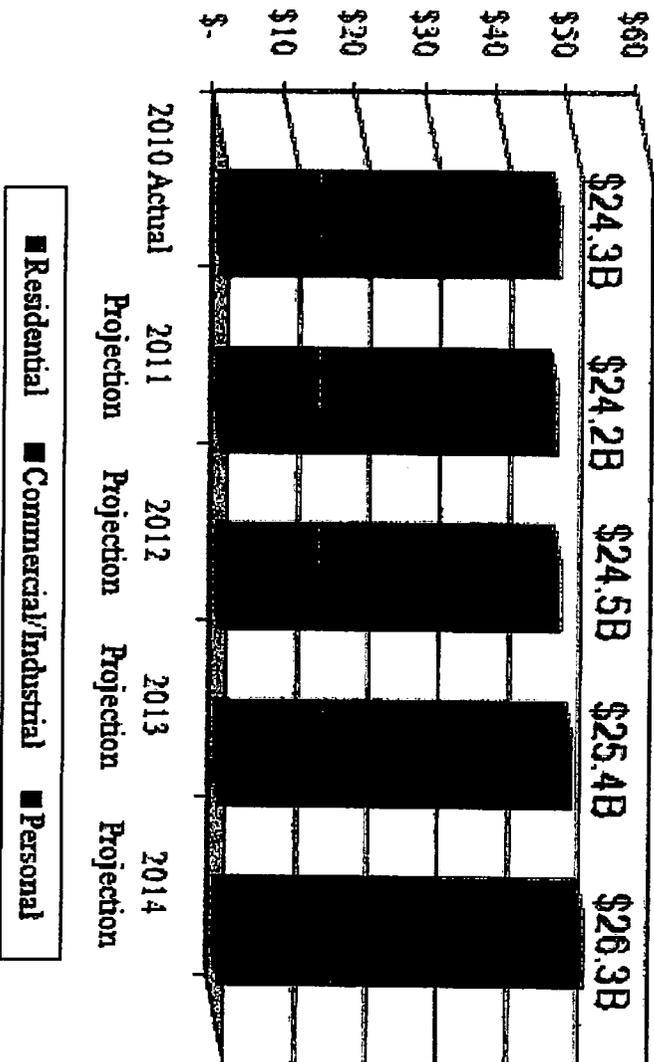
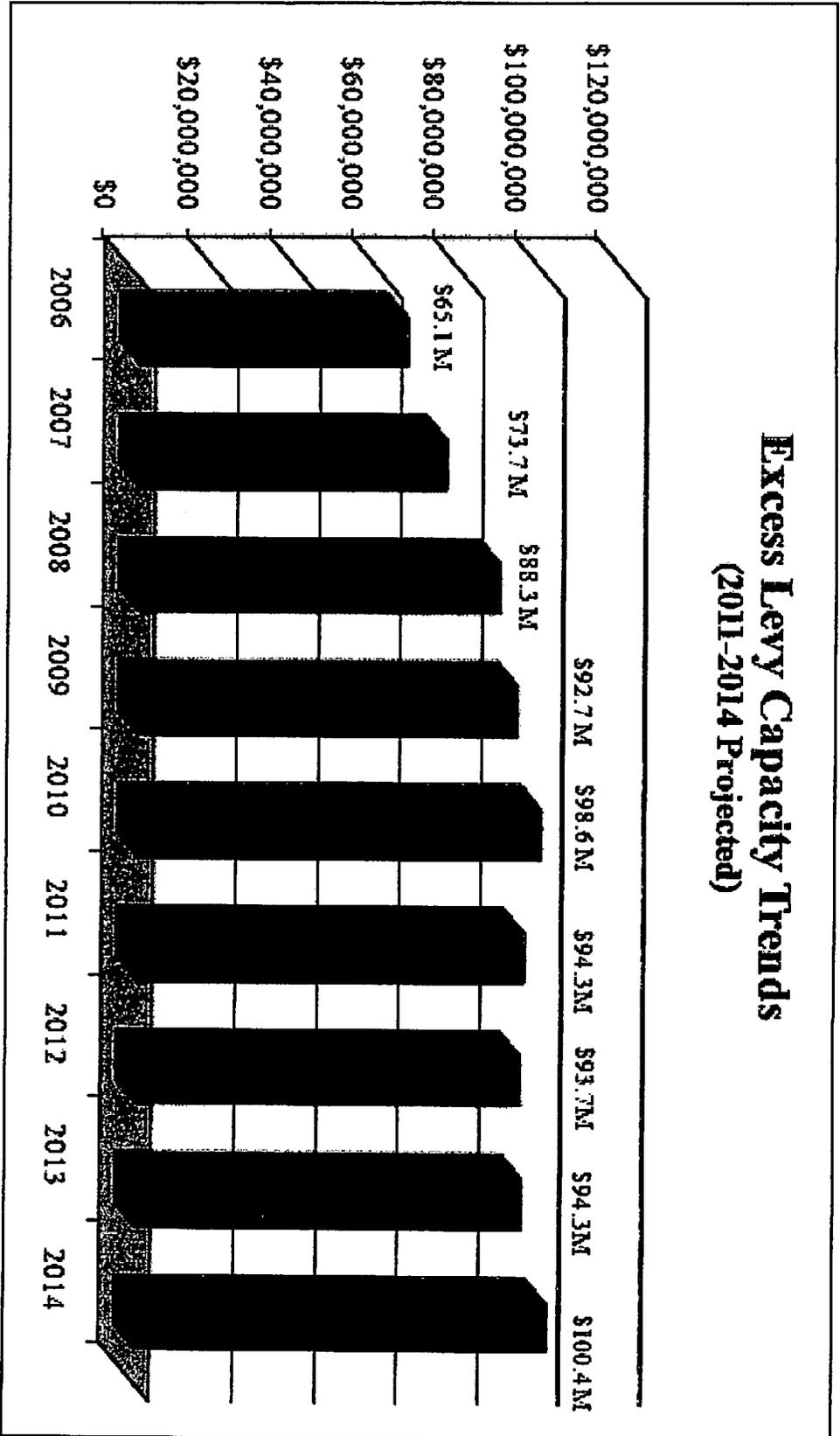


Projected Assessed Valuation

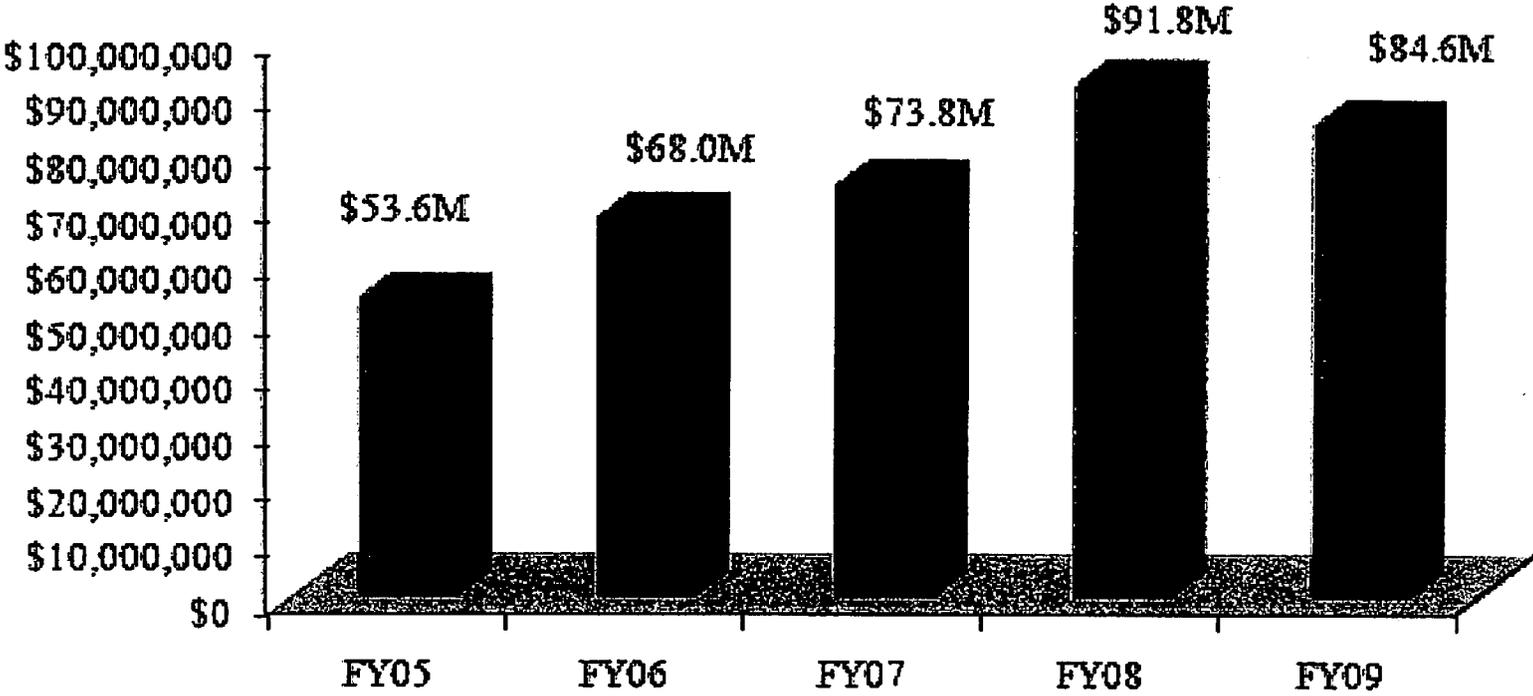
Billions



Excess Levy Capacity Trends (2011-2014 Projected)

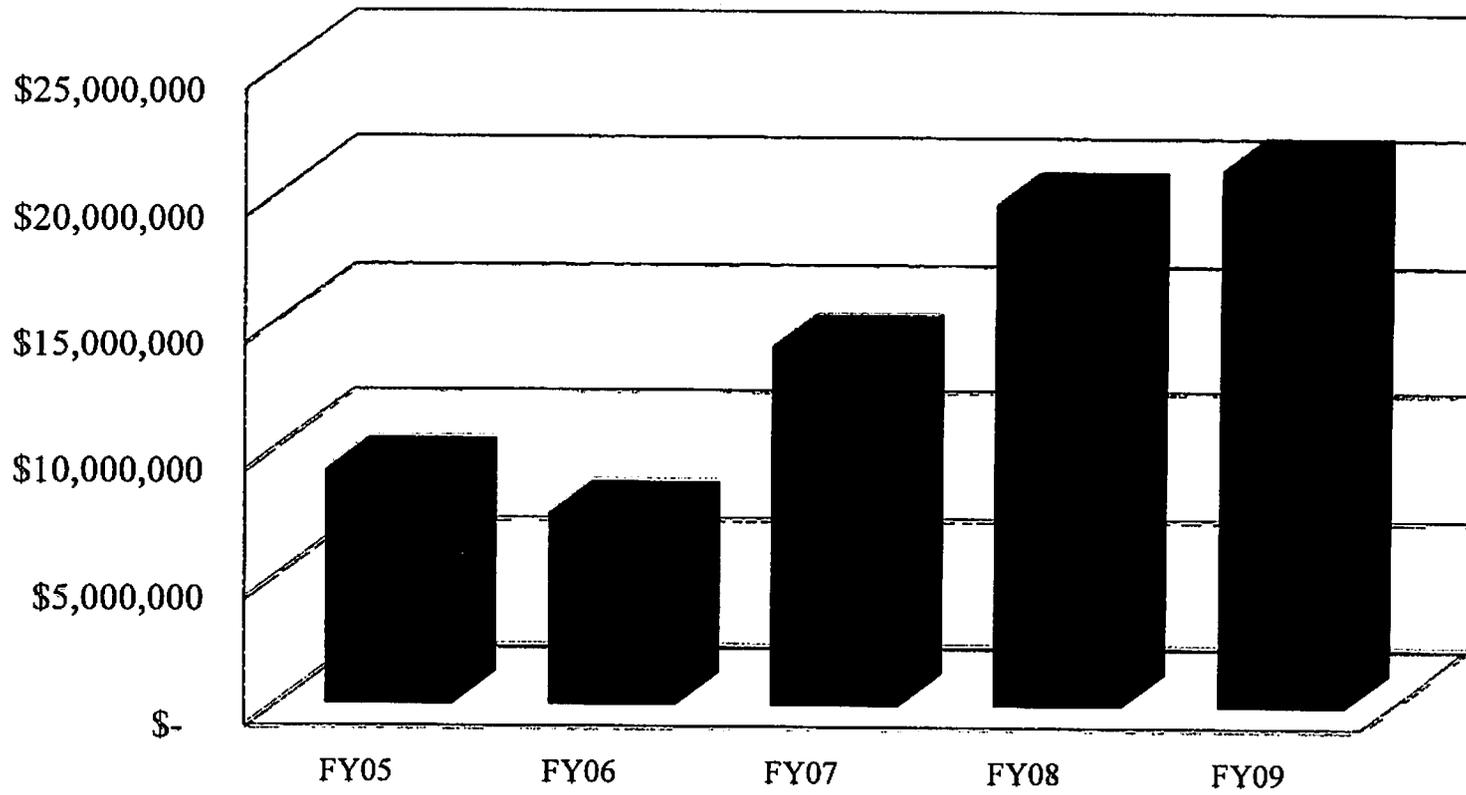


Certified Free Cash

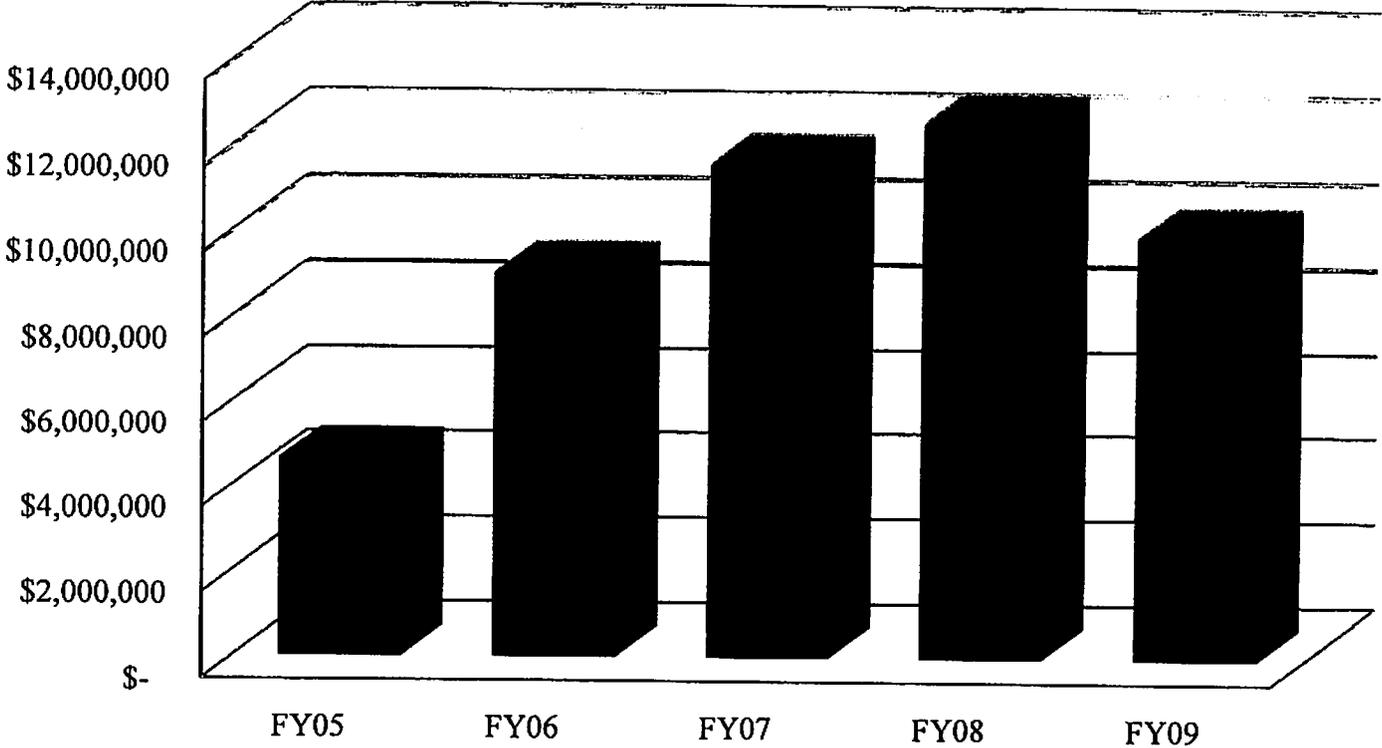


Source: City of Cambridge, Finance Department

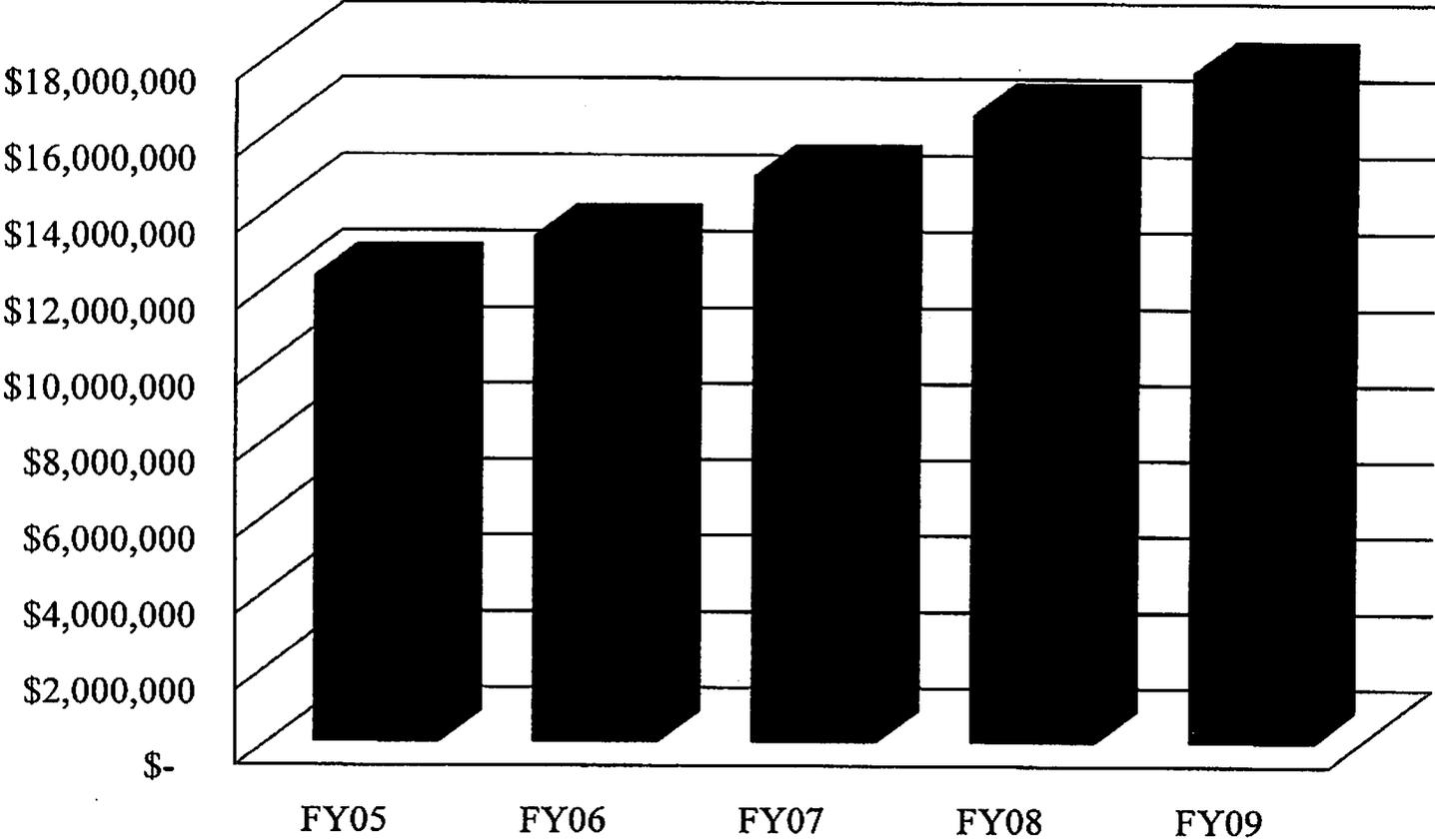
City Stabilization Fund (Cash Basis)



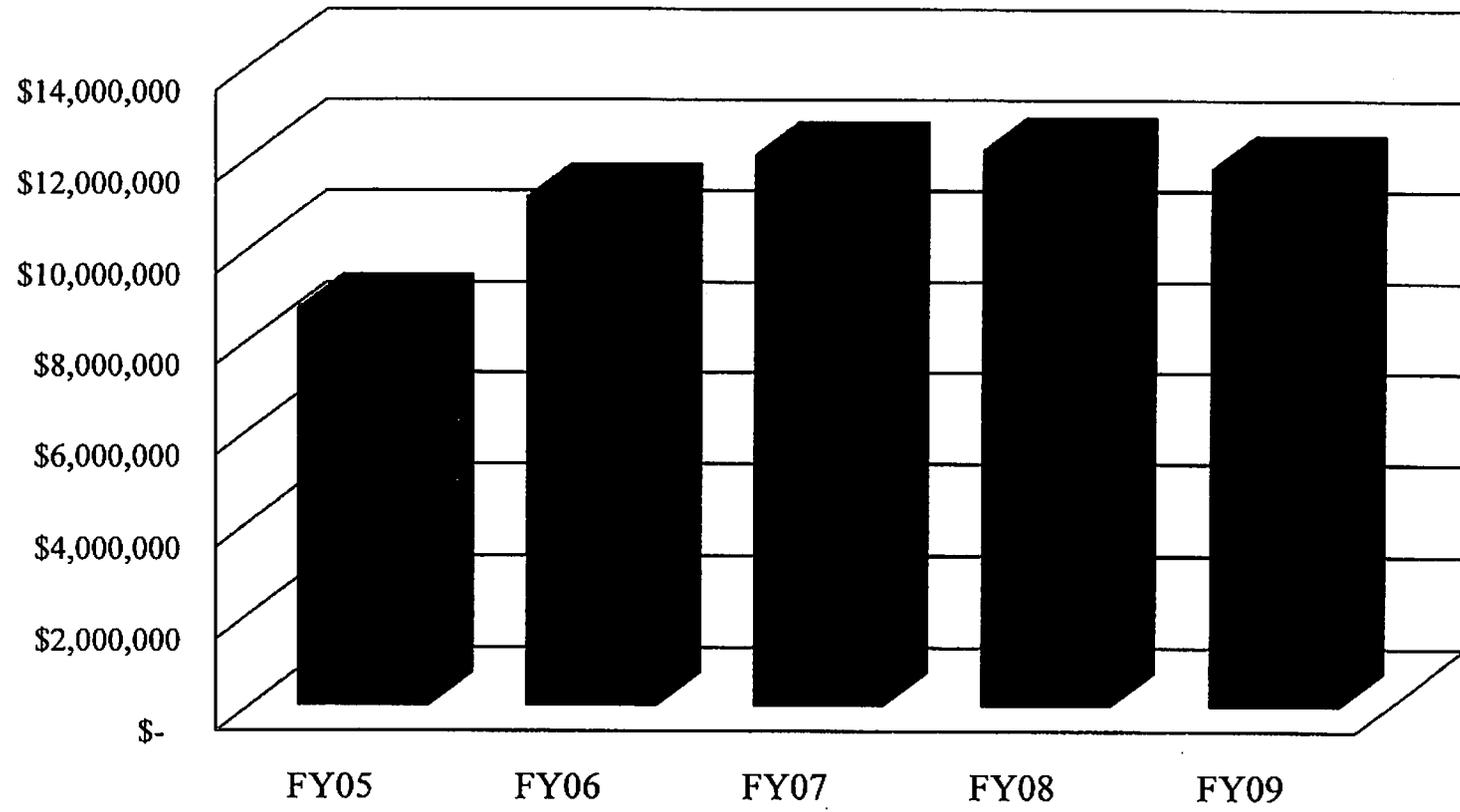
School Stabilization Fund (Cash Basis)



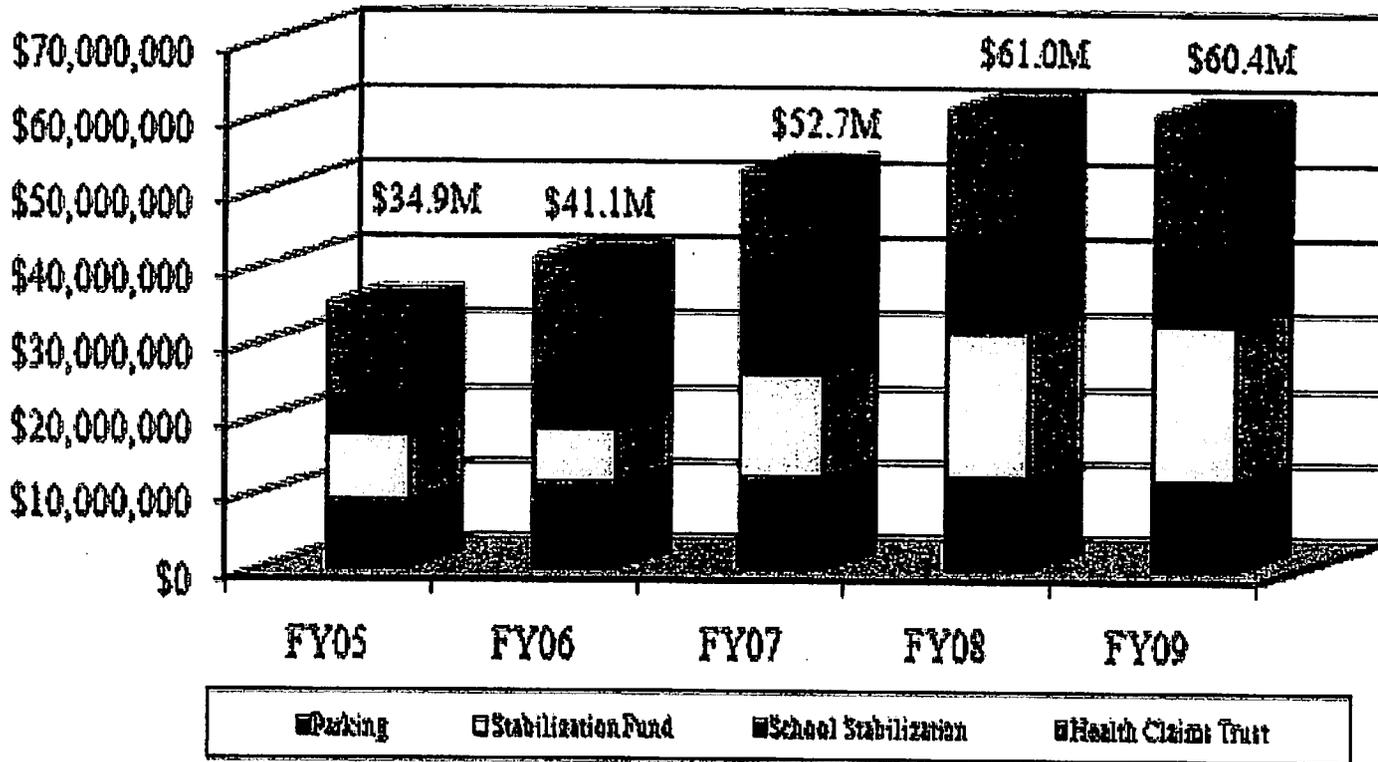
**Health Claims Trust Fund
(Cash Basis)**



Parking Fund Balance (Cash Basis)

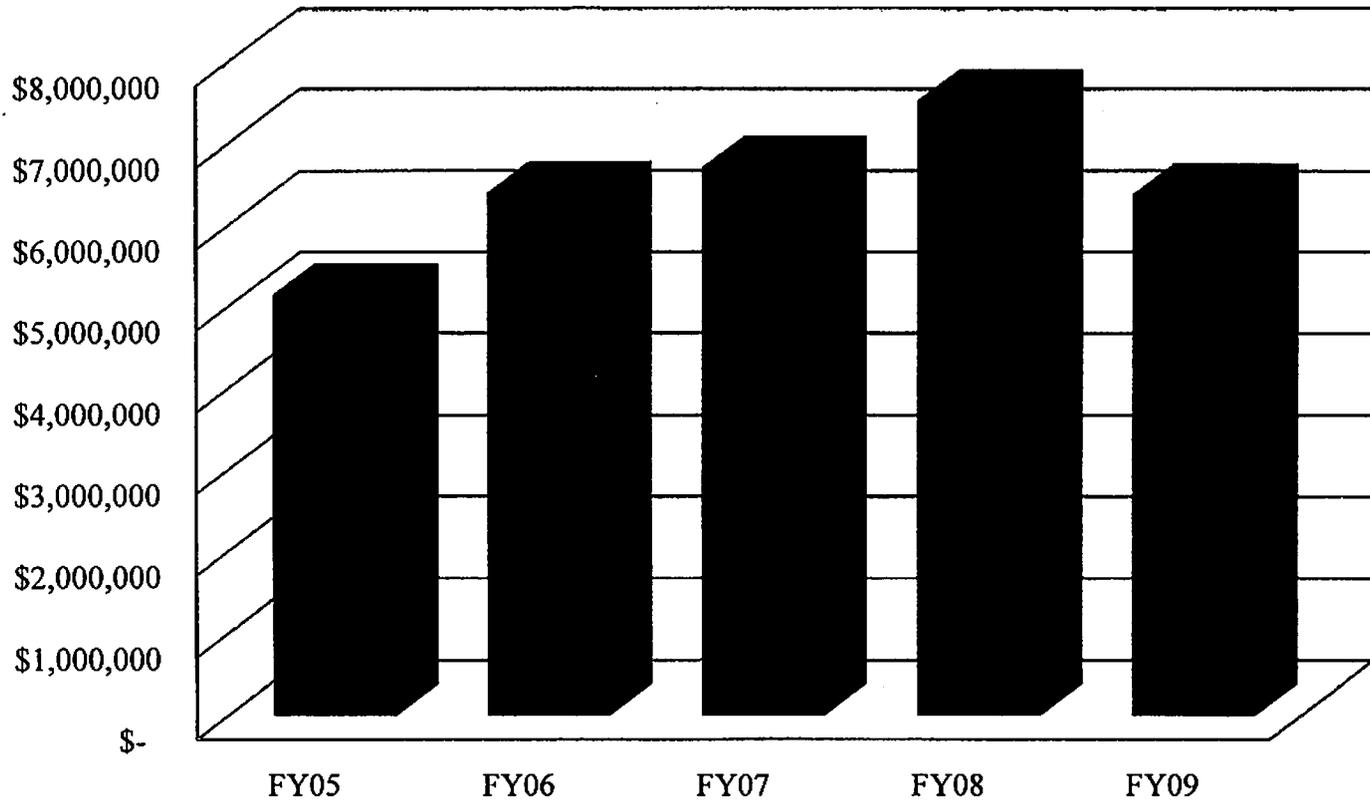


Reserve Funds



Source: City of Cambridge Financial Statements

Water Fund (Cash Basis)



**PRINCIPAL PUBLIC AND PRIVATE EMPLOYERS
October 2009**

2009 Rank	NAME OF EMPLOYER	EMPLOYEES ¹	BUSINESS	2008 Rank
1	HARVARD UNIVERSITY	11,382	HIGHER EDUCATION	1
2	MASSACHUSETTS INSTITUTE OF TECHNOLOGY	8,167	HIGHER EDUCATION	2
3	CITY OF CAMBRIDGE ²	2,657	GOVERNMENT	3
4	MT. AUBURN HOSPITAL	2,056	MEDICAL	4
5	NOVARTIS INSTITUTE FOR BIOMEDICAL RESEARCH	1,946	BIOTECHNOLOGY	5
6	BIOGEN IDEC	1,654	BIOTECHNOLOGY	6
7	GENZYME CORPORATION	1,386	BIOTECHNOLOGY	8
8	FEDERAL GOVERNMENT	1,292	GOVERNMENT	9
9	DRAPER LABORATORY	1,199	RESEARCH AND DEVELOPMENT	10
10	CAMBRIDGE HEALTH ALLIANCE	1,154	MEDICAL	7
11	VERTEX PHARMACEUTICALS	1,098	BIOTECHNOLOGY	11
12	MILLENIUM PHARMACEUTICALS	1,003	BIOTECHNOLOGY	14
13	WYETH CAMBRIDGE	810	BIOTECHNOLOGY	18
14	CAMP, DRESSER & MCKEE	668	ENGINEERING CONSULTANTS	15
15	EF INTERNATIONAL	650	TRAVEL & EXCHANGE PROGRAMS	16
16	QUEST DIAGNOSTICS	640	CLINICAL TESTING SERVICES	13
17	WHOLE FOODS	622	SUPERMARKET	17
18	AKAMAI	618	INTERNET NETWORK SERVICES	19
19	LESLEY UNIVERSITY	531	HIGHER EDUCATION	21
20	COMMONWEALTH OF MASSACHUSETTS	526	GOVERNMENT	12
21	FORRESTER RESEARCH	519	BUSINESS SERVICES	20
22	SHIRE HGT ³	491	PHARMACEUTICAL	..
23	BBN TECHNOLOGIES	478	RESEARCH AND DEVELOPMENT	23
24	ITA SOFTWARE	443	SOFTWARE	22
25	YOUVILLE HOSPITAL & REHABILITATION CENTER	418	MEDICAL	24

TOTAL OF TOP 25 42,408

1. All figures collected between 6/09 and 10/09, unless otherwise noted. All figures reflect employment within the City of Cambridge only. Whenever possible, totals are based on Full Time Equivalents (FTEs). Part time workers were counted as 0.5 FTEs, unless otherwise indicated by employer response.
2. City of Cambridge figures include School Department employees.
3. Not on 2008 Top 25 List

Employer deleted since 2008: Monitor Group

Sources: Cambridge Community Development Department and cited employers, 2009.

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

Per Capita Personal Income

	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>
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

Top Ten Taxpayers - FY10

#	Property Owner	Nature of Business	Assessed Valuation (\$)	% of Total Tax Base (%)	Real Property Taxes (\$)	% of Total Tax Levy
1	Massachusetts Institute of Technology	Education (1)	1,653,078,400	6.81	32,394,696	12.06
2	BioMed Realty Trust	Commercial	743,567,500	3.06	14,263,043	5.31
3	Boston Properties	Commercial	521,326,800	2.15	10,068,124	3.75
4	Equity Partners	Commercial	286,590,100	1.18	5,160,586	1.92
5	Presidents & Fellows of Harvard College	Education (1)	373,663,300	1.54	4,908,853	1.83
6	New England Development	Commercial	210,140,700	0.87	4,058,342	1.51
7	Novartis Pharmaceuticals	Commercial	206,147,100	0.85	3,981,216	1.48
8	PREF American Reit II Corp.	Commercial	200,973,900	0.83	3,881,308	1.44
9	RB Kendall Fee LLC	Commercial	191,221,900	0.79	3,670,511	1.37
10	Alexandria Real Estate	Commercial	141,379,800	0.58	2,732,913	1.02
			\$4,528,089,500	18.66	\$85,119,592	31.69
TOTAL ASSESSED VALUATION - FY10			\$24,271,700,606			
					TOTAL TAX LEVY - FY10	\$268,662,984

(1) Does not include Payments in Lieu of Taxes

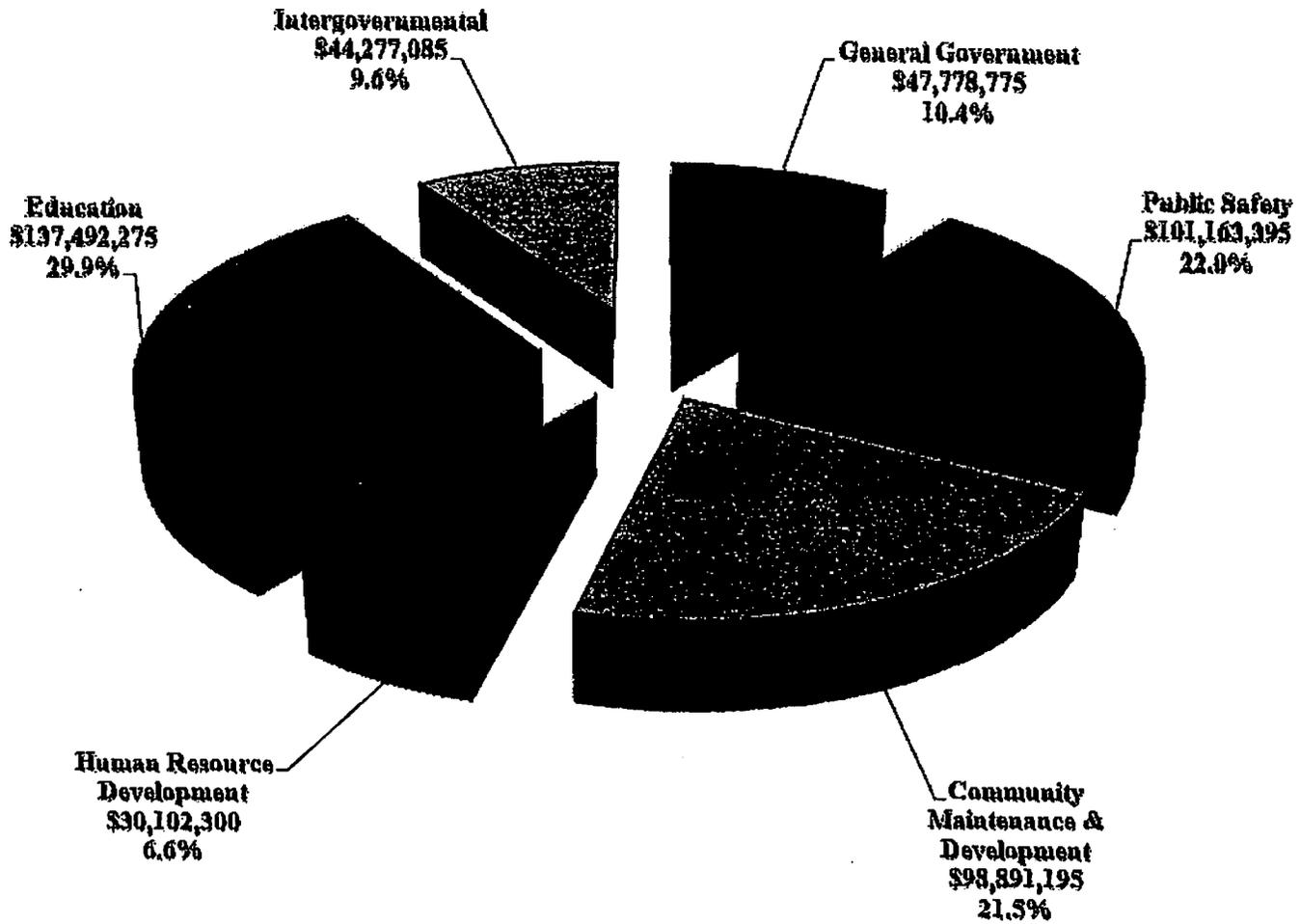
City Goals

- 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.
- Evaluate City expenditures with a view of maintaining a strong fiscal position and awareness of the impact on taxpayers.
- Strengthen and support public education and other learning in Cambridge for the benefit of residents of all ages.
- Value and support the racial, socioeconomic, cultural and religious diversity of our city
- Promote a healthy environment by adopting healthy and environmentally sound and energy efficient practices throughout the community.
- Preserve and create affordable housing for low, moderate and middle-income residents including families.
- Promote doing business in Cambridge and work to strengthen our mutually beneficial partnerships with businesses and universities

Budget Calendar

December 9, 2009	Briefing on FY11 budget guidelines by City Manager. 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 must be <u>reviewed</u> for accuracy. All <u>corrections</u> must be placed on the personnel analysis sheets (or submitted online for applicable departments). Begin updating FY11 Budget Narratives in the budget system. Review City Council goals and objectives as part of the updating process.
January 11, 2010	Deadline for budget submission to the City Manager. <ul style="list-style-type: none">• All statutory and revenue FY10 projections and FY11 requests should be submitted online.• Complete updating FY11 Budget Narratives in the budget system.
January 25, 2010 through March 31, 2010	Departments complete updating <u>Actuals as of 12/31/09</u> and <u>Projected as of 06/30/10</u> for all existing Performance Measures (Benchmarks). Formal department presentations to the City Manager including Budget Presentation Templates, along with all supporting documentation.
April 26, 2010	Submission of the City Manager's Budget to the City Council. Departments update <u>Actuals as of 3/31/10</u> for all existing Performance Measures (Benchmarks).
April 26, 2010 through May 20, 2010	Dates for public hearing on FY11 Budget (schedule to be determined).
May 24, 2010	Projected adoption Date.
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.

APPROPRIATION BY FUNCTION



APPROPRIATION BY STATUTORY CATEGORY

Salaries & Wages
294,999,385
64.2%

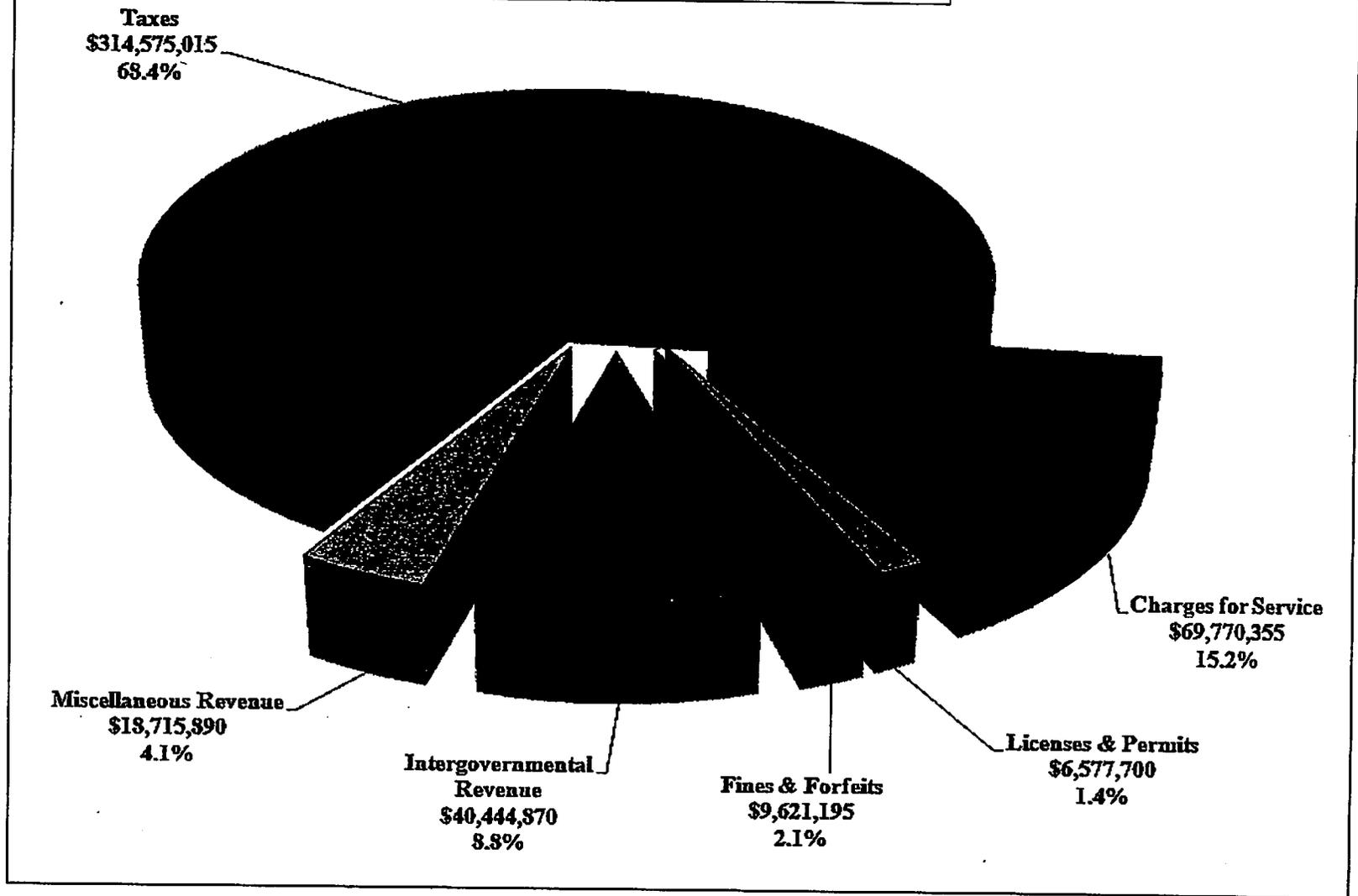


**Other Ordinary
Maintenance**
106,952,780
23.2%

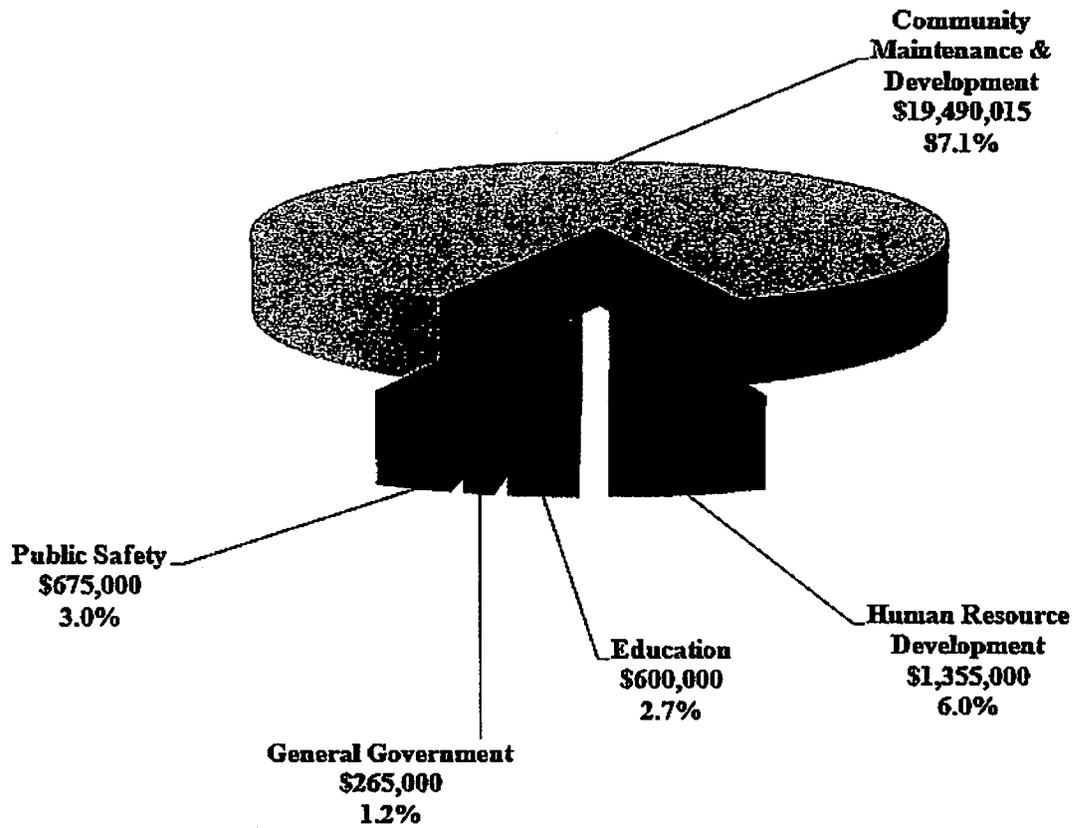
Travel & Training
3,578,450
0.8%

**Extraordinary
Expenditures**
54,174,410
11.8%

REVENUE BY SOURCE



PUBLIC INVESTMENT APPROPRIATIONS FISCAL YEAR 2011



PUBLIC INVESTMENT FINANCING PLAN FISCAL YEAR 2011

