FY11 BUDGETED EXPENDITURES	**$137,492,275**

THIS SPACE RESERVED FOR COUNCILLORS' NOTES

SUMMARY: INTERGOVERNMENTAL

FY09 ACTUAL	FY10 PROJECTED	PROGRAM EXPENDITURES	FY11 BUDGET
$19,830,040	$21,019,350	Mass. Water Resources Authority	$21,617,305
$15,190,205	$16,196,070	Cherry Sheet	$16,659,780
$6,000,000	$6,000,000	Cambridge Health Alliance	$6,000,000
$41,020,245	$43,215,420		$44,277,085

FINANCING PLAN	FY11 BUDGET
Taxes	$20,224,640
Charges For Services	$22,076,725
Intergovernmental Revenue	$1,975,720
	$44,277,085

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$19,830,040	$21,019,350	MASS. WATER RESOURCES AUTHORITY	$21,617,305
$19,830,040	$21,019,350		$21,617,305

PURPOSE & OVERVIEW: In FY85, the State Legislature approved a bill creating the Massachusetts Water Resources Authority (MWRA). The Authority acquired the operation of metropolitan Boston's sewer and waterworks system from the Metropolitan District Commission (MDC). Since Cambridge has its own source of water, the MWRA traditionally has had little impact on the City's water rate. Because of the responsibility given to the MWRA to improve existing sewerage systems, especially as they affect Boston Harbor, the Authority influences the City's sewer service charge.

For FY11, the MWRA estimated charge of $21,617,305 represents a 2.8% increase above the FY10 assessment of $21,019,350, which is significantly lower than the 7.6% increase from FY09 to FY10. The FY11 MWRA budget amount is based on an estimate received from the MWRA. It is important to note that the MWRA assessment accounts for 55% of the total Sewer budget.

SIGNIFICANT BUDGET MODIFICATIONS: The FY11 MWRA assessment is scheduled to increase by $597,955 to $21,617,305, or 2.8% from the FY10 projected budget. The MWRA rate increase provided to the City is subject to change based on the MWRA budget adopted later in the spring 2010. The increase in the MWRA assessment is primarily due to higher interest costs on MWRA debt, which comprises approximately 58% of the MWRA budget.

FINANCING PLAN	DETAIL	SUMMARY
CHARGES FOR SERVICES		$21,617,305
Sewer Service Charge	$21,617,305	
TOTAL FY11 BUDGETED REVENUE		$21,617,305

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	$0
OTHER ORDINARY MAINTENANCE	$21,617,305
TRAVEL & TRAINING	$0
EXTRAORDINARY EXPENDITURES	$0
TOTAL FY11 BUDGETED EXPENDITURES	$21,617,305

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$37,260	$37,550	AIR POLLUTION CONTROL	$39,055
$29,645	$30,020	MAPC	$31,820
$8,174,535	$8,305,710	MBTA	$8,618,085
$457,940	$457,940	C.S. REGISTRY HOLD PROGRAM	$459,420
$6,490,825	$7,364,850	EDUCATION	$7,511,400
$15,190,205	$16,196,070		$16,659,780

PURPOSE & OVERVIEW: The Cherry Sheet is a form showing all state and county charges assessed against the City as certified by the state director of accounts. The name is derived from the fact that years ago the document was printed on cherry colored paper. The figures shown here are based on the preliminary state Cherry Sheet and are subject to revision when the final Cherry Sheet is issued as part of the adopted state budget.

AIR POLLUTION CONTROL. The Department of Environmental Protection supervises six districts statewide. The Metropolitan Boston Control District, of which Cambridge is a member, has a staff of 35 pollution inspectors. The Commission is empowered through the Office of the Governor and has a mandate to control air pollution through the enforcement of the Metropolitan Boston Air Pollution Control Acts and Safety Standards.

METROPOLITAN AREA PLANNING COUNCIL. Assessments are made to municipalities to finance the Metropolitan Area Planning Council (MAPC), which serves 101 communities. The MAPC promotes urban planning, regional collaboration and responds to common urban problems of member communities.

PUBLIC TRANSPORTATION. The Massachusetts Bay Transportation Authority (MBTA) provides bus/minibus, trackless trolley and underground subway transportation across the city. The 30 surface routes are located within four-tenths of a mile of 95 percent of all Cambridge residents.

The MBTA is composed of 175 communities: the 14 original member communities of the Metropolitan Transit Authority and 161 additional communities that are receiving MBTA service. The MBTA is required to assess each community's share of the overall assessment.

All communities associated with the Authority must contribute to the MBTA State and Local Assistance Fund an amount not less than $136,026,868. Beginning in FY07, this amount will be adjusted each July 1 by the rate of inflation unless the total assessment exceeds 102.5 percent of the previous year's assessment. An individual community's assessment is determined based on the following formula: each community's assessment shall equal its weighted share of the total population of the 175 communities in the MBTA. Chapter 161A of the Acts of 2000, which increased the number of communities in the MBTA from 78 to 175, also determined the share for each community in conjunction with the 2000 U.S. Census.

A portion of the total MBTA assessment supports the Boston District Commission (the "District"), which is

responsible for bonds issued by the Transportation Authority prior to the creation of the Metropolitan Transit Authority in 1947. This assessment pays for administrative costs incurred by the District and is charged to the 14 cities and towns of the Boston Metropolitan District in proportion to their share of the District's total equalized valuation. The MBTA covers the District's debt service costs.

REGISTRY OF MOTOR VEHICLES-HOLD PROGRAM. Since February 1985, the Parking Violations Bureau has implemented a provision of Massachusetts General Laws Chapter 90, which enables the City to request that the state Registry of Motor Vehicles not renew the license and registration of an operator/owner of a motor vehicle who has two or more outstanding parking tickets. This provision is imposed after the motorist has failed to pay the parking tickets and had an opportunity for a hearing. This program has resulted in a significant decrease in the number of delinquent payments.

EDUCATION. The primary component of this allocation is the Charter School Sending Tuition assessment ($7,445,910), 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 charter school as calculated by the state, using a tuition formula. The other assessment contained in this allotment is for grandfathered costs for special education services (Ch. 766) provided by other districts for students who are state wards who reside in Cambridge ($65,490).

FINANCING PLAN	DETAIL	SUMMARY
TAXES		**$14,224,640**
Real Estate Taxes	$14,224,640	
CHARGES FOR SERVICES		**$459,420**
Parking Fund Parking Usage	$459,420	
INTERGOVERNMENTAL REVENUE		**$1,975,720**
State Cherry Sheet Revenue	$770,455	
Cherry Sht-Chrt Sch Tuit Reim	$1,205,265	
TOTAL FY11 BUDGETED REVENUE		**$16,659,780**

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	**$0**
OTHER ORDINARY MAINTENANCE	**$16,659,780**
TRAVEL & TRAINING	**$0**
EXTRAORDINARY EXPENDITURES	**$0**
TOTAL FY11 BUDGETED EXPENDITURES	**$16,659,780**

ACTUAL FY09	PROJECTED FY10		BUDGET FY11
$6,000,000	$6,000,000	CAMBRIDGE HEALTH ALLIANCE	$6,000,000
$6,000,000	$6,000,000		$6,000,000

PURPOSE & OVERVIEW:

The Cambridge Health Alliance (CHA) has remained a vital asset to the citizens of Cambridge since its establishment by home rule legislation on July 1, 1996. CHA is a nationally recognized public, academic health care delivery system that provides comprehensive clinical, public health, teaching and research programs in the City of Cambridge. It is comprised of three campuses in Cambridge, Somerville and Everett, a network of ambulatory sites, the Cambridge Public Health Department, and Network Health, a growing Medicaid managed care plan. CHA is a teaching affiliate of Harvard Medical School and has departmental affiliations with Tufts University School of Medicine. CHA is also a major Cambridge employer with approximately 1,465 employees working in Cambridge

Cambridge Health Alliance, like municipal government, continues to experience the impact of state budget pressures and related declining government health care payment rates. Pre- and post-Massachusetts health reform, CHA saw the largest share of patients dependent on public health insurance programs. Patients have maintained their relationship with CHA after becoming newly insured. In FY 2009, after reform, CHA provided over 60,000 more patient visits for this population than pre-reform; yet, reimbursement rates from public payers have declined. Much of this increase was in the area of primary care for adults and children. While the Commonwealth has seen significant insurance coverage expansion, the Alliance continues to play a significant role in caring for the residually uninsured (who are ineligible for coverage expansion) and populations relying on government health care programs, which reimburse, on average, 60% of costs.

CHA announced a major services reconfiguration plan in January 2009, which has been implemented. Its goals are to preserve important core health care services for CHA's communities and patients and to secure a sustainable funding platform for the future. As a result of an intense collaboration with the State Administration, elected officials at the Congressional, State and local levels and community stakeholders, CHA and Massachusetts' Executive Office of Health and Human Services are working in partnership toward this end.

Together with municipal and state leaders, 3 community forums were held in February 2009 to get community input on the reconfiguration plan prior to a vote by the Board of Trustees. The Board of Trustees unanimously approved the service reconfiguration plan on February 10, 2009. Taking into account community input, CHA also convened a series of patient-oriented community meetings and open houses to facilitate patient involvement in the transition process and to promote continuity of patient care. A multi-lingual Patient Information Service was available to assist patients and community members. CHA is carefully tracking patient access to ongoing care, including primary care, along with a range of metrics to monitor the transition.

CHA is actively planning and developing its readiness as an integrated medical home and Accountable Care Organization, with a continuing commitment to an underserved population, consistent with Massachusetts

Payment Reform and federal demonstration initiatives under national health reform. CHA believes that these new global payment models are better aligned with wellness, effective management of chronic conditions, and the high-value coordinated care that CHA provides across the medical and mental health continuum. CHA's advancing medical home model of care is a foundation for current work in managing care for patients with complex and chronic health conditions within the CHA integrated delivery system. CHA continues to maintain and prioritize its high quality services and programs for people of all backgrounds. Its innovative programs, such as the Planned Care chronic disease management programs in diabetes and asthma, have led to better health outcomes.

The Cambridge Public Health Department, an integral part of CHA is responsible for protecting the health of Cambridge residents, workers and visitors. Department programs include communicable disease prevention and control, emergency preparedness, environmental health, epidemiology & data services, school health, community health and regulatory enforcement. In 2009, Cambridge mobilized a city-wide response to the global H1N1 flu pandemic, implemented a ban on the use of trans fats in Cambridge food service establishments, launched "Cut it Out Cambridge" which is a domestic violence initiative based in area hair salons, and promulgated a new regulation which prohibits bio-safety level-four laboratories from operating in Cambridge.

Local emergency preparedness continues to be an important part of the Department's purview as evidenced by its integral role in collaborating with City departments in response to the declared public health emergency. As a result, the Department administered nearly 10,000 doses of flu vaccine, which amount to four times the volume administered in a typical year. With regard to our health disparities demonstration project, the Men's Health League continues to engage participants in a variety of wellness activities by encouraging men to take better care of their health and linking them to health providers. In collaboration with the Cambridge Health Alliance's Department of Medicine, the Department continues to train medical residents in the basic principles and practice of public health through the Center for Public Health Care Training. CHA continues to play a major role in several City initiatives, including the Agenda for Children, the Men of Color Health Initiative and the Domestic Violence Free Zone Initiative. Although the Department did receive additional grant funding that was made available for pandemic flu preparedness and response, the overall expenses to operate the public health program in FY10 in the City of Cambridge were approximately $7 million. We expect that program expenses will be flat from FY10 to FY11, when the FY11 budget is finalized.

Table 1: FY10 Budget Activity

The table below provides a snapshot of the Cambridge Public Health Department FY10 budget. The FY11 budget is currently under development and is anticipated to be on par with current levels.

DESCRIPTION - DEPARTMENTAL BUDGETS	FY'10 Non Grant Budget	FY'10 Grant Budget	Total FY'10 Budget
CAMBRIDGE PUBLIC HEALTH DEPARTMENT (CPHD)			
Staffing / Personnel	$4,675,458	$959,411	$5,634,869
Additional Staffing **(1b)**	112,500		112,500
Retiree Health Costs (GASB)	309,209		309,209
Supplies	114,340	164,238	278,578
Services	311,542	326,183	637,725
Travel / Training	17,315	10,190	27,505
Total **(1a) (5)**	$5,540,364	$1,460,022	$7,000,386
CHA PUBLIC & COMMUNITY HEALTH SERVICES			
Cambridge Teen Health Center	$263,417		$263,417
Healthcare for the Homeless	283,881	$128,840	412,721
Institute for Community Health	73,333		73,333
Physician Consultation **(2)**	60,000		60,000
119 Windsor Street - 13,042 Sq.Ft.. - Maintenance & Utilities Only	91,432		91,432
Administrative Services (IT, Human Resources, Finance & Admin) **(3)**	709,193	180,971	890,164
Total	$1,481,256	$309,811	$1,791,067
TOTAL BUDGET - ALL SOURCES (4)	$7,021,620	$1,769,833	$8,791,453

Notes:

(1a) Does not include Depreciation Expense

(1b) Additional staffing for .8 FTE Nurses and .375 Nutritionists ($112,500)

(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

(5) Men of Color Health Initiative is included in base department budget

Cambridge Health Alliance's Network Health managed care plan is one of the five statewide health plans participating in the new subsidized insurance program, Commonwealth Care. Network Health plays a growing role in expanding coverage for the previously uninsured, with over 48,000 members in its Commonwealth Care and over 111,000 members in its MassHealth products.

In addition to being a strong local provider that provides its community with outstanding health services, CHA continues to garner national recognition for its outstanding quality performance. Some of its recent honors include:

- National Association of Public Hospitals and Health System's (NAPH) Political Engagement of Community Award for Partnerships toward Health System Transformation and Sustainable Government Funding Program, Political Engagement (2009)
- The third year in a row of receiving the Harvard Pilgrim Healthcare Honor Roll for Pediatric Services (2009)
- The Cambridge Breast Center became the first such breast center in the state to be endorsed by the National Accreditation Program for Breast Centers, (which is part of the American College of Surgeons, the highest national recognition for breast health services)
- The CHA Breast Imaging Center was named a Center of Excellence by the American College of Radiologists.

In addition, the Cambridge Health Alliance is proud to be the employer of many individuals who have received prestigious awards and appointments including:

- Florence Grant, RN, TB Hero Award from the New England Tuberculosis Consortium
- Nicole Jean-Louis, RN, EMS Nurse of the Year in District 4
- Kathleen Regan, RN, Annual Award for Innovation and Clinical Leadership, from the American Psychiatric Nurses Association
- Margarita Alegria, PhD, American Psychiatry Association's Simon Bolivar Award
- Marie-Louise Jean-Baptiste, MD, Community Service Award from Harvard Medical School
- Randy Wertheimer, MD, as the first Jaharis Family Chair in Family Medicine, at Tufts School of Medicine
- Dennis D. Keefe, as the American College of Healthcare Executives' Executive of the Year Award.

Cambridge Health Alliance will also be well-represented both at the State level and national levels as Dennis D. Keefe, CEO will be installed as Chair of the Massachusetts Hospital Association in June 2010, and Richard de Filippi, PhD, Trustee, will be installed as the Chair of the American Hospital Association in April 2010.

Table 2: Budget Activity
The table below provides a snapshot of the total CHA FY10 budget and the day to day activity supported by the Alliance.

Cambridge Health Alliance FY10 Budget Snapshot	
Total Operating Budget	$1.205B
Grant Funding Received	$15.5M
FY10 Budget Supports:	
Beds	293
Hospital campuses	3
Outpatient sites	21
Outpatient visits	564,621
ED visits (including PES)	94,935
Inpatient Discharges	13,351
Total Full Time Employees (FTEs)	3,215
Physician FTEs (included in total FTEs)	269

The FY11 Cambridge Health Alliance tax allocation is $6,000,000.

FINANCING PLAN	DETAIL	SUMMARY
TAXES		**$6,000,000**
Real Estate Taxes	$6,000,000	
TOTAL FY11 BUDGETED REVENUE		**$6,000,000**

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	**$0**
OTHER ORDINARY MAINTENANCE	**$6,000,000**
TRAVEL & TRAINING	**$0**
EXTRAORDINARY EXPENDITURES	**$0**
TOTAL FY11 BUDGETED EXPENDITURES	**$6,000,000**

THIS SPACE RESERVED FOR COUNCILLORS' NOTES

PUBLIC INVESTMENT FUND	BUDGET
GENERAL GOVERNMENT	$265,000
PUBLIC SAFETY	$675,000
COMMUNITY MAINT. & DEV.	$19,490,015
HUMAN RESOURCE DEV.	$1,355,000
EDUCATION	$600,000
	$22,385,015

CAPITAL BUDGET DECREASES SUBSTANTIALLY IN FY11. Due primarily to a significant decrease in the Massachusetts Water Resources Authority (MWRA) Grant component of the financing plan, the FY11 Capital Budget has decreased $22,265,765, or 49.9%, from its FY10 level of $44,650,780 to $22,385,015 in FY11. Although the total capital budget has decreased substantially in FY11, the Property Tax allocation shown in the FY11-15 financing plan has increased from its FY10 level of $1,000,000 to $1,850,000, due primarily to the nonrecurring funding ($700,000) for the acquisition for "toters" needed to implement "single stream" recycling. While the Sewer component of Bond Proceeds has decreased substantially from $14,290,000 in FY10 to $5,250,000 in FY11, Property Tax-supported debt has increased from $1,000,000, which financed the remediation of soil contamination at Yerxa Road, to $7,200,000 in FY11, to fund surface improvement projects in Harvard ($2,000,000) and Kendall (Phase 1 Design, $500,000) Squares, as well as the first phase of the Harvard Square Tunnel Improvement Project ($2,500,000), and building renovation projects including improvements to the East Cambridge and Inman Square Fire Stations ($250,000), design costs for the replacement of the roof at the Ryan Garage ($100,000), improvements to the HVAC system at the Central Square Library ($550,000), and renovations to several elementary schools ($600,000). An additional $700,000 in Bond Proceeds has been allocated to fund the replacement of the existing artificial turf soccer field at Danehy Park as well as resurfacing the 400 meter running track.

It is important to note that, in addition to the $44,650,780 included in the original FY10 Capital Budget, a total of $4,443,227 in supplemental appropriations have been made, which increased the total FY10 Capital Budget to $49,094,007. The primary funding source for the supplemental appropriations has been the American Recovery and Reinvestment Act's (ARRA) Energy Efficiency and Conservation Block Grant (EECBG), with $1,139,400 in ARRA funds being used to finance a wide range of projects including energy efficiency improvements to City buildings, the creation of a community energy efficiency program which includes financial incentives to residents and businesses to improve energy and water efficiency, and the installation throughout the City of 80 bicycle racks for 160 bikes. Additional components of the ARRA program include $150,000 received through the Massachusetts Department of Environmental Protection's (MDEP) Water Quality Management Planning Program, which will be used to analyze the effects of high-efficiency vacuum street sweepers on the abatement of storm water pollution; and $851,070 from additional Community Development Block Grant (CDBG) funds, with the largest portion of this allotment ($674,070) being used to finance street and sidewalk improvements; and the remaining $177,000 set aside for economic development programs including Best Retail Practices ($15,000) and Biomedical Careers ($162,000).

The largest remaining component of supplemental appropriations made during FY10 to the capital budget was the $958,388 in interest earnings from the grants received from the Massachusetts Board of Library Commissioners, which provided funding for the final phase of the New Main Library Project.

As the table on the following page indicates, Property Taxes are funded at a significantly higher level than in FY10 due to an allotment for the acquisition of recycling "toters." The total Parking Fund contribution to the Capital Budget has remained stable at $775,000. In FY07 and FY08, the Parking Fund made large contributions to the capital budget to finance the Blanchard Road and Brookline Street road reconstruction projects. The Parking Fund balance has decreased slightly since FY07, due to the allocations to the two road reconstruction projects, but is expected to increase in FY10. The FY10 allocation of $775,000 from current Parking Fund revenues will fund the replacement of traffic signals and renovations to parking garages as well as the Traffic Calming Program. A total of $1,750,000 in Water Service Revenues has been allocated for water improvement projects representing an increase of $250,000 from the FY10 level of $1,500,000 which combined $1,000,000 in Water Service Revenues with $500,000 from the Retained Earnings of the Water Fund. The Sewer Reconstruction budget is down significantly from its FY10 level of $36,061,655, due to reductions in the MWRA Grant ($21,171,655 in FY10 to $576,410 in FY11) and Bond Proceeds ($14,290,000 in FY10 to $5,250,000 in FY11) components of the financing plan. In FY10, the MWRA Grant funded the largest portion of the Alewife sewer and stormwater program. An allocation from current sewer revenues ($800,000) has been made to cover costs relating to the structural maintenance of the City's storm, sanitary and combined sewer systems, including certain emergency costs, with Water Service Charges for water improvement projects and additional funding for the Cambridgeport area coming from interest earned on grants from the MWRA ($417,590), yielding a total budget of $7,044,000.

The portion of the City's Block Grant entitlement that is allocated to the Capital Budget has decreased $68,420, with Housing Rehab and Development increasing $10,800 from its adjusted FY10 level of $1,041,780 to $1,052,580 in FY11, and Neighborhood Business Development programs decreasing by $79,220. However, as mentioned previously, a total allocation of $177,000 in FY10 from ARRA funds has been set aside for business development programs, which more than offsets the decrease in the FY11 allotment.

It is important to emphasize that the City's contribution to Housing Rehab and Development has increased substantially in recent years with the acceptance of the Community Preservation Act (CPA). These funds are not included in the Capital Budget but are appropriated separately after the City Manager receives recommendations from the CPA Committee, which are transmitted to the City Council for appropriation. While the CPA Tax component of the financing plan continues to increase as the property tax levy increases, State matching funds continue to decline as a result of other cities and towns adopting the CPA as well as a continued reduction in the State matching fund contribution. While the local share of the total CPA allocation increased by $250,000 in FY10, State matching funds decreased by $2,100,000. With the CPA fund balance contribution remaining stable at its FY09 level of $1,007,500, the total CPA appropriation showed a net decrease of $1,850,000. The FY10 CPA appropriation of $7,240,000 to Affordable Housing increased the total contribution from the CPA since the acceptance of the act in FY02 to $73,720,000. It is expected that State matching funds will stabilize at their FY10 level of $1,800,000 which, when combined with an increase in local funds of approximately $250,000, will produce a FY11 budget of approximately $9,375,000. For additional information on the CPA, please see the following section.

There is a slight increase in the amount of Chapter 90 funds that the City expects to receive from the State, with the FY10 allocation of $1,914,385 increasing by $19,050, or 1.0%, to $1,933,435 in FY11. These funds will be supplemented with $260,000 from the Street Preservation Offset Fund (SPOF) and $190,000 in Property Taxes for a total Street / Sidewalk Reconstruction budget of $2,383,435.

The allocation of golf course revenues to the Capital Fund will stabilize at the FY10 level of $20,000 and will be used to continue the program to improve conditions at the golf course.

The following chart shows a comparison of Capital Fund revenues for FY10 and FY11:

	FY10	FY11	Variance FY10-11
Property Taxes	$1,000,000	$1,850,000	$850,000
Parking Fund	775,000	775,000	0
Sewer Service Charge	600,000	800,000	200,000
Water Service Charge	1,000,000	1,750,000	750,000
Water Fund Balance	500,000	0	(500,000)
Block Grant	1,579,740	1,552,580	(27,160)
Chapter 90	1,914,385	1,933,435	19,050
MWRA Grant	21,171,655	576,410	(20,595,245)
MWRA Grant Interest	0	417,590	417,590
SPOF	800,000	260,000	(540,000)
Bond Proceeds	15,290,000	12,450,000	(2,840,000)
Golf Course Fees	20,000	20,000	0
TOTAL	**$44,650,780**	**$22,385,015**	**($22,265,765)**

HOUSING, OPEN SPACE AND HISTORICAL PRESERVATION. For several years after the abolition of rent control, the City allocated a combination of property taxes and free cash to the Affordable Housing Trust Fund to finance the creation and preservation of affordable housing units in the city.

Prior to the submission of the FY02 budget, the City Manager proposed and the City Council approved placing the Community Preservation Act (CPA) on the ballot in the November municipal election for voter approval. The voters accepted the CPA and it became effective during FY02. The CPA levies a 3% surcharge on property tax bills (with certain residential exemptions) to fund affordable housing, open space and historical preservation. In addition, the City is eligible for state matching funds and has received approximately $40.7 million from this source since the inception of the program. Since the implementation of the CPA in FY02, $92,150,000 has been appropriated / reserved for housing ($73,720,000), open space ($9,215,000) and historic preservation ($9,215,000). FY11 revenues from the CPA are expected to be up slightly based on a higher FY11 property tax levy. It is expected that the FY11 State match will stabilize at its FY10 level with the City expected to receive approximately 29% of the amount raised through taxes. The State match has decreased significantly in the last two fiscal years due to other cities and towns adopting the CPA and a reduction in the total State matching fund contribution. It is anticipated that the CPA committee will meet in early FY11 to make recommendations to the City Manager for the use of funds in FY11. After reviewing the work of the committee, the City Manager will submit a proposal to the City Council to be implemented in FY11. Therefore, although CPA funds are used for purposes that would otherwise be funded through the capital budgeting process, there is no impact on the capital budget that is being submitted to the City Council for approval.

CURRENT REVENUES SUPPORT A WIDE RANGE OF PROJECTS. When the Property Tax contribution of $1,850,000 is adjusted for the nonrecurring cost for recycling “toters” of $700,000, the total Property Tax component of the FY11 Capital Budget is lowered to $1,150,000 which is an increase of $150,000 from FY10. This increase is due primarily to the requirement to allocate $400,000 for Fire Vehicles / Equipment which is a $300,000 increase from FY10 and reflects the need to continue the program of replacing large pieces of fire apparatus and equipment. The $100,000 set aside in FY10 provided funds for the replacement of two smaller fire vehicles while the $400,000 allotted in FY11 will fund the replacement of a 15 year old pumper. The remainder of the Property Tax allotment will support a wide range of capital improvement projects including further technology upgrades and computer purchases; renovations to various fire stations; replacement of carpets and furnishings in various City buildings; reconstruction of City sidewalks; façade improvement program; open space improvements including the beautification program and parks and

cemetery tree pruning; public art conservation and maintenance; and improvements to public buildings to make them more accessible to persons with disabilities.

The allocation of Sewer Service revenues to the capital budget has been increased by $200,000 from the previous year's level, in recognition of the need to provide additional funds for the maintenance of the sewer system including emergency repairs. Water use (upon which the sewer rate is based) is expected to stabilize in FY10 after a decline in previous fiscal years. The City has been able to both increase the Sewer Service allocation to the capital budget and set a sewer rate lower than anticipated, due to significant savings in the MWRA assessment and debt service related to sewer reconstruction projects. An allocation of water service revenues will fund improvements to the water system including the replacement of old water mains and valves and other improvements to the distribution system; the tenth phase of the Fresh Pond Master Plan (capital improvements in and around the Fresh Pond Reservation); enhancements to laboratory instrumentation and monitoring; consulting services for a wide range of programs, water meter replacement, and reservoir infrastructure improvements and maintenance.

CAPITAL BUDGETING PROCESS. As was the case in FY10, the City Manager met with City Department Heads prior to the start of the process to review unexpended balances contained in existing capital budgets to determine if the balances could be reallocated to other areas or were sufficient to provide funding in FY11 for ongoing projects such as street light/pole replacement.

This process proved useful and will continue throughout the fiscal years as needs arise that were not anticipated during the budget process.

As noted above, the review has allowed FY10 allocations for ongoing projects such as park and cemetery tree pruning, beautification, public art conservation, replacement of street lights / poles. In FY11, funding for some of the above projects has been included in the capital budget.

As can be seen from the wide scope of projects included and total funds allocated for the implementation of the plan, the capital budget is one of the most significant components of the City's financial plan. It is clear that decisions made during this process will have an impact on the City for many years to come. In order to achieve optimum results from this process, the Capital Investment Committee, which includes the Deputy City Manager, the heads of the Finance, Community Development, Budget, Human Services and Public Works Departments, and the Chief Financial Officer of the School Department, meets on a regular basis throughout the year to ensure that, as needs arise, they may be addressed in a timely and efficient manner. The information received from reviewing the timing and structure of capital projects has proven to be a valuable planning tool. The committee works closely with the City's financial advisors to ensure that this information is applied to future capital budgeting processes.

The City uses its five-year financial projections for revenues and expenditures in addition to its five-year capital plan to formulate its budget guidelines for departments. The City's FY11 projections reflected a $1.0 million target in the Pay-As-You-Go capital budget, the same level as in FY10. However, as the FY11 Capital Budget process progressed, it became clear that it was necessary to increase the property tax component from its current year level of $1,000,000 to $1,850,000 to fund the acquisition of recycling "toters" needed to implement the "single stream" recycling program and to fund the acquisition of a pumper for the Fire Department. For the FY11 Capital Budget process, departments were instructed to submit Pay-As-You-Go capital requests (funded from property taxes) that were equal to or less than the approved/funded amount received in FY10. All requests that exceeded the FY10 amount were required to be designated as "supplemental requests." Departments that did not receive a Pay-As-You-Go appropriation in FY10 could submit a FY11 request but it was required to be submitted as a supplemental request.

Also, the addition of new large projects to be financed through bonding, which were not already part of the FY10-14 plan, was restricted.
This process required departments to focus their priorities and has produced a sustainable plan for future years that will provide significant benefits to the citizens of Cambridge.

In addition, the staff of the Finance Department continued to work closely with department heads to monitor unexpended capital budget balances in order to develop a plan to use these available balances to fund projects that would otherwise be funded through the FY11 capital budgeting process. Also, department heads and project managers were more involved in the process of developing detailed cash flow forecasts and project schedules for capital projects to be bonded. This involvement expanded their understanding of phases of the capital budgeting process that were previously handled primarily by Finance Department staff.

IMPACT ON OPERATING BUDGET DETERMINED. In order to carefully evaluate all capital requests, the Capital Improvement Committee asked that all departmental funding requests be submitted by early January 2010. During January and February, the committee met with the various department heads who had submitted requests, to review and analyze these proposals. The impact on the operating budget, whether positive or negative, was an important factor in the decision-making process.

By including an allocation of $1,500,000 in Bond Proceeds for renovations to various public buildings including the Central Square Library, two fire stations, the Ryan Building at Public Works, and various elementary schools, maintenance costs at these facilities are expected to decrease significantly, particularly at the library where the HVAC system is in serious disrepair.

The Fire Department will receive an allocation of $400,000 to provide funding for the replacement of a pumper that has been in service since 1995. It is expected that this acquisition will decrease the time spent by Fire Department personnel maintaining the pumper that is currently in use and the costs for replacement parts.

While renovations and additions to the City's many parks, playgrounds and other recreational facilities have significantly improved the quality of life in Cambridge, the park maintenance cost center in the Public Works operating budget has experienced increases in recent years. The City's public art collection has grown due to new installations at new and renovated facilities and has required the establishment of a separate cost center to fund a continuing program of restoration and maintenance. Although there was no specific allocation for this purpose in the FY10 Capital Budget, prior year balances were sufficient to fund this program in FY10 until the allocation in the FY11 Capital Budget is available.

While most projects described in the preceding paragraphs are financed through current revenues, bond-financed projects also have an impact on the operating budget. Public Works has used General Obligation bonds, MWRA loans and grants, and MWPAT loans to eliminate sources of inflow and infiltration that have been identified in investigations of the sewer system. This program has mitigated the effects of MWRA assessment increases in recent years.

It is expected that the implementation of "single stream" recycling will require additional funding for the Recycling cost center in the Public Works budget due to an increase in the amount of materials recycled. The increase in this cost center will be partially offset by a decrease in the Rubbish Removal cost center. However, it is not expected that there will be an increase in revenue from the sale of recycled materials due to a downturn in the market.

Although there is no direct impact on the operating budget, the Façade Improvement Program, which provides grants to improve storefronts throughout the city, provides economic benefits to the businesses that are participating in the program, improves access for disabled persons and assists in the building of a more stable tax base. The Neighborhood Business Development Program, financed through Community Development Block Grant (CDBG) funds,

supports a wide range of economic development programs with the objective of improving the business climate of the city.

A section has been included in the description of each capital project showing the impact of the project on the operating budget. In several cases, the impact is indirect and requires no additional financial or personnel resources. Current staff will perform any additional responsibilities or the capital project will enable the staff to devote more time to other duties and activities.

AMBITIOUS PLAN EMERGES FROM PROCESS. The plan that emerged from the capital budget process included $22,385,015 for FY11 and $180,418,650 for FY12-15. It should be noted that appropriations are made only for FY11, with future allotments subject to revision as financial circumstances change. As in most capital budgets, bond proceeds are the largest single source of financing, with both federal and state grants providing a large source of revenue to the capital budget, particularly in the FY12 section of the plan. As the debt on water projects is retired, funds set aside for principal and interest payments will become available for other purposes with a large amount of those revenues expected to be allocated to the capital budget. It is expected that a larger amount of Sewer Service Charges will be allotted to future capital budgets due to lower-than-anticipated MWRA increases and deferred debt service payments.

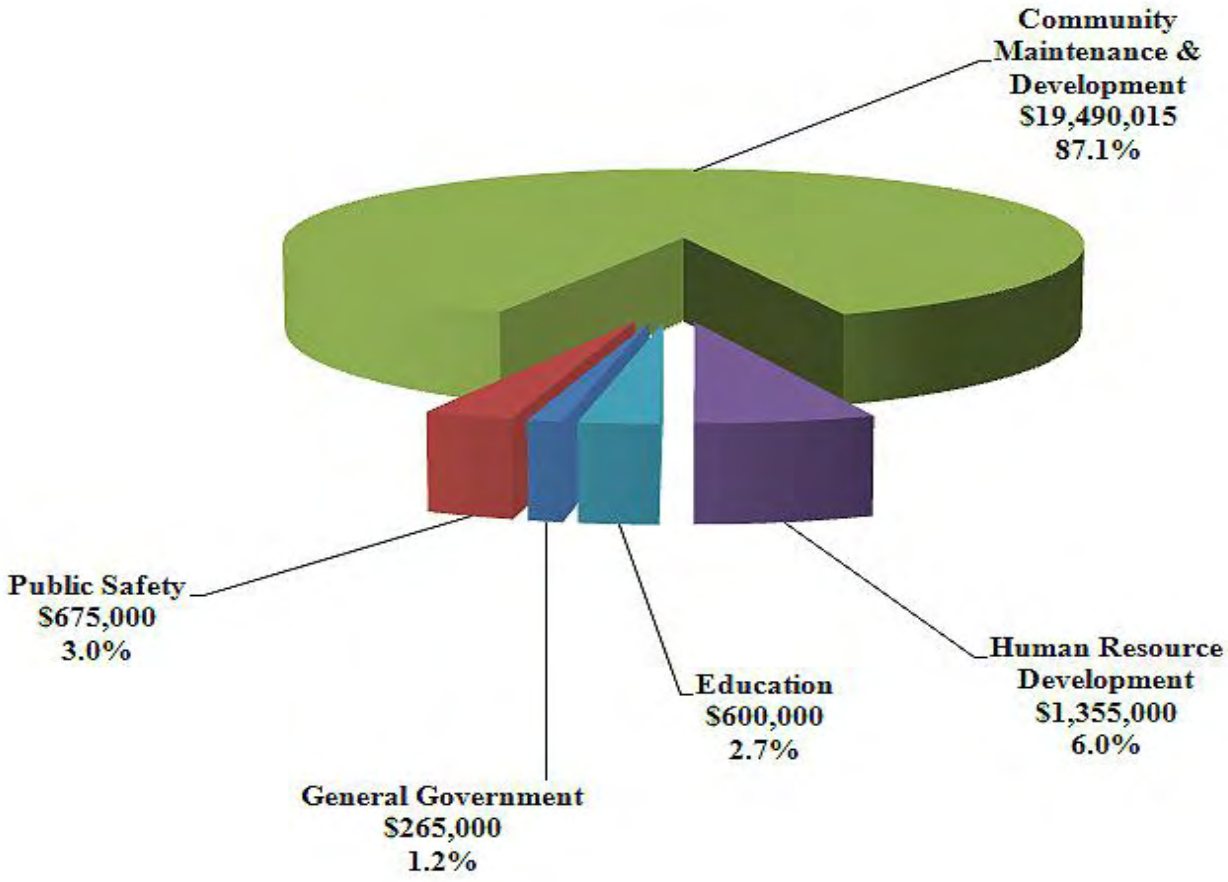
BOND ISSUES NOT INCLUDED IN APPROPRIATION. It is important to note that while the $12,450,000 in bond proceeds are included in all charts, graphs and narratives in this section, those proceeds are not included in the Public Investment Fund appropriation order in Section VI. On the advice of the City's bond counsel, appropriations for all projects to be funded through bond proceeds are made separately and in conjunction with the authorization to borrow for these projects. It is anticipated that these orders will be submitted to the City Council prior to the adoption of the budget so that the entire capital budget can be approved intact.

BLOCK GRANT FUNDING. Although the total Community Development Block Grant entitlement has increased from its FY10 adjusted level of $3,183,780 to $3,387,835, an increase of $204,055 or 6.4%, the portion allocated to the capital budget has decreased from $1,621,000 to $1,552,780, a decrease of $68,420, or - 4.2%. The $229,000 allocated to support economic development programs in FY10 has decreased by $79,220 to $150,000 in FY11 The Green Jobs Program received the largest allocation ($77,220) within this cost center in FY10. It is expected that balances from this allocation will be available in FY11 to continue the program so that additional funding is not required in FY11. The combination of spreading the initial funding for the Green Jobs Program over two fiscal years and a net reduction of $2,000 in the Best Retail Practices and Biomedical Programs yields a total reduction of $79,220 in the Economic Development component of the capital budget. The Block Grant allocation to the Housing Rehab and Development Program has increased by $10,800 from $1,041,780 in FY10 to $1,052,580 in FY10, with funding for the Employment Program Fund remaining the same at $350,000.

FY12-15 FUNDING. As can be seen from the chart on page V-15, Property Taxes will provide a total of $6,170,000 to fund Pay-As-You-Go projects over the next four years. While this level of funding is slightly lower than the than it has been in most previous capital budgets, it will be sufficient to fund critical projects, while a larger portion of current revenues are used to fund debt service increases related to several large projects for which bonds will be issued during this period. Sewer revenues will fluctuate over the next four years based on the amounts required in the operating budget to fund MWRA and debt service increases and to maintain the sewer rate at a manageable level. Water revenues to support capital budgets will increase substantially to $2,750,000 in FY12 and remain consistently high for the remainder of the five-year plan. As past bond issues are retired, it is not anticipated that new issues will be required to meet the capital needs so that revenues previously used to cover debt service will be available to fund the Water Capital Budget. The Community Development Block Grant, Chapter 90, SPOF, and golf course components of the financing plan are

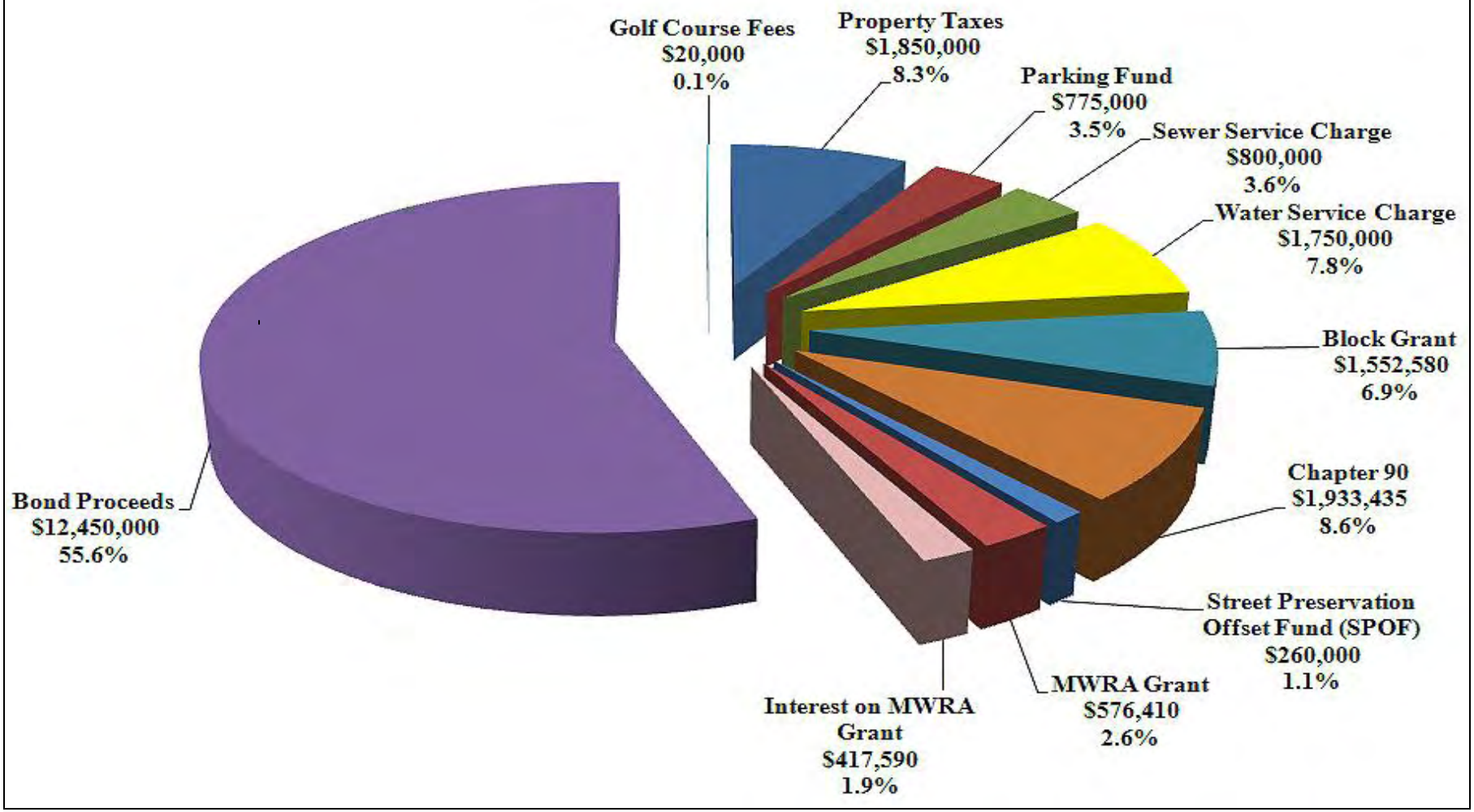
projected to remain stable over the next four years. Grants from the MWRA will provide funding for a significant portion of the Sewer Reconstruction budget for this period, particularly for the Fresh Pond / Alewife project. The figures shown for bond-financed projects relate to appropriations, with the amount of bonds issued in future years determined by the cash flow requirements of the projects. Projects to be funded from this source include several sewer reconstruction projects ($104,523,590), improvements to three soccer fields at Danehy Park ($3,000,000), improvements to several parks including Alberico, David Nunes, Fulmore, and the Cambridge Common ($1,900,000), renovations to City and School buildings ($4,650,000), surface improvements to Kendall Square ($5,000,000), and renovations to the Harvard Square Tunnel ($2,000,000).

PUBLIC INVESTMENT APPROPRIATIONS
FISCAL YEAR 2011

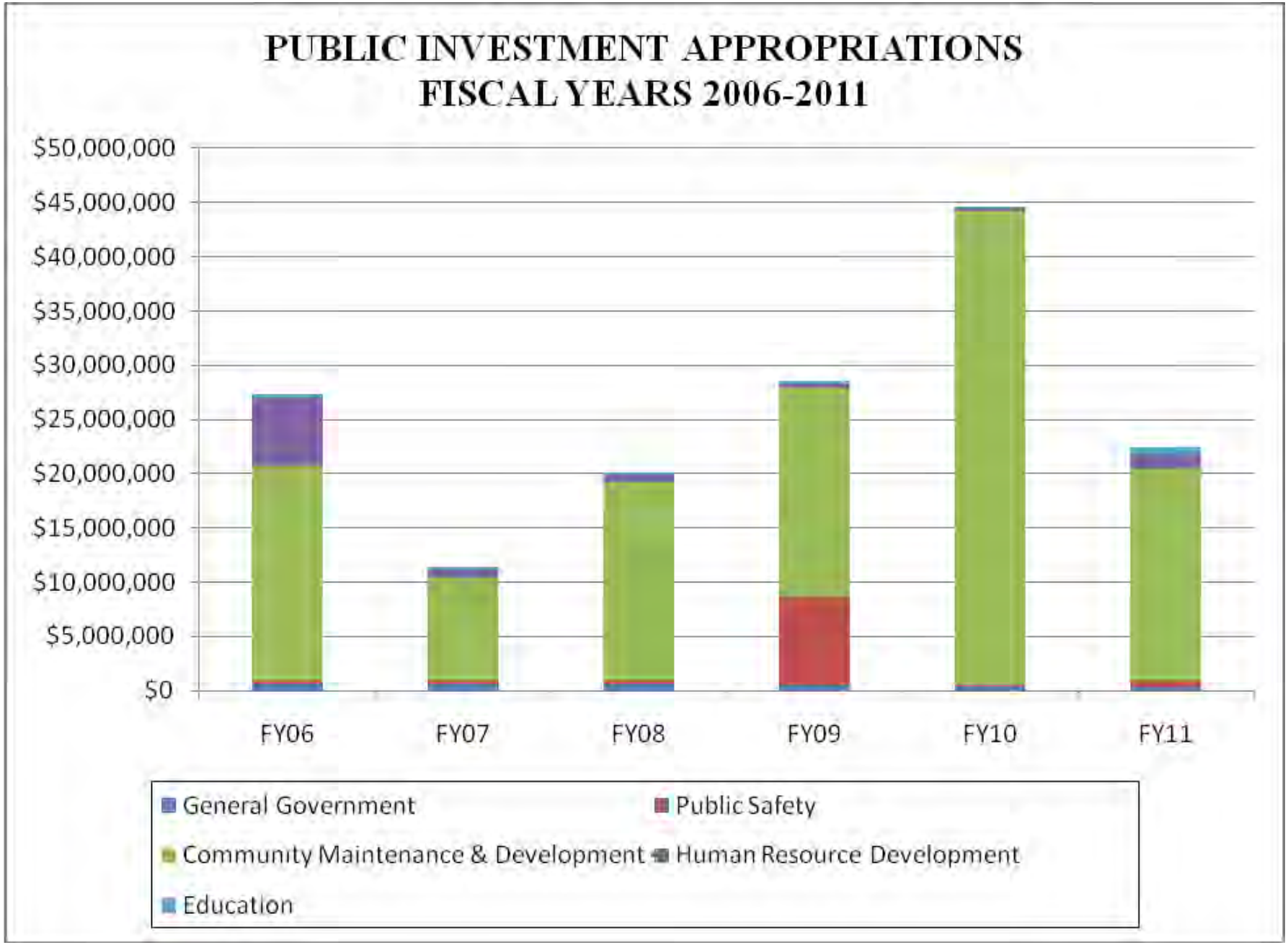


GRAND TOTAL $22,385,015

PUBLIC INVESTMENT FINANCING PLAN
FISCAL YEAR 2011



GRAND TOTAL $22,385,015


PUBLIC INVESTMENT APPROPRIATIONS
FISCAL YEARS 2006-2011
$50,000,000
$45,000,000
$40,000,000
$35,000,000
$30,000,000
$25,000,000
$20,000,000
$15,000,000
$10,000,000
$5,000,000
$0
FY06
FY07
FY08
FY09
FY10
FY11
General Government
Public Safety
Community Maintenance & Development
Human Resource Development
Education

PUBLIC INVESTMENT FUND (IN THOUSANDS)

FUNCTION	PROJECT	CURRENT ALLOTMENTS	3/31/10 EXPENDITURES	3/31/10 ENCUMBRANCES	3/31/10 BALANCE	NEW ALLOTMENTS
GENERAL GOVERNMENT						
	Cable TV	$72	$ -	$ -	$72	$ -
	Finance/Management Information Systems	1,914	734	185	995	265
	General Services/Telephones	65	-	-	65	-
PUBLIC SAFETY						
	Fire Vehicles/Equipment/Bldg. Renovations	1,353	1,004	2	347	675
	Police Equipment/Bldg. Renovations	1,887	1,184	350	353	-
	Emergency Communications Equipment	6,577	216	1	6,360	-
	Traffic/Parking Improvements	1,024	497	303	224	475
	Street Light Conversion	102	-	32	70	-
COMMUNITY MAINTENANCE & DEV.						
	Sewer Reconstruction	79,312	8,131	13,148	58,033	7,044
	Housing Rehab & Development	6,600	1,296	1,238	4,066	1,053
	Neighborhood Stabilization	202	-	-	202	-
	Streets, Sidewalks, Trees, Lighting	16,180	3,593	4,323	8,264	7,733
	Water System Improvements	4,011	1,482	489	2,040	1,750
	Public Building Renovations	2,296	768	138	1,390	125
	Public Art	543	117	246	180	10
	Business Rehab/Development/Training	906	264	419	223	600
	Public Works Equipment	48	21	15	12	700
	Historical Restorations	122	2	40	80	-
HUMAN RESOURCE DEVELOPMENT						
	Library Renovations	8,435	7,353	507	575	550
	Parks & Recreational Facilities	7,073	2,908	477	3,688	755
	Neighborhood Centers	31	-	-	31	-
	Accessibility Improvements	352	100	54	198	50
EDUCATION						
	School Equipment/Bldg. Renovations	122,432	29,624	60,325	32,483	600
	GRAND TOTAL	**$261,537**	**$59,294**	**$82,292**	**$119,951**	**$22,385**

SUMMARY 2011-2015 APPROPRIATION PLAN

	FY11	FY12	FY13	FY14	FY15	TOTAL
GENERAL GOVERNMENT						
Acquisition of Personal Computers	$75,000	$75,000	$75,000	$75,000	$75,000	$375,000
Technology Upgrades/Enhancements	190,000	490,000	490,000	490,000	490,000	2,150,000
	$265,000	$565,000	$565,000	$565,000	$565,000	$2,525,000
PUBLIC SAFETY						
Fire Vehicles/Equipment	$400,000	$400,000	$400,000	$400,000	$400,000	$2,000,000
Fire Station Renovations	275,000	25,000	25,000	25,000	25,000	375,000
Replacement of Street Lights /Poles	-	-	35,000	35,000	-	70,000
	$675,000	$425,000	$460,000	$460,000	$425,000	$2,445,000
COMMUNITY MAINT. & DEV.						
Public Building Renovations	$125,000	$1,110,000	$2,975,000	$25,000	$50,000	$4,285,000
Public Works Equipment	700,000	-	-	-	-	700,000
Street/Sidewalk Reconstruction	2,383,435	2,383,435	2,383,435	2,383,435	2,383,435	11,917,175
Park and Cemetery Tree Pruning	50,000	50,000	50,000	50,000	50,000	250,000
Parking Improvements	475,000	475,000	475,000	475,000	475,000	2,375,000
Water System Improvements	1,750,000	2,750,000	3,500,000	3,250,000	3,250,000	14,500,000
Sewer Reconstruction	7,044,000	63,724,590	9,150,000	24,400,000	29,510,000	133,828,590
Traffic Calming	300,000	300,000	300,000	300,000	300,000	1,500,000
Harvard Square Tunnel Improvements	2,500,000	2,000,000	-	-	-	4,500,000
Harvard Square Surface Improvements	2,000,000	-	-	-	-	2,000,000
Kendall Square Surface Improvements	500,000	2,500,000	2,500,000	-	-	5,500,000
Façade Improvement Program	100,000	100,000	100,000	100,000	100,000	500,000
Employment Program Fund	350,000	350,000	350,000	350,000	350,000	1,750,000
Housing Rehab & Development	1,052,580	1,052,580	1,052,580	1,052,580	1,052,580	5,262,900
Neighborhood Business Development	150,000	150,000	150,000	150,000	150,000	750,000
Public Art	-	-	-	-	-	-
Public Art Conservation Fund	10,000	30,000	10,000	10,000	20,000	80,000
	$19,490,015	$76,975,605	$22,996,015	$32,546,015	$37,691,015	$189,698,665
HUMAN RESOURCE DEV.						
Library/ Equipment Renovations	$550,000	-	-	-	-	$550,000
Parks and Recreation	755,000	1,170,000	1,870,000	1,070,000	1,070,000	5,935,000
Accessibility Improvements	50,000	50,000	50,000	50,000	50,000	250,000
	$1,355,000	$1,220,000	$1,920,000	$1,120,000	$1,120,000	$6,735,000

	FY11	FY12	FY13	FY14	FY15	TOTAL
EDUCATION						
School Equipment/Renovations	$600,000	$200,000	$600,000	-	-	$1,400,000
	$600,000	$200,000	$600,000	-	-	$1,400,000
GRAND TOTAL	**$22,385,015**	**$79,385,605**	**$26,541,015**	**$34,691,015**	**$39,801,015**	**$202,803,665**

DETAIL 2011-2015 FINANCING PLAN

	FY11	FY12	FY13	FY14	FY15	TOTAL
GENERAL GOVERNMENT						
Property Taxes	$265,000	$565,000	$565,000	$565,000	$565,000	$2,525,000
	$265,000	$565,000	$565,000	$565,000	$565,000	$2,525,000
PUBLIC SAFETY						
Property Taxes	$425,000	$425,000	$460,000	$460,000	$425,000	$2,195,000
Bond Proceeds	250,000	-	-	-	-	250,000
	$675,000	$425,000	$460,000	$460,000	$425,000	$2,445,000
COMMUNITY MAINT. & DEV.						
Property Taxes	$1,075,000	$380,000	$375,000	$375,000	$410,000	$2,615,000
Parking Fund Revenues	775,000	775,000	775,000	775,000	775,000	3,875,000
Sewer Service Charge	800,000	1,750,000	500,000	1,000,000	2,000,000	6,050,000
Water Service Charge	1,750,000	2,750,000	3,500,000	3,250,000	3,250,000	14,500,000
Block Grant	1,552,580	1,552,580	1,552,580	1,552,580	1,552,580	7,762,900
Chapter 90	1,933,435	1,933,435	1,933,435	1,933,435	1,933,435	9,667,175
Street Preservation Offset Fund (SPOF)	260,000	260,000	260,000	260,000	260,000	1,300,000
MWRA Grant	576,410	16,011,000	-	1,000,000	-	17,587,410
Interest on MWRA Grant	417,590	-	-	-	-	417,590
Bond Proceeds	10,350,000	51,563,590	14,100,000	22,400,000	27,510,000	125,923,590
	$19,490,015	$76,975,605	$22,996,015	$32,546,015	$37,691,015	$189,698,665
HUMAN RESOURCE DEV.						
Property Tax	$85,000	$100,000	$100,000	$100,000	$100,000	$485,000
Golf Course Fees	20,000	20,000	20,000	20,000	20,000	100,000
Bond Proceeds	1,250,000	1,100,000	1,800,000	1,000,000	1,000,000	6,150,000
	$1,355,000	$1,220,000	$1,920,000	$1,120,000	$1,120,000	$6,735,000
EDUCATION						
Property Tax	-	$200,000	-	-	-	$200,000
Bond Proceeds	600,000	-	600,000	-	-	$1,200,000
	$600,000	$200,000	$200,000	-	-	$1,400,000
GRAND TOTAL	**$22,385,015**	**$79,385,605**	**$26,541,015**	**$34,691,015**	**$39,801,015**	**$202,803,665**

SUMMARY 2011-2015 FINANCING PLAN

	FY11	FY12	FY13	FY14	FY15	TOTAL
Property Tax	$1,850,000	$1,670,000	$1,500,000	$1,500,000	$1,500,000	$8,020,000
Parking Fund Revenues	775,000	775,000	775,000	775,000	775,000	3,875,000
Sewer Service Charge	800,000	1,750,000	500,000	1,000,000	2,000,000	6,050,000
Water Service Charge	1,750,000	2,750,000	3,500,000	3,250,000	3,250,000	14,500,000
Block Grant	1,552,580	1,552,580	1,552,580	1,552,580	1,552,580	7,762,900
Chapter 90	1,933,435	1,933,435	1,933,435	1,933,435	1,933,435	9,667,175
Street Preservation Offset Fund (SPOF)	260,000	260,000	260,000	260,000	260,000	1,300,000
MWRA Grant	576,410	16,011,000	-	1,000,000	-	17,587,410
Interest on MWRA Grant	417,590	-	-	-	-	417,590
Bond Proceeds	12,450,000	52,663,590	16,500,000	23,400,000	28,510,000	133,523,590
Golf Course Fees	20,000	20,000	20,000	20,000	20,000	100,000
GRAND TOTAL	**$22,385,015**	**$79,385,605**	**$26,541,015**	**$34,691,015**	**$39,801,015**	**$202,803,665**

THIS SPACE RESERVED FOR COUNCILLORS' NOTES

SUMMARY: GENERAL GOVERNMENT

	FIVE YEAR APPROPRIATION PLAN					
	FY11	FY12	FY13	FY14	FY15	TOTAL
Acquisition of Personal Computers	$75,000	$75,000	$75,000	$75,000	$75,000	$375,000
Technology Upgrades / Enhancements	190,000	490,000	490,000	490,000	490,000	2,150,000
	$265,000	$565,000	$565,000	$565,000	$565,000	$2,525,000

	FIVE YEAR REVENUE PLAN					
	FY11	FY12	FY13	FY14	FY15	TOTAL
Property Taxes	$265,000	$565,000	$565,000	$565,000	$565,000	$2,525,000
	$265,000	$565,000	$565,000	$565,000	$565,000	$2,525,000

PUBLIC INVESTMENT FUND	BUDGET
FY11	**$75,000**
FY12	**$75,000**
FY13	**$75,000**
FY14	**$75,000**
FY15	**$75,000**
	$375,000

STATUS OF PRIOR YEAR PROJECTS. In the past 13 capital budgets, a total of $2,645,000 has been allocated to purchase networked Windows-based computers. The purchase of these computers has enabled City employees to access from their desktops the most powerful software available. Also, it has been essential that employees have state-of-the-art equipment to accommodate the installation of the various PeopleSoft applications, including Human Resources, Payroll and Financial Systems.

At the beginning of this process, the City set the goal of acquiring 500 new personal computers over a five-year period. With the achievement of this goal in FY01, the City was able to reduce the annual allocation for this purpose from an average of $400,000 per year to $100,000 in FY02-04, with the FY05-10 allocations ranging from $50,000 to $70,000. Savings from these reductions have been allocated to other areas of technology to enable the City to keep pace with technological advances that are constantly occurring in the computer industry. In FY07 an additional $450,000 in free cash was allocated to cover a one time citywide upgrade of Microsoft Office Windows and Email Software to version 2007.

FY11 FUNDING. The increased allocation of $75,000 for FY11 will enable the acceleration of the replacement of obsolete personal computers and servers. It also will be sufficient to fund the acquisition of the required number of new personal computers and servers during FY11.

IMPACT ON OPERATING BUDGET. By setting aside these funds in each capital budget, the City ensures that its personnel will have access to the most advanced computer technology that is available, which contributes to a high level of productivity among City employees. There is no direct financial or personnel impact on the operating budget.

FY12-15 FUNDING. It has been determined that, by continuing to fund this program at a level of $75,000 for the next four years, the City will be able to meet the needs of all employees who rely on technology to perform their duties and obtain information and services form City government.

PUBLIC INVESTMENT FUND	BUDGET
FY11	$190,000
FY12	$490,000
FY13	$490,000
FY14	$490,000
FY15	$490,000
	$2,150,000

STATUS OF PRIOR YEAR PROJECTS. Over the past several years, the City has placed a high priority on upgrading the many management information systems that are used in every City department. Bond proceeds have financed large projects such as the acquisition and installation of a new financial system and all phases of the Fiber Optic Infrastructure Project, while Property Taxes and Free Cash have financed several smaller projects, including the upgrade of the application server to handle the large increase in the number of users since the original server was purchased several years ago. The FY10 allocation of $325,000, which is $175,000 less than the FY09 allotment of $500,000, financed the upgrade of the Peoplesoft system ($300,000) and GIS projects including financing the costs of a fly over of the entire city to update photographs required to support the mapping database to make the information more current ($25,000). The cost of upgrading the Peoplesoft system in FY10 was $100,000 lower than in previous years due to transitioning to a new and less costly program to upgrade this application as well as more experienced staff able to perform more project management and testing in-house.

FY11 FUNDING. An allocation of $190,000, which is $135,000 less than FY10 and $310,000 less than FY09, has been made from Property Taxes to fund this cost center. Funds to upgrade the Peoplesoft financial system have been deferred for one year. When funding for upgrading the Peoplesoft systems is restored in FY12, it will be at the FY10 level of $300,000. Of the $190,000 allocated to this cost center for FY11, $75,000 will fund the implementation of a Web based On-Line Permit System for Inspectional Services, which is an extension of the Cambridge Request System (CRS) application. $65,000 is allocated to upgrade department websites using the new Sitecore Content Management system. $50,000 is allocated to complete development of the new On Line Program Registration systems for DHSP programs and to automate the revenue collection and scheduling system at the Fresh Pond Golf Course.

IMPACT ON OPERATING BUDGET. By providing funds for development of the programs described in the section above, the City provides its staff with additional resources required to perform their responsibilities at a high level of productivity. There is no direct financial or personnel impact on the operating budget.

FY12-15 FUNDING. Funds have been allocated in future capital budgets to continue upgrades to the CRS and GIS systems as well as to the PeopleSoft systems. All applications that still reside on the VAX mainframe continue to be moved to the Web. Many improvements are under consideration to continue to extend City Government Services via the Web. Projects include additional On Line Payment, Improved Video on Demand capability, and more communication and interaction with the public using the latest technology such as Web and Mobile Applications.

THIS SPACE RESERVED FOR COUNCILLORS' NOTES

SUMMARY: PUBLIC SAFETY

	FIVE YEAR APPROPRIATION PLAN					
	FY11	FY12	FY13	FY14	FY15	TOTAL
Fire Vehicles/Equipment	$400,000	$400,000	$400,000	$400,000	$400,000	$2,000,000
Fire Station Renovations	275,000	25,000	25,000	25,000	25,000	375,000
Replacement of Street Lights/Poles	-	-	35,000	35,000	-	70,000
	$675,000	$425,000	$460,000	$460,000	$425,000	$2,445,000

	FIVE YEAR REVENUE PLAN					
	FY11	FY12	FY13	FY14	FY15	TOTAL
Property Taxes	$425,000	$425,000	$460,000	$460,000	$425,000	$2,195,000
Bond Proceeds	250,000	-	-	-	-	250,000
	$675,000	$425,000	$460,000	$460,000	$425,000	$2,445,000

FY11	**$400,000**
FY12	**$400,000**
FY13	**$400,000**
FY14	**$400,000**
FY15	**$400,000**
	$2,000,000

STATUS OF PRIOR YEAR PROJECTS. Since the inception of the formal capital improvement plan in FY85, a total of $8,280,605 has been set aside to fund the replacement of fire vehicles and equipment on a timely and cost-effective basis. At the beginning of this program, the City established a policy that recognized the importance of replacing obsolete pieces of equipment when the need arises, and has consistently allocated a combination of Property Taxes and Free Cash to implement this policy. In order to ensure that funds are allocated to those needs with the highest priority, the staff of the Fire Department conducts an annual survey of all equipment to determine the condition of each piece and makes recommendations to the Fire Chief concerning capital budget requests.

FY10 funding in the amount of $100,000 was used to replace the 1987 mechanic's vehicle and purchase a medic van which is primarily used when other vehicles need preventative maintenance or major repairs.

FY11 FUNDING. $400,000 in Property Taxes in the FY11 Capital Budget will provide funding for the replacement of a 15 year old pumper with a new pumper. In addition to this vehicle being equipped with the newest types of emission control and fuel saving devices, it carries hoses, water, fire fighters, medical supplies and other types of equipment. The development of a long term plan to replace vehicles on a timely basis has had a significant positive effect, increasing the longevity of the department's fleet.

IMPACT ON OPERATING BUDGET. By replacing vehicles described in the above sections, the maintenance personnel of the Fire Department will spend less time and funds servicing older vehicles.

FY12-15 FUNDING. It is the City's plan to continue to allocate funds for the replacement of fire vehicles and related equipment (it is important to note that certain pieces of equipment are funded in the Extraordinary Expenditures account in the Fire Department operating budget) during the years included in this plan. The process described above will be adhered to closely with the goal of ensuring that available funds are allocated to the most serious needs of the Department. It is expected that there will be sufficient current revenues available to continue funding this program without the need for borrowing.

PUBLIC INVESTMENT FUND	BUDGET
FY11	$275,000
FY12	$25,000
FY13	$25,000
FY14	$25,000
FY15	$25,000
	$375,000

STATUS OF PRIOR YEAR PROJECTS. Over the past several years, a combination of bond proceeds and General Fund revenues have financed improvements to several fire stations, with $1,000,000 allocated in the FY09 Capital Budget for a wide range of interior renovations to the Lafayette Square Fire Station and Fire Headquarters being the largest allocations. Other projects included repairs to the floor at Lexington Avenue fire station, replacement of the membrane roofing and repairs to the masonry and flashing at Fire Headquarters, replacement of the boiler at Fire Headquarters, and replacement of the slate roof at Engine 4 (Porter Square).

The station at Lafayette Square received both state and City funding several years ago for renovations to the exterior of the facility, including façade improvements and roof, window and door replacement. Prior to performing any interior work, it was necessary to weather-proof the exterior of the building. Recent interior renovations included providing adequate facilities for female firefighters, repairing damaged plaster and peeling paint, providing adequate electrical capacity, repairing leaking pipes, adding attic insulation, and making major repairs to the bathroom facilities.

In addition, the FY09 appropriation covered the cost for renovations to the bathrooms at Fire Headquarters, including repairs to the floors, walls and ceilings, remediation of asbestos pipe insulation, and replacement of all of the plumbing fixtures, piping and shower stalls. Both renovations were completed in FY10.

A Property Tax allocation of $30,000 in FY10 was allocated to fund miscellaneous repairs to the fire stations.

FY11 FUNDING. $125,000 in Bond proceeds will be allocated to this cost center in FY11 to provide funding for the replacement of the stairs at Engine 5 (Inman Square) which lead to the second floor of the building. An additional $125,000 in Bond Proceeds will be used for window replacements at the Engine 3 (East Cambridge) fire station. 90% of the windows will be replaced which will alleviate the air inflow and allow for better temperature regulation through the HVAC units. An allocation of $25,000 from Property Taxes will be used for miscellaneous renovations and repairs at various stations.

IMPACT ON OPERATING BUDGET. Savings will be realized in the building maintenance and energy accounts in the operating budget and a better work environment will be provided to employees of the facilities.

FY12-15 FUNDING. $25,000 in future allocations to this cost center will be used for repairs to existing stations.

PUBLIC INVESTMENT FUND	BUDGET
FY11	**-**
FY12	**-**
FY13	**$35,000**
FY14	**$35,000**
FY15	**-**
	$70,000

STATUS OF PRIOR YEAR PROJECTS. An appropriation of $600,000 was made to this cost center in FY04 to provide funds for the maintenance and repair of the street lights the City purchased from NSTAR. These funds enabled the City to repair the streetlights daily as well as schedule pole relocations, removals, changes and upgrades on a timely basis. This appropriation has been used to purchase bucket trucks and a crane truck required to perform these functions, as well as poles, other equipment, technical and engineering services, replacement fixtures and parts, bulbs and other supplies. By implementing this program, the City has significantly decreased the time it takes to repair lights.

In FY09, an allocation of $35,000 from Property Taxes was made to this cost center to continue the program described in the paragraph above and provide funding for the replacement of approximately 35 steel street light poles with aluminum poles. Balances from the initial appropriation made in FY04 and the FY09 allotment of $35,000 provided funds for this project in FY10.

FY11 FUNDING. There is no allocation to this cost center in FY11. However, existing balances in capital projects will allow the continuation of the replacement of steel street light poles with aluminum poles. During this period, the City will also evaluate a more energy efficient lamping replacement program for its street lights.

IMPACT ON OPERATING BUDGET. By setting aside funds to replace aging street light poles, the City is taking additional steps to reduce time spent maintaining the existing poles, as well as ensuring a high level of public safety for its citizens.

FY12-15 FUNDING. It is expected that existing balances will be sufficient to continue to fund this program in FY12 while additional funds have been set aside in the FY13-14 Capital Budgets to continue replacing approximately 35 steel street light poles with aluminum poles on an annual basis.

SUMMARY: COMMUNITY MAINTENANCE & DEVELOPMENT

	FIVE YEAR APPROPRIATION PLAN					
	FY11	FY12	FY13	FY14	FY15	TOTAL
Public Building Renovations	$125,000	$1,110,000	$2,975,000	$25,000	$50,000	$4,285,000
Public Works Equipment	700,000	-	-	-	-	700,000
Street/ Sidewalk Reconstruction	2,383,435	2,383,435	2,383,435	2,383,435	2,383,435	11,917,175
Park and Cemetery Tree Pruning	50,000	50,000	50,000	50,000	50,000	250,000
Parking Improvements	475,000	475,000	475,000	475,000	475,000	2,375,000
Water System Improvements	1,750,000	2,750,000	3,500,000	3,250,000	3,250,000	14,500,000
Sewer Reconstruction	7,044,000	63,724,590	9,150,000	24,400,000	29,510,000	133,828,590
Traffic Calming	300,000	300,000	300,000	300,000	300,000	1,500,000
Harvard Square Tunnel Improvements	2,500,000	2,000,000	-	-	-	4,500,000
Harvard Square Surface Improvements	2,000,000	-	-	-	-	2,000,000
Kendall Square Surface Improvements	500,000	2,500,000	2,500,000	-	-	5,500,000
Façade Improvement Program	100,000	100,000	100,000	100,000	100,000	500,000
Employment Program Fund	350,000	350,000	350,000	350,000	350,000	1,750,000
Housing Rehab & Development	1,052,580	1,052,580	1,052,580	1,052,580	1,052,580	5,262,900
Neighborhood Business Development	150,000	150,000	150,000	150,000	150,000	750,000
Public Art	-	-	-	-	-	-
Public Art Conservation Fund	10,000	30,000	10,000	10,000	20,000	80,000
	$19,490,015	$76,975,605	$22,996,015	$32,546,015	$37,691,015	$189,698,665

	FIVE YEAR REVENUE PLAN					
	FY11	FY12	FY13	FY14	FY15	TOTAL
Property Taxes	$1,075,000	$380,000	$375,000	$375,000	$410,000	$2,615,000
Parking Fund Revenues	775,000	775,000	775,000	775,000	775,000	3,875,000
Sewer Service Charge	800,000	1,750,000	500,000	1,000,000	2,000,000	6,050,000
Water Service Charge	1,750,000	2,750,000	3,500,000	3,250,000	3,250,000	14,500,000
Block Grant	1,552,580	1,552,580	1,552,580	1,552,580	1,552,580	7,762,900
Street Preservation Offset Fund (SPOF)	260,000	260,000	260,000	260,000	260,000	1,300,000
Chapter 90	1,933,435	1,933,435	1,933,435	1,933,435	1,933,435	9,667,175
MWRA Grant	576,410	16,011,000	-	1,000,000	-	17,587,410
Interest on MWRA Grant	417,590	-	-	-	-	417,590
Bond Proceeds	10,350,000	51,563,590	14,100,000	22,400,000	27,510,000	125,923,590
	$19,490,015	$76,975,605	$22,996,015	$32,546,015	$37,691,015	$189,698,665

PUBLIC INVESTMENT FUND	BUDGET
FY11	$125,000
FY12	$1,110,000
FY13	$2,975,000
FY14	$25,000
FY15	$50,000
	$4,285,000

STATUS OF PRIOR YEARS PROJECTS. The allocation for buildings in FY10 was for $45,000. The allocation included $30,000 to continue the program to replace worn out carpeting/flooring and furnishings in City buildings. This included: the Coffon Building at 51 Inman St. - 1st floor carpet replacement, the Frazier Building - carpet replacement, and the Lombardi Building - replacing flooring on the second floor. The remaining $15,000 was utilized in FY10 to continue the GreenSense program, to support an energy information database and City contributions to energy efficiency studies and improvement projects. Funding from prior year balances were used for several projects in FY10. A 2 kilowatt photovoltaic (PV) system was installed on the Public Works Frazier Administration building. A 3.3 kilowatt system will be installed at the Frisoli Youth Center in the spring of FY10, using Clean Energy Choice bonus funds obtained from the Massachusetts Technology Collaborative. Masonry façade repairs at the Frazier Building and the installation of a new fire protection sprinkler system at City Hall was also completed in FY10. In addition, a free cash appropriation in FY10 was made to cover design and construction costs for HVAC improvements at the Gately Youth Center.

FY11 FUNDING. An allocation of $100,000 in Bond proceeds and $25,000 in Property Taxes will fund the following projects.

- **Ryan Garage & Simard Building Roof Replacement, $100,000.** The funding will be used for engineering design services to replace roofs, which are beyond their useful life, leaking and in poor condition, and to assess the installation of a renewable energy system.

- **Carpets and Furnishings, $25,000.** The funding will be used to continue addressing the carpet and furnishing needs of City buildings. FY11 funding will be allocated to include the Senior Center, which is in need of new chairs and tables.

IMPACT ON OPERATING BUDGET. Funds allocated to this cost center will have the dual effect of reducing maintenance costs and restraining the growth of energy costs.

FY12-15 FUNDING. Bond Proceeds ($1,100,000) and Property Taxes ($10,000) will provide funds for the replacement of the roof on the Ryan Garage and replacement of carpets and furnishings in FY12. The allocation of $2,950,000 in Bond Proceeds in FY13 will fund the repointing of the McCusker Building, replacement of the City Hall roof, and repairs to and painting of the corridors of City Hall, with $25,000 in Property Tax funding the replacement of carpets and furnishings. Funding is included for the replacement of carpets and furnishings in FY14 and FY15 and for a study to determine the feasibility of acquiring land for a new DPW facility and new training facility for the Fire Department.

PUBLIC INVESTMENT FUND	BUDGET
FY11	$700,000
FY12	-
FY13	-
FY14	-
FY15	-
	$700,000

STATUS OF PRIOR YEARS PROJECTS. There was no allocation for recycling toters in the FY10 Capital Budget.

FY11 FUNDING. An allocation of $700,000 in Property Taxes will be used to purchase approximately 16,000 recycling toters for 1-5 unit residences, including assembly and delivery to residences. In an effort to increase recycling, the City will implement single stream recycling by which residents will no longer have to sort their recyclables. Single stream makes recycling easier and toters provide more recyclables storage capacity for residents. All clean papers, cardboard and containers will be accepted together. The City's recycling processor has new cutting-edge technology that will sort the material while meeting high quality standards required by mills.

IMPACT ON OPERATING BUDGET. Contractual costs for curbside recycling have increased and are included in the Public Works Operating budget. Since increased recycling will reduce the tonnage of solid waste disposed, the rubbish disposal line item has been reduced.

FY12-15 FUNDING. No future funding is being allocated to this project.

PUBLIC INVESTMENT FUND	BUDGET
FY11	$2,383,435
FY12	$2,383,435
FY13	$2,383,435
FY14	$2,383,435
FY15	$2,383,435
	$11,917,175

STATUS OF PRIOR YEAR PROJECTS. In FY10 the City appropriated $2,714,385 toward its street and sidewalk reconstruction program. The appropriation consisted of an allocation of $800,000 from Street Preservation Offset Funds (SPOF) and $1,914,385 from the Massachusetts Highway Department through its Chapter 90 program. The SPOF allocation of $800,000 funded $477,449 in miscellaneous sidewalk repairs with the remainder, $322,551, supplementing the Chapter 90 allotment of $1,914,385, for a total budget of $2,236,936 for the reconstruction of the streets included in the FY10 budget.

FY11 FUNDING. The City will receive $1,933,435 from the Massachusetts Highway Department through its Chapter 90 program this year, These funds will be spent on the streets listed below in accordance with our ongoing five year plan. The City will also appropriate $450,000 towards the Department of Public Works miscellaneous sidewalk program. Funding toward this program will be from both Property Tax revenues ($190,000) and SPOF ($260,000).

Proposed FY11 Street List

Construction	From	To	Cost	Description
Spring Street	Fulkerson Street	Third Street	$900,000	Roadway & Sidewalks
Lopez Avenue	Spring Street	Costa Lopez Taylor Pk.	$200,000	Roadway & Sidewalks
Linnean Street	Raymond Street	Mass. Ave.	$383,042	Roadway and Ramps
Prospect Street	Hampshire Street	Somerville Line	$310,393	Roadway & Sidewalks
Design	**From**	**To**	**Cost**	
Meacham Road	Mass. Ave.	Somerville Line	$20,000	Roadway & Sidewalks
Woodbridge Street	Mass. Ave.	Locke Street	$20,000	Roadway & Sidewalks
Shea Road	Mass. Ave.	Somerville Line	$20,000	Roadway & Sidewalks
Locke Street	Shea Road	Meacham Road	$20,000	Roadway & Sidewalks
Waterhouse Street	Garden Street	Mass. Ave.	$60,000	Roadway & Sidewalks

Total $1,933,435

IMPACT ON OPERATING BUDGET. By allocating funds for the reconstruction of streets and sidewalks, the City is addressing the goal of providing a high level of public safety services to City residents as well as reducing street maintenance costs in the Public Works operating budget.

FY12-15 FUNDING. It is expected that future allocations to this cost center will be comprised of Chapter 90 funds, Property Tax contributions and SPOF allocations.

FY11	**$50,000**
FY12	**$50,000**
FY13	**$50,000**
FY14	**$50,000**
FY15	**$50,000**
	$250,000

STATUS OF PRIOR YEARS PROJECTS. In the FY10 Capital Budget, there was no allocation for the program. Existing balances funded the ongoing multi-year program supporting the pruning of nearly 3,000 trees in the City's open space inventory at City parks and the cemetery.

FY11 FUNDING. An allocation of $50,000 from Property Taxes will fund the ongoing program to perform structural pruning to approximately 500 trees in parks throughout the City and at the Cambridge Cemetery. The emphasis is on hazard elimination, as well as overall tree health maintenance.

IMPACT ON OPERATING BUDGET. While this project does not have a direct financial or personnel impact on the operating budget, it addresses the goal of supporting outdoor physical activity for all age groups by encouraging use of the City's many parks through providing a safer and more aesthetically pleasing environment.

FY12-15 FUNDING. Funds have been included in future capital budgets to continue parks and cemetery tree pruning.

PUBLIC INVESTMENT FUND	BUDGET
FY11	$475,000
FY12	$475,000
FY13	$475,000
FY14	$475,000
FY15	$475,000
	$2,375,000

STATUS OF PRIOR YEAR PROJECTS. Over the past several years, the City has maintained the Parking Fund Balance at a level that has enabled it to make consistent allocations to finance the capital portion of the Traffic, Parking and Transportation (TPT) budget and still be able to fund the operating budget at the level required to provide necessary services.

The FY10 Capital Budget included an allocation of $475,000. Of this total, $285,000 was budgeted for phase three of the parking garage multi-year maintenance plan. Most of this work took place at the Green Street Garage including replacement of the traffic-bearing waterproofing membrane on the roof level and replacement of sealant at selected joints throughout the garage. Also, a deteriorated infill wall at the base of the Green Street stair tower was replaced with a new glass panel to help with passive security. This project also included replacement of the Second Street stair tower windows at the First Street Garage.

In addition, $125,000 in funding was used to repave City Parking Lot #2 in Harvard Square and $40,000 was used to support the upgrade and repair of traffic signals. An addition of $25,000 was used for the purchase of parking meter paystations.

FY11 FUNDING. $475,000 in Parking Fund revenues have been allocated to fund the following projects:

- **Traffic Signal Repair and Upgrade: ($230,000**) These funds will be used to upgrade traffic signals including establishing communications between signals and TPT offices at 344 Broadway, underground conduit repairs, upgrading controllers, and miscellaneous traffic loop repairs.

- **Parking Garage Repair and Upgrade: ($245,000)** This work will include garage repairs, design of phase four of the garage restoration project, and replacing the access and revenue control equipment at the Green Street parking garage.

IMPACT ON OPERATING BUDGET. Funds have been allocated in the past several capital budgets to upgrade the City's traffic signal system to ensure that traffic flows throughout the City in a safe and efficient manner. Similarly, allocations for parking garage renovations are made to encourage use of the garages by the public, with the goal of providing safe and attractive facilities as well as maximizing revenues collected from these facilities.

FY12-15 FUNDING. Future allotments will fund traffic signal improvements and phased repairs at the City's two parking garages as recommended in the consultant engineer's First Street and Green Street Garages Condition Analysis Report.

PUBLIC INVESTMENT FUND	BUDGET
FY11	**$1,750,000**
FY12	**$2,750,000**
FY13	**$3,500,000**
FY14	**$3,250,000**
FY15	**$3,250,000**
	$14,500,000

STATUS OF PRIOR YEAR PROJECTS. The Brookline Street Water Main Project, which commenced in FY09, was completed during the 2009 construction season. This project included the installation of a 12 inch main from Pacific Street to Putnam Avenue. In FY10, $1,500,000 was appropriated for water system improvements. This included the Concord Avenue Water Main Project, which involves the installation of a 16 inch water main from Blanchard Road to Alewife Brook Parkway. It is anticipated that construction duration is 18 months and will begin in the spring 2010. Both of these projects are being coordinated with Public Works roadway improvement projects.

In addition, the Water Department installed over 2160 feet of new 8” water main on Walnut Avenue (Upland Road to Arlington Street), Arlington Street (Mass. Ave. to Washington Avenue), Edmunds Street, and Magazine Street (Memorial Drive to Granite Street), replaced over 120 lead water services and 40 valves, and eliminated 3,510 feet of parallel old 6” cast iron pipe.

The debt service on the General Obligation bonds for the construction of the Walter J. Sullivan Water Purification Facility is fully paid by revenues from the water service charge. The water service charge covers approximately 69.7% of the total debt service on the one remaining loan from the MWPAT, with the remainder of the debt service covered through state subsidies. While debt service of this magnitude would normally have a significant impact on the water rate, the City is able to mitigate this effect by using a portion of the retained earnings of the Water Enterprise Fund ($6,381,652 of June 30, 2009) to offset debt service costs.

Current Water Service revenues of $1,000,000, combined with a $500,000 allocation from the Retained Earnings of the Water Fund, supported a wide range of projects in FY10 including replacement of infrastructure components of the water distribution system in coordination with many City projects, continued implementation of the Fresh Pond Master Plan, US geological Survey water quality monitoring in our reservoir system, continued treatment facility instrumentation and equipment replacement. The Water Department initiated its strategic planning with the development of a hydraulic model and the initiation of a demand study.

FY11 FUNDING.

- **Water Works Improvements to the Distribution System ($795,000)** - This allocation will provide funds for the replacement of old water mains, valves and other improvements and repairs to the distribution system, including emergencies and support to other departments. This will be accomplished through the annual Water Works Construction Contract and in-house capabilities.

- **Facility and Office Equipment and Improvements ($175,000)** - These funds will be used to replace plant equipment ($50,000) and instrumentation ($30,000); for an AMR system upgrade ($20,000); for Security Enhancements ($25,000); and to continue the Norfolk Street and Cambridge Common Gatehouses and Payson Park facility upgrades ($50,000).

- **Consulting Services ($100,000)** - Distribution System Plan ($50,000); Update Water System Demand Study ($50,000).

- **Implementation of Fresh Pond Master Plan ($250,000)** Funds have been included in this budget to cover the cost of various reservation priorities to continue the implementation of the Fresh Pond Master Plan, such as Drainage and Pathway improvements and source water protection planning.

- **Reservoir Infrastructure Improvements and Maintenance ($330,000)** - These funds will be used for maintenance of the reservoir gauging stations ($80,000) and Hobbs Brook Reservoir Gatehouses Renovations ($250,000).

- **Meter Replacement ($100,000)** - These funds will be used to cover the cost related to the replacement of water meters including the replacement of the City's park irrigation boxes.

IMPACT ON OPERATING BUDGET. By providing funds for capital improvements to the water system, the City has reduced the potential for major water main breaks and reduced the cost of repairing these breaks. Many of the improvements are made to enhance the quality of water provided to consumers.

FY12-15 FUNDING. Allocations of water service charges in future years will continue to provide funding for needed work in the Transmission/Distribution, Engineering/Administration, Treatment and Watershed areas.

PUBLIC INVESTMENT FUND	BUDGET
FY11	$7,044,000
FY12	$63,724,590
FY13	$9,150,000
FY14	$24,400,000
FY15	$29,510,000
	$133,828,590

STATUS OF PRIOR YEAR PROJECTS. The various stormwater management, drainage system maintenance and sewer separation programs continue throughout the city. These programs are funded through a variety of revenue sources including General Obligation Bonds, loans from the Massachusetts Water Pollution Abatement Trust (MWPAT) and Massachusetts Water Resources Authority (MWRA) loans and grants. As has been the case in previous years, future projections do not include state financial assistance, due to continued uncertainty with regard to state funding of the MWPAT program.

FY11 FUNDING. The total appropriation requested for FY11 is substantially less than that which was identified for FY11 in the FY10 budget. This is primarily due to slight changes in the overall sewer program schedule and, as a result, FY12 projections are much greater than were previously projected. FY11 appropriation requests include the last request needed to address common manholes in separated areas of the city. The removal of the last remaining manholes will mark the end of a 15 year program to eliminate common manholes from our infrastructure and will lead to better levels of sewer and drainage service and better water quality in the Charles River and the Alewife Brook. The City will also continue its program in Harvard Square of sewer separation and stormwater management, continuing the strategy of constructing small projects that are minimally invasive but which result in significant levels of sewer and stormwater service level improvements. Similarly, the City has begun sewer and drainage system separation on Prentiss Street in the Agassiz community, renewing the infrastructure on a street per year basis throughout the Frost Street neighborhood. Finally, the first two of six projects have started in the Alewife Watershed, namely the Whittemore Avenue area project and the Floatable Controls project along the Brook itself.

CAM002/004 Alewife Watershed Sewer Separation and Stormwater Management Project: $2,396,473. This multiyear program addresses sewer separation, stormwater management and Combined Sewer Overflow control in the Alewife Watershed. The monies proposed here will be used primarily to provide contingency funding for the Whittemore Avenue sewer separation project and the Floatable Controls project, together with design funding for stormwater and sewer improvements within the Concord Alewife area to include infrastructure improvements in the Fawcett Street area.

The Harvard Square Sewer Separation and Stormwater Management Project: $563,310. This phase of the Harvard Square stormwaster management project will build the systems that were designed using FY10 funding. Included in this year's program will be the reconstruction of infrastructure on Hilliard Street, the drainage system on Story Street and the removal of stormwater from the combined sewer system as it drains off JFK Park in front of the Kennedy School of Government.

Common Manhole Removal Project: $3,284,217. The primary purpose of this appropriation is to continue to address sewer separation specific to common manholes in the city. This phase of the overall program will concentrate on the design and removal of the remaining common manholes in separated areas throughout the city, the majority of which are in the Cambridgeport neighborhood.

Remedial Construction: $800,000. This funding is used to maintain existing systems throughout the city. Activities that occur within this program include catch basin repair and replacement; miscellaneous sewer and drainage pipeline and manhole repair and replacement; lining of sewers, drains and manholes; and the cleaning and inspection of our various drainage utility systems.

PUBLIC INVESTMENT FUND	BUDGET
FY11	$300,000
FY12	$300,000
FY13	$300,000
FY14	$300,000
FY15	$300,000
	$1,500,000

STATUS OF PRIOR YEAR PROJECTS. Traffic calming focuses on redesigning streets to improve the comfort and safety of people walking, biking and driving on them. Mechanisms may include raised crosswalks and intersections, curb extensions, crossing islands and other physical features which calm traffic and enhance safety. The Community Development Department coordinates traffic calming projects with scheduled street and sewer improvements planned by the Department of Public Works. This allows the most efficient use of resources and reduces the disruption to residents during construction.

The FY10 appropriation of $300,000 was used to develop designs for traffic calming on Spring and Linnaean Streets and for construction costs, as well as to fund projects located on Spring Street, Pemberton Street, Linnaean Street and Putnam Avenue, which are scheduled to be under construction in 2010.

FY11 FUNDING. An allocation of $300,000 from the Parking Fund will finance FY11 projects. The funding will be used for the design and construction of traffic calming measures. Likely projects include the design of projects on streets in the Huron Avenue area and funding the remainder of construction on Spring and Linnaean streets.

IMPACT ON THE OPERATING BUDGET. There is no direct financial or personnel impact on the operating budget; the implementation of concepts to improve the safety and comfort of citizens who are walking, biking and driving on the streets of Cambridge supports the goal of encouraging non-auto modes of travel.

FY12-15 FUNDING. It is anticipated that an allocation will be made in each budget cycle to fund traffic calming projects.

PUBLIC INVESTMENT FUND	BUDGET
FY11	**$2,500,000**
FY12	**$2,000,000**
FY13	**-**
FY14	**-**
FY15	**-**
	$4,500,000

STATUS OF PRIOR YEAR PROJECTS. The City appropriated $550,000 for design of the restoration of the Harvard Square Tunnel (as known as the Cambridge Street Underpass) in the fall of 2009. The Cambridge Street Underpass was originally built in 1965 after the City and Harvard University agreed to a proposal to terminate the southern section of Oxford Street and place a below-grade structure at the intersection of Cambridge Street and Broadway.

The construction of the tunnel allowed easier and safer access to and from Memorial Hall and Harvard Yard and provided for safer vehicular traffic from both Broadway and Cambridge Street to and from Massachusetts Avenue. A designer was selected in the spring of 2010 and the analysis and design associated with the remediation project is presently ongoing and is expected to be completed in the spring/summer of 2011.

FY11 FUNDING. The FY11 appropriation will be used for the phased reconstruction of the Harvard Square Tunnel. It is expected that the initial phase of the construction project will be to reconstruct the waterproofing on the roof of the tunnel together with addressing efflorescence and reinforcement restoration on the walls and haunching of the tunnel. After these aspects are addressed, the restoration associated with the wing walls and the floor of the tunnel will be dealt with. The City is in discussions with Harvard University to help finance a portion of the construction costs. Harvard University contributed $250,000 towards the design costs, which was appropriated in the fall 2009. The amounts requested above do not reflect any contributions for this project from Harvard University.

IMPACT ON OPERATING BUDGET- It is expected that maintenance costs will decrease due to the anticipated improvements.

FY12-15 FUNDING. $2,000,000 is presently placed in the FY12 budget towards continuing reconstruction of the Tunnel.

PUBLIC INVESTMENT FUND	BUDGET
FY11	**$2,000,000**
FY12	**-**
FY13	**-**
FY14	**-**
FY15	**-**
	$2,000,000

STATUS OF PRIOR YEAR PROJECTS. Since FY02 in excess of $7,000,000 has been appropriated for various elements of the Harvard Square improvement plan. The improvements provided thus far have included the reconstruction of Church Street, Winthrop Street, Palmer Street, Mount Auburn Street at Lampoon Plaza, the super crosswalk at Out of Town News and the lower section of JFK Street.

The City appropriated $300,000 in the fall of 2009 to design the upper portion of JFK Street.

This appropriation is to complete the reconstruction of JFK Street between Eliot and Brattle Streets.

FY11 FUNDING. $2,000,000 in bond proceeds will be allocated to complete the reconstruction of Eliot Street between JFK Street and Brattle Street.

FY12-15 FUNDING. No additional funding is allocated for this project in future years.

PUBLIC INVESTMENT FUND	BUDGET
FY11	$500,000
FY12	$2,500,000
FY13	$2,500,000
FY14	-
FY15	-
	$5,500,000

STATUS OF PRIOR YEAR PROJECTS. There have not been any prior year appropriations for this project.

FY11 FUNDING. This allocation will fund the design of the restoration of the Kendall Square area on Main Street between Broadway and Ames Street. This area is a significant transportation, commercial and community destination in East Cambridge and the infrastructure in the Main Street area, which was last reconstructed in 1970, has deteriorated significantly in recent years. However, consistent with this effort towards restoration, the City has worked with MIT to reconstruct the space in front of One Broadway and the space adjacent to the new Broadway / Main Street intersection. The city has also completed a design for the reconstruction of streets and sidewalks on Broadway between Ames Street and Third Street and construction is expected to begin in 2011. It is expected that the design effort for Main Street will include discussions with all of the various neighbors in the area and will result in a design being completed within a twelve to eighteen month period.

IMPACT ON THE OPERATING BUDGET. It is expected that maintenance costs will decrease due to the improvements described in the above section.

FY12-15 FUNDING. $2,500,000 in Bond Proceeds will be provided in both the FY12 and FY13 Capital Budgets to allow construction to proceed immediately after design is completed for the Main Street area. The project will extend from the intersection of Main Street and Broadway to the intersection of Main Street and Ames Street. The project will provide enhanced access to the various transportation facilities in the area, together with an enhanced streetscape environment with new sidewalks and roadways, new pedestrian scale lighting, street furniture, new trees and other beautification measures. The City will look to the various stakeholders in the area to further advance improvements so as to complete the restoration presently contemplated by the City.

FY12-15 FUNDING. Bond Proceeds of $2,500,000 in both FY12 and FY13 will fund the construction phase of the project which is expected to take two years to complete.

PUBLIC INVESTMENT FUND	BUDGET
FY11	**$100,000**
FY12	**$100,000**
FY13	**$100,000**
FY14	**$100,000**
FY15	**$100,000**
	$500,000

STATUS OF PRIOR YEAR PROJECTS. The Façade Improvement Program is used throughout the City to support business owners with matching grants of up to $15,000 for construction of storefront improvement projects including handicapped accessibility. Business owners also may apply for matching grants of up to $2,500 for exterior signage & lighting projects. An architectural consultant, retained by the City, provides preliminary design services to program applicants.

In FY10 the Façade Improvement Program's Capital Budget allocation of $100,000 supported five façade improvements and six signage and lighting projects, as well as design services for nine participants. Examples include Ginger Exchange Restaurant, Door Store, Pearl Street Market and House of Chang Restaurant, among others.

FY11 FUNDING. An allocation of $100,000 from Property Taxes will continue to fund façade improvements in commercial districts, primarily within the designated Neighborhood Revitalization Strategy areas. These funds will support approximately four façade improvement projects, six signage & lighting improvement projects, and design services for ten additional participants in the program.

IMPACT ON THE OPERATING BUDGET. There is no direct financial or personnel impact on the operating budget; this program provides economic benefits to the businesses that participate in the program, supports the City's commercial districts and assists in building a more stable tax base.

FY12-15 FUNDING. It is anticipated that this program will receive funding in future years.

PUBLIC INVESTMENT FUND	BUDGET
FY11	$350,000
FY12	$350,000
FY13	$350,000
FY14	$350,000
FY15	$350,000
	$1,750,000

STATUS OF PRIOR YEAR PROJECTS. The Employment Program Fund continues to coordinate employment and job training programs through the Just-A-Start Corporation.

FY11 FUNDING. $350,000 in Block Grant funds will continue to finance the Just-A-Start Rehabilitation Assistance Program (RAP), which trains and employs Cambridge youth to provide a range of low-cost housing rehabilitation, energy conservation and de-leading services throughout Cambridge and for the Cambridge Housing Authority. As in prior years, the crews will work on housing units for CDBG eligible, low and moderate-income households.

IMPACT ON OPERATING BUDGET. While there is no direct impact on the operating budget, this program has a direct effect on both economic development and housing preservation by creating jobs in housing rehabilitation. In addition, by providing energy conservation and deleading services, this program has a significant effect on improving the environment, health and safety of children in the housing units that are being rehabilitated. There is no direct financial or personnel impact on the operating budget.

FY12-15 FUNDING. It is anticipated that Community Development Block Grant funds will continue to support this program.

PUBLIC INVESTMENT FUND	BUDGET
FY11	$1,052,580
FY12	$1,052,580
FY13	$1,052,580
FY14	$1,052,580
FY15	$1,052,580
	$5,262,900

STATUS OF PRIOR YEAR PROJECTS. This program combines the Capital Fund allocation with funds from the HOME Program, Affordable Housing Trust Fund and other public and private sources to finance renovations to existing housing units and the development of new units.

FY11 FUNDING. $1,052,580 of Block Grant funds, will be combined with funds from HOME, Affordable Housing Trust and other sources to finance a range of programs to meet the City's diverse housing needs. The Block Grant funding will continue to finance the rehab of existing housing stock and the development of new housing units for low- and moderate-income Cambridge residents.

Block Grant funding of housing programs includes $649,440 for rehab loans and technical assistance to eligible owners of structures with 1-4 units through the Home Improvement Program (HIP) administered by Just-A-Start (JAS) and Homeowners' Rehab, Inc. (HRI). In addition, $155,650 will support the efforts to rehabilitate multi-family properties while keeping rents affordable through a program administered by the Cambridge Neighborhood Apartment Housing Services (CNAHS).

Block Grant funds of $239,490 will be made available to neighborhood-based development corporations (JAS and HRI) to continue to acquire and rehab properties for affordable homeownership and rental housing. In addition, $8,000 in Community Development Block Grant funds will be used to support the Historical Commission, through the Historic Preservation Home Improvement Program, to assist owners improving their properties.

IMPACT ON OPERATING BUDGET. By allocating a significant portion of the City's Block Grant entitlement to housing rehab and development programs, the City is continuing to work toward its goals of creating a sizable stock of housing for its low and middle-income residents and supporting the racial, socioeconomic and cultural diversity of the City. There is no direct financial or personnel impact on the operating budget.

FY12-15 FUNDING. It is anticipated that Block Grant funds will continue to support this program.

PUBLIC INVESTMENT FUND	BUDGET
FY11	$150,000
FY12	$150,000
FY13	$150,000
FY14	$150,000
FY15	$150,000
	$750,000

STATUS OF PRIOR YEAR PROJECTS. The FY10 allocation of $229,220 in Block Grant funds was used to support the City's economic development programs for low- and moderate-income individuals, including financial literacy and business planning workshops, the Best Retail Practices program grants, the workforce development programs operated by Just-A-Start and a new green jobs training program focusing on jobs in energy efficiency and green building maintenance.

FY11 FUNDING. A total allocation of $150,000 will be used to support a range of Economic Development workshops and programs. Funds in the amount of $49,000 will support the continued work of the Center for Women & Enterprise for small business workshops including: "Using Social Media to Market Your Business" and "How to Green Your Small Business," as well as financial literacy training in the fundamentals of personal financial management. An additional $20,000 will be allocated to the Retail Best Practices grant program, which provides small grants to income-eligible businesses to implement improvements related to interior design, merchandising, marketing or operations. In support of the City's workforce development efforts, $81,000 will be allocated to the Biomedical Careers Program, run by Just-A - Start to help low-moderate income individuals obtain skills for jobs in the bio-medical industries. A total of $100,000 allocated from FY10 funds will continue to support a green jobs training program through FY11.

IMPACT ON OPERATING BUDGET. The primary goal of these programs is to assist small and income-eligible businesses in the development of plans that will enable them to compete in the local market, as well as to provide individuals with the skills needed to work in the bio-medical and energy efficiency fields. These programs provide benefits to the local economy and support the tax base of the City. There is no direct financial or personnel impact on the operating budget.

FY12-15 FUNDING: It is anticipated that Block Grant funds will continue to support Neighborhood Business Development programs.

PUBLIC INVESTMENT FUND	BUDGET
FY11	-
FY12	-
FY13	-
FY14	-
FY15	-
	-

STATUS OF PRIOR YEAR PROJECTS. Several prior year public projects were completed in FY10 including the Main Library Expansion Project, the West Cambridge Youth & Community Center, the Women's Memorial Project, New Riverside Park and a new mural for Paine Park.

In FY10, the Arts Council had six additional art projects in various stages of implementation awaiting installation as part of larger construction projects, including: Harvard Square at Palmer Street, Cambridge Rindge & Latin High School/War Memorial, Brookline Street, Danehy Park, Cambridge Street and the Northeast Sector Park at Fresh Pond. Public art projects are funded through allocations from these capital projects.

FY11 FUNDING. Funding for the development of public art projects is included in separate appropriations for eligible capital projects and will cover the costs of initiating the process to identify and engage the artists who will complete the public art component for these projects through design and implementation.

IMPACT ON OPERATING BUDGET. By allocating funds for public art, the City is supporting the goal of promoting cultural diversity in Cambridge by including works from a wide range of artists in the various public facilities that are eligible for this program. There is no direct financial impact on the operating budget.

FY12-15 FUNDING. Although the five-year capital plan does not include specific allocations for public art, it is expected that the appropriate budget transfers related to the One Percent for Art Ordinance for approved building and capital improvement projects will be made concurrent with budget allocations for such projects.

PUBLIC INVESTMENT FUND	BUDGET
FY11	$10,000
FY12	$30,000
FY13	$10,000
FY14	$10,000
FY15	$20,000
	$80,000

STATUS OF PRIOR YEAR PROJECTS. In FY10, contracts were initiated with conservation specialists to provide routine maintenance including assessment, cleaning, polishing, minor repair and touch-up, waxing and documentation for the City's public art collection, which includes indoor and outdoor sculpture and murals. Based on the findings, significant conservation research, treatment and consultation was performed on existing artworks at Fort Washington Park, Russell Field Bus Shelter, Yerxa Road Underpass, and on the Inner City Totem and Brick worker/Ballplayer sculpture at Rindge Field.

FY11 FUNDING. An allocation of $10,000 from Property Tax will fund ongoing maintenance, treatment and reassessment of the collection. Conservation priorities will be based on professional assessments coordinated by a permanent, part-time Conservator of Public Art.

IMPACT ON OPERATING BUDGET. By including funds for the conservation and maintenance of the public art collection, the City has taken the necessary steps to preserve artworks that have had a significant impact on the facilities in which they have been installed and have contributed to the promotion of cultural diversity in the City. Through the additional step of bringing professional and technical experience on staff with the Arts Council, the City will continue to ensure that the program is implemented in an efficient and cost-effective fashion. There is no direct financial impact on the operating budget.

FY11-15 FUNDING. The program will continue to provide routine maintenance, treatment, and re-assessment of the physical status of artworks in the City's collection. Additionally, all artists contracted to conduct work on behalf of the city will work directly with the Conservator of Public Art to evaluate intended materials and develop a detailed conservation and maintenance plan prior to the formal commission of the artwork.

SUMMARY: HUMAN RESOURCE DEVELOPMENT

	FIVE YEAR APPROPRIATION PLAN					
	FY11	FY12	FY13	FY14	FY15	TOTAL
Library/ Equipment Renovations	$550,000	-	-	-	-	$550,000
Parks and Recreation	755,000	1,170,000	1,870,000	1,070,000	1,070,000	5,935,000
Accessibility Improvements	50,000	50,000	50,000	50,000	50,000	250,000
	$1,355,000	$1,220,000	$1,920,000	$1,120,000	$1,120,000	$6,735,000

	FIVE YEAR REVENUE PLAN					
	FY11	FY12	FY13	FY14	FY15	TOTAL
Property Tax	$85,000	$100,000	$100,000	$100,000	$100,000	$485,000
Golf Course Fees	20,000	20,000	20,000	20,000	20,000	100,000
Bond Proceeds	1,250,000	1,100,000	1,800,000	1,000,000	1,000,000	6,150,000
	$1,355,000	$1,220,000	$1,920,000	$1,120,000	$1,120,000	$6,735,000

PUBLIC INVESTMENT FUND	BUDGET
FY11	**$550,000**
FY12	**-**
FY13	**-**
FY14	**-**
FY15	**-**
	$550,000

STATUS OF PRIOR YEAR PROJECTS. A supplemental appropriation of $50,000 from Free Cash funded the design phase of the HVAC upgrade project at the Central Square Library in FY10.

FY11 FUNDING. An allocation of $550,000 from bond proceeds will fund the HVAC upgrade at the Central Square Library. This upgrade will replace the heating and cooling units which will improve indoor air quality.

IMPACT OF OPERATING BUDGET. This upgrade will significantly reduce maintenance and electricity costs, further improving energy efficiency at the Library.

FY12-15 FUNDING: No future funding is expected for this project.

PUBLIC INVESTMENT FUND	BUDGET
FY11	$755,000
FY12	$1,170,000
FY13	$1,870,000
FY14	$1,070,000
FY15	$1,070,000
	$5,935,000

STATUS OF PRIOR YEAR PROJECTS. An allocation of $100,000 from Property Taxes was combined with $20,000 from golf course revenues for a total budget of $120,000 to finance the following projects in FY10:

- **Mayor Thomas W. Danehy Park Fence Replacement ($65,000**) – An allotment of $65,000 was used to replace the ornamental fencing along New Street and the Sherman Street entrances to the park.
- **Replacement of Drainage Structures at St. Peter's Field ($35,000)** - An allotment of $35,000 was used to replace drainage structures along St. Peter's Baseball Field. Site settlement adjacent to the stairways leading from Danehy Park to St. Peter's Field caused major drainage problems.
- **Improvements to Thomas P. O'Neill, Jr. / Fresh Pond Golf Course ($20,000)** - An allotment of $20,000 from golf course fees was used for drainage improvements.

FY11 FUNDING. An allocation of $700,000 from bond proceeds combined with $20,000 from golf course revenues and $35,000 from Property Tax for a total budget of $755,000 will finance the following projects:

- **Danehy Park Soccer Field ($700,000)** - An allotment from Bond Proceeds of $700,000 will be used replace the existing artificial turf on the soccer field at Danehy Park as well as resurfacing the 400 meter running track.
- **Improvements to Thomas P. O'Neill, Jr. / Fresh Pond Golf Course ($20,000)** - An allotment of $20,000 from golf course fees will be used for clubhouse improvements.
- **Beautification ($35,000) -** These funds will be used to continue the seasonal flower program that includes construction of new planting sites as well as enhancement of existing high profile intersections.

IMPACT OF OPERATING BUDGET. It is expected that the annual maintenance budget for parks may increase in future years as parks are either renovated or constructed.

FY12-15 FUNDING. Allocations from bond proceeds will be the primary financing source for a wide range of open space projects with golf course revenues continuing to finance improvements to the golf course. $1,100,000 in Bond Proceeds will be used for improvements to Alberico Park, David Nunes Park and the Fulmore Park in FY12, $1,800,000 in Bond Proceeds will fund improvements to Cambridge Common and Danehy Park Soccer Field and $1,000,000 in Bond Proceeds will finance renovations to Danehy Park Soccer Field in FY14-15. An annual allocation of $50,000 from Property Taxes will provide continued funding for the Beautification Program.

PUBLIC INVESTMENT FUND	BUDGET
FY11	$50,000
FY12	$50,000
FY13	$50,000
FY14	$50,000
FY15	$50,000
	$250,000

STATUS OF PRIOR YEAR PROJECTS. Allocations of $50,000 to this cost center have been made for each of the past 14 years to fund a wide range of projects to improve access for people with disabilities, consistent with the requirements of the Americans with Disabilities Act of 1990 (ADA). From the past five budgets, a total of $221,995 has been allocated for the Collins Branch Library accessibility project, a project deemed essential for the City's ADA compliance. The most recent final cost estimate for the Collins is estimated at $458,760.

Community Preservation Act funds for historical preservation have been earmarked to cover the balance of $236,765. The Collins construction project is now nearly complete.

There is currently an unspent balance of $25,000, from the $50,000 FY10 appropriation in this cost center. $15,015 of these funds will be used to complete the door hardware and lockset replacement accessibility project at City Hall. The balance of these funds, $9,085, will be used for accessibility design services to begin design for a replacement of the existing Frazier Building wheelchair lift in order to bring it into ADA compliance.

FY11 FUNDING. In order to continue the program of making public facilities more accessible to people with disabilities, the $50,000 allocation for FY11 will be allocated for ADA improvements, as follows:

- $7,130 will be used to complete the Frazier Building accessibility design work.
- $18,145 will be used to design a method to allow wheelchair access to the Mayor's rostrum/plateau in the Sullivan Chamber via the use of a ramp or lift.
- The balance, $24,725, will be used to begin construction of the Frazier Building accessibility project.

IMPACT ON OPERATING BUDGET. By funding improvements to public buildings for people with disabilities, the City is reflecting its commitment to providing a high level of public safety for all citizens of Cambridge. There is no negative financial or personnel impact on the operating budget.

FY12-15 FUNDING. It is the City's intent to continue allocating $50,000 in future capital budgets to improve access to public facilities for people with disabilities.

SUMMARY: EDUCATION

	FIVE YEAR APPROPRIATION PLAN					
	FY11	FY12	FY13	FY14	FY15	TOTAL
School Equipment/Renovations	$600,000	$200,000	$600,000	-	-	$1,400,000
	$600,000	$200,000	$600,000	-	-	$1,400,000

	FIVE YEAR REVENUE PLAN					
	FY11	FY12	FY13	FY14	FY15	TOTAL
Property Tax	-	$200,000	-	-	-	$200,000
Bond Proceeds	$600,000	-	$600,000	-	-	$1,200,000
	$600,000	$200,000	$600,000	-	-	$1,400,000

PUBLIC INVESTMENT FUND	BUDGET
FY11	**$600,000**
FY12	**$200,000**
FY13	**$600,000**
FY14	**-**
FY15	**-**
	$1,400,000

STATUS OF PRIOR YEAR PROJECTS. An allocation of $200,000 was made in the FY10 Capital Budget to the School Department. These funds have been reserved to cover potential costs associated with the three year construction phasing of the high school renovation project.

FY11 FUNDING. An allocation of $600,000 will be used for a variety of building projects including building envelope repairs and energy efficiency projects in collaboration with the Department of Public Works for school buildings which are not expected to undergo major renovations in the near future.

FY12-15 FUNDING: An allocation of $200,000 will be used for a feasibility study of schools in FY12. In FY13, $600,000 will be allocated for repair projects at various school locations, which will not undergo major renovations based on the feasibility study. It is anticipated that the feasibility study will make recommendations for a long-term renovation program for elementary school facilities.

CITY COUNCIL
CITY OF CAMBRIDGE
SUBMITTED APRIL 26, 2010

INTRODUCED BY CITY MANAGER ROBERT W. HEALY

AN ORDER CONCERNING APPROPRIATION FOR THE FISCAL YEAR BEGINNING JULY 1, 2010

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

FUNCTION	DEPARTMENT	SALARIES & WAGES	OTHER ORDINARY MAINTENANCE	TRAVEL & TRAINING	EXTRA ORDINARY EXPENDITURES	CITY APPRO-PRIATION	STATE ASSESS-MENT	GRAND TOTAL
GENERAL GOVERNMENT								
	Mayor	$399,765	$111,130	$29,500		$540,395		$540,395
	Executive	1,435,345	506,150	38,700		1,980,195		1,980,195
	City Council	1,416,970	41,900	59,855		1,518,725		1,518,725
	City Clerk	882,130	56,110	4,420		942,660		942,660
	Law	1,326,715	508,655	210,245		2,045,615		2,045,615
	Finance	8,584,555	2,654,625	213,870	$62,800	11,515,850		11,515,850
	Employee Benefits	25,872,205	831,075			26,703,280		26,703,280
	General Services	313,915	521,270			835,185		835,185
	Election	621,145	273,635	2,270		897,050		897,050
	Public Celebrations	390,295	370,900	1,125		762,320		762,320
	Reserve		37,500			37,500		37,500
	TOTAL	$41,243,040	$5,912,950	$559,985	$62,800	$47,778,775		$47,778,775
PUBLIC SAFETY								
	Animal Commission	$268,715	$13,305	$150		$282,170		$282,170
	Fire	36,329,705	1,105,225	473,500	$110,000	38,018,430		38,018,430
	Police	39,554,460	1,909,950	291,500	392,100	42,148,010		42,148,010
	Traffic, Parking & Transporation	6,676,150	3,281,040	23,400	54,000	10,034,590		10,034,590
	Police Review & Advisory Board	86,485	700	3,000		90,185		90,185
	Inspectional Services	2,668,210	123,400	46,425		2,838,035		2,838,035
	License	839,095	57,435	6,200		902,730		902,730
	Weights & Measures	114,965	7,280	2,745		124,990		124,990
	Electrical	1,392,260	1,286,460	1,670	25,000	2,705,390		2,705,390
	Emergency Management					0		0
	Emergency Communications	3,850,805	148,210	15,850	4,000	4,018,865		4,018,865
	TOTAL	$91,780,850	$7,933,005	$864,440	$585,100	$101,163,395		$101,163,395

FUNCTION	DEPARTMENT	SALARIES & WAGES	OTHER ORDINARY MAINTENANCE	TRAVEL & TRAINING	EXTRA ORDINARY EXPENDITURES	CITY APPRO-PRIATION	STATE ASSESS-MENT	GRAND TOTAL
COMMUNITY MAINTENANCE AND DEVELOPMENT								
	Public Works	$18,503,215	$10,704,285	$103,180	$370,000	$29,680,680		$29,680,680
	Community Development	4,864,645	423,185	11,100	51,825	5,350,755		5,350,755
	Historical Commission	532,420	37,380	800		570,600		570,600
	Conservation Commission	90,260	2,200	1,400		93,860		93,860
	Peace Commission	104,405	10,325	1,850		116,580		116,580
	Cable T.V.	534,100	819,395	3,450		1,356,945		1,356,945
	Debt Service		216,000		45,089,655	45,305,655		45,305,655
	TOTAL	$24,629,045	$12,212,770	$121,780	$45,511,480	$82,475,075		$82,475,075
HUMAN RESOURCE DEVELOPMENT								
	Library	$6,201,895	$1,896,525	$36,650		$8,135,070		$8,135,070
	Human Services	17,567,840	2,917,150	81,600	$25,000	20,591,590		20,591,590
	Women's Commission	201,140	9,535	1,025		211,700		211,700
	Human Rights Commission	185,250	4,055	700		190,005		190,005
	Veterans	290,535	54,900	628,500		973,935		973,935
	TOTAL	$24,446,660	$4,882,165	$748,475	$25,000	$30,102,300		$30,102,300
	CITY TOTAL	$182,099,595	$30,940,890	$2,294,680	$46,184,380	$261,519,545		$261,519,545
EDUCATION								
	Schools Operating	$106,641,195	$27,910,455	$1,222,190	$1,718,435	$137,492,275		$137,492,275
	TOTAL	$106,641,195	$27,910,455	$1,222,190	$1,718,435	$137,492,275		$137,492,275
INTERGOVERNMENTAL								
	Massachusetts Water Resources Authority		$21,617,305			$21,617,305		$21,617,305
	Cherry Sheet Assessments						$16,659,780	16,659,780
	Cambridge Health Alliance		6,000,000			6,000,000		6,000,000
	TOTAL		$27,617,305			$27,617,305	$16,659,780	$44,277,085
	GRAND TOTALS	$288,740,790	$86,468,650	$3,516,870	$47,902,815	$426,629,125	$16,659,780	$443,288,905

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

FUNCTION	DEPARTMENT	TAXES	LICENSES & PERMITS	FINES & FORFEITS	CHARGES FOR SERVICE	INTER-GOVERN-MENTAL REVENUE	MISCELL-ANEOUS REVENUE	GRAND TOTAL
	Mayor	$508,395				$32,000		$540,395
	Executive	1,561,330		$215,000	$40,000	163,865		1,980,195
	City Council	1,504,615				14,110		1,518,725
	City Clerk	648,360	$39,000		236,000	19,300		942,660
	Law	1,895,615	2,500	97,500		50,000		2,045,615
	Finance	9,251,265			558,950	605,635	$1,100,000	11,515,850
	Employee Benefits	14,335,435				5,067,845	7,300,000	26,703,280
	General Services	736,360		4,000		94,825		835,185
	Election	787,320			750	108,980		897,050
	Public Celebrations	721,120	10,800			30,400		762,320
	Reserve	37,500						37,500
	TOTAL GENERAL GOVT.	$31,987,315	$52,300	$316,500	$835,700	$6,186,960	$8,400,000	$47,778,775
	Animal Commission	$262,970	$17,000	$1,250	$200		$750	$282,170
	Fire	37,091,880	90,000	4,000	805,550		27,000	38,018,430
	Police	36,218,370	124,765	3,187,925	1,613,355	$966,595	37,000	42,148,010
	Traffic, Parking & Transporation		377,500	4,692,450	4,934,640		30,000	10,034,590
	Police Review & Advisory Board	90,185						90,185
	Inspectional Services	(563,165)	3,350,200		51,000			2,838,035
	License	(1,213,490)	2,026,000	10,000	30,220	50,000		902,730
	Weights & Measures	70,565		1,500	35,000	17,925		124,990
	Electrical	1,979,590	22,935		480,000	207,865	15,000	2,705,390
	Emergency Management							0
	Emergency Communications	4,018,865						4,018,865
	TOTAL PUBLIC SAFETY	$77,955,770	$6,008,400	$7,897,125	$7,949,965	$1,242,385	$109,750	$101,163,395

FUNCTION	DEPARTMENT	TAXES	LICENSES & PERMITS	FINES & FORFEITS	CHARGES FOR SERVICE	INTER-GOVERN-MENTAL REVENUE	MISCELL-ANEOUS REVENUE	GRAND TOTAL
	Public Works	$20,726,990	$462,000	$1,058,195	$5,167,185	$2,015,310	$251,000	$29,680,680
	Community Development	3,439,595	55,000	100,000	296,395	1,299,765	160,000	5,350,755
	Historical Commission	558,100				5,000	7,500	570,600
	Conservation Commission	59,850			34,010			93,860
	Peace Commission	93,130				23,450		116,580
	Cable T.V.	(90,045)			1,446,990			1,356,945
	Debt Service	20,765,600		134,375	12,995,170	3,071,485	8,339,025	45,305,655
	TOTAL COMMUNITY MAINTENANCE & DEV.	$45,553,220	$517,000	$1,292,570	$19,939,750	$6,415,010	$8,757,525	$82,475,075
	Library	$7,712,150		15,000		407,920		8,135,070
	Human Services	16,785,440			2,993,220	812,930		20,591,590
	Women's Commission	201,740				9,960		211,700
	Human Rights Commission	190,005						190,005
	Veterans	474,275				499,660		973,935
	TOTAL HUMAN RESOURCE DEVELOPMENT	$25,363,610		$15,000	$2,993,220	$1,730,470		$30,102,300
	CITY TOTAL	$180,859,915	$6,577,700	9,521,195	31,718,635	15,574,825	17,267,275	261,519,545
	Schools Operating	$113,490,460		$100,000		$ 22,453,200	$1,448,615	$137,492,275
	SCHOOL TOTAL	$113,490,460		$100,000		$22,453,200	$1,448,615	$137,492,275
	Massachusetts Water Resources Authority				$21,617,305			$21,617,305
	Cherry Sheet Assessments	$14,224,640			459,420	$1,975,720		16,659,780
	Cambridge Health Alliance	6,000,000						6,000,000
TOTAL INTERGOVERNMENTAL		$20,224,640			$22,076,725	$1,975,720		$44,277,085
	GRAND TOTALS	$314,575,015	$6,577,700	$9,621,195	$53,795,360	$40,003,745	$18,715,890	$443,288,905

INTRODUCED BY CITY MANAGER ROBERT W. HEALY

AN ORDER CONCERNING APPROPRIATION FOR THE FISCAL YEAR BEGINNING JULY 1, 2010

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

FUNCTION	DEPARTMENT	SALARIES & WAGES	OTHER ORDINARY MAINTENANCE	TRAVEL & TRAINING	EXTRA ORDINARY EXPENDITURES	CITY APPRO-PRIATION	STATE ASSESS-MENT	GRAND TOTAL
COMMUNITY MAINTENANCE & DEVELOPMENT	Water	$6,258,595	$3,824,350	$61,580	$6,271,595	$16,416,120		$16,416,120

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

FUNCTION	DEPARTMENT	TAXES	LICENSES & PERMITS	FINES & FORFEITS	CHARGES FOR SERVICE	INTER-GOVERN-MENTAL REVENUE	MISCELL-ANEOUS REVENUE	GRAND TOTAL
COMMUNITY MAINTENANCE & DEVELOPMENT	Water				$15,974,995	$441,125		$16,416,120

CITY COUNCIL
CITY OF CAMBRIDGE
SUBMITTED APRIL 26, 2010

INTRODUCED BY CITY MANAGER ROBERT W. HEALY

AN ORDER CONCERNING APPROPRIATION FOR THE FISCAL YEAR BEGINNING JULY 1, 2010

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

FUNCTION	PROJECT	APPROPRIATIONS
GENERAL GOVERNMENT		
	Acquistion of Personal Computers	$75,000
	Technology Upgrades	190,000
		$265,000
PUBLIC SAFETY		
	Fire Vehicles/Equipment	$400,000
	Fire Station Renovations	25,000
		$425,000
COMMUNITY MAINTENANCE & DEV.		
	Public Building Renovations	$25,000
	Public Works Equipment	700,000
	Streets/Sidewalks Reconstruction	2,383,435
	Park and Cemetery Tree Pruning	50,000
	Parking Improvements	475,000
	Water System Improvements	1,750,000
COMMUNITY MAINTENANCE & DEV. (cont.)		
	Sewer Reconstruction	1,794,000
	Traffic Calming	300,000
	Façade Improvement Program	100,000
	Employment Program Fund	350,000
	Housing Rehab & Development	1,052,580
	Neighborhood Business Development	150,000
	Public Art Conservation Fund	10,000
		$9,140,015
HUMAN RESOURCE DEVELOPMENT		
	Parks & Recreation	$55,000
	Accessibility Improvements	50,000
		$105,000
	TOTAL	$9,935,015

BE IT FURTHER ORDERED: That the above appropriations are to be financed with the following sources:

FINANCING PLAN CLASSIFICATION	REVENUE
Property Taxes	$1,850,000
Parking Fund	775,000
MWRA Grant	576,410
Sewer Service Charge	800,000
Water Service Charge	1,750,000
Interest on MWRA Grant	417,590
Street Preservation Offset Fund (SPOF)	260,000
Block Grant	1,552,580
Chapter 90	1,933,435
Golf Course Fees	20,000
	$9,935,015

INDEX

IV - 15 Affirmative Action
IV - 92 Animal Commission
VI - 1 Appropriation Orders
IV - 82 Arts Council
IV - 46 Assessing
IV - 52 Auditing
II - 23 Basis of Accounting and Budgeting
II - 1 Budget Calendar
IV - 39 Budget Office
II - 2 Budget Process
I - 2 Budget/Summary
IV - 295 Cable TV
IV - 389 Cambridge Health Alliance
III - 37 Charges for Service
IV - 387 Cherry Sheet Assessments
IV - 24 City Clerk
IV - 21 City Council
I - 1 City Manager's Submitted Budget Message
IV - 253 Community Development
IV - 191 Community Maintenance & Development/Summary
IV - 284 Conservation Commission
IV - 171 Consumer Council
II - 37 Debt Position
IV - 299 Debt Service
IV - 381 Education/Summary
IV - 77 Election Commission
IV - 178 Electrical
IV - 182 Emergency Communications
IV - 181 Emergency Management
IV - 65 Employee Benefits/Summary
IV - 6 Executive
II - 20 Facts on File
IV - 37 Finance/Administration
IV - 32 Finance/Summary
II - 38 Financial Charts
III - 1 Financing Plan/Summary
II - 25 Financial Policies and Guidelines
III - 35 Fines and Forfeits
IV - 96 Fire
II - 44 General Fund/Projected Balance
II - 45 General Fund/Three Year History
IV - 1 General Government/Summary
II - 18 General Profile of City
IV - 73 General Services
II - 8 Glossary
IV - 277 Historical Commission
IV - 303 Human Resources and Development/Summary
IV - 371 Human Rights
IV - 313 Human Services
IV - 61 Information Technology Department
IV - 161 Inspectional Services
IV - 70 Insurance
III - 53 Intergovernmental Revenue
IV - 385 Intergovernmental/Summary
IV - 29 Law
IV - 304 Library
III - 29 License and Permits
IV - 165 License Commission
III - 4 Major Revenue Sources
IV - 386 Massachusetts Water Resources Authority
IV - 2 Mayor's Office
III - 63 Miscellaneous Revenue
II - 7 Organizational Chart
II - 48 Parking Fund/Projected Balance
II - 49 Parking Fund/Three Year History
IV - 288 Peace Commission
IV - 68 Pensions
IV - 42 Personnel
IV - 113 Police
IV - 158 Police Review & Advisory Board
II - 55 Position List
II - 50 Projected Fund Balances
IV - 82 Public Celebrations
IV - 18 Public Information Office
V - 1 Public Investment Program
IV - 91 Public Safety/Summary
IV - 192 Public Works
IV - 50 Purchasing
IV - 90 Reserve
IV - 55 Revenue
II - 15 Selected Acronym Table
III - 21 Taxes
II - 22 Tax Facts
IV - 12 Tourism
IV - 144 Traffic, Parking & Transportation
IV - 58 Treasury
IV - 375 Veterans' Benefits & Services
IV - 240 Water Department
II - 46 Water Fund/Projected Balance
II - 47 Water Fund/Three Year History
IV - 175 Weights & Measures
IV - 366 Women's Commission

THIS SPACE RESERVED FOR COUNCILLORS' NOTES