Annual Budget 2005-2006

Submitted by
The City Manager,
Cambridge,
Massachusetts

Exterior Rendering of The New Main Library

Cover Photo:

Exterior Rendering of The New Main Library

The cover features a computer-generated image of the Cambridge Public Library's new Main Library. The renovation work, scheduled to begin in early summer 2005, will include a major addition that will preserve the integrity of the historic building and the surrounding grounds while providing increased energy efficiency (in accordance with the LEED green building design guidelines). The project will also include enhanced pedestrian and vehicular access, as well as a 47,000 square foot underground garage. In addition to other building features, the new library will house a climate controlled Cambridge History Room, a spacious and exciting Children's Room, a dynamic Young Adult's Room, a computer training room, over 50 public access computers as well as performance and public meeting spaces. Upon completion, the Library will total over 100,000 square feet in order to better meet the growing needs of the community. Construction is expected to be completed in 2007.

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, 2004.

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.

CITY OF CAMBRIDGE • EXECUTIVE DEPARTMENT

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

BUDGET MESSAGE

April 25, 2005

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

I herewith submit for your consideration the proposed FY06 Operating and Capital Budgets for the City of Cambridge, as well as the proposed FY07 - 10 Capital Plan. The spending plan for the Operating and Capital Budget, as submitted, including non-budget items such as overlay reserve and other offsets, calls for a total FY06 property tax levy of $228,470,845, a $5,517,405 or a 2.5% increase, which is the smallest increase in a decade.

The proposed Operating Budget of $380,186,825 represents an increase of $15,172,455 or 4.2% over the FY05 adjusted budget. However, it should be noted that when Massachusetts Water Resource Authority and State (Cherry Sheet) assessments are excluded from the total budget, the FY06 Operating Budget is only increasing by 3.7%. The budget increase is largely attributable to a 5.0% cost of salary increases for employees (4.25% plus a .75% salary cost carry-over from FY05), a 9.7% increase in employee health insurance, a 2.5% increase in employee pension costs, a 1.6% increase in school spending and a debt service increase of 17.4%. In addition, $725,000 has been included in the budget to cover the cost of a 53rd pay period in FY06 for employees who are paid on Fridays. In addition, the Operating Budget includes the reduction of 13 full-time positions as well as reductions in non-salary accounts.

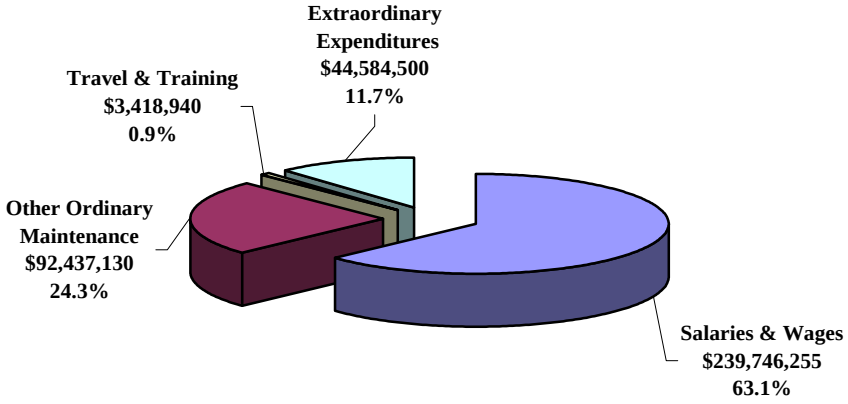
Based on the recognition that the FY05 increase in property taxes placed a burden on some property owners, the City Administration and City Council established a goal of producing an FY06 Budget with a very modest property tax levy increase. It is my belief that collectively we have listened to the taxpayers and this submitted budget has met that goal. It should also be noted, that the FY06 water and sewer rates adopted in March 2005 included a 0% water rate increase and a 7.5% sewer rate increase to produce a combined rate increase of 4.8% which was well below the estimated combined rate increase of 9.0% projected the previous year.

SUMMARY: OPERATING BUDGET (all funds)

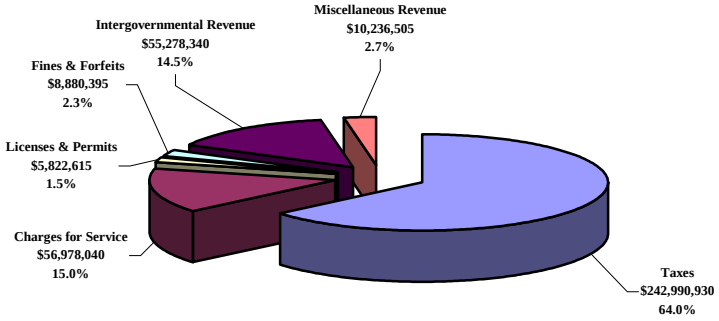
FY04 ACTUAL	FY05 PROJECTED	PROGRAM EXPENDITURES	FY06 BUDGET
30,317,765	33,196,425	General Government	38,703,785
74,011,620	79,558,405	Public Safety	81,513,280
66,164,485	71,650,365	Community Maintenance & Development	75,906,015
19,857,065	21,188,370	Human Resource Development	21,827,750
117,057,360	118,677,560	Education	124,044,400
33,617,540	35,558,580	Intergovernmental	38,191,595
341,025,835	359,829,705		380,186,825

FINANCING PLAN	FY06 BUDGET
Taxes	242,990,930
Licenses & Permits	5,822,615
Fines & Forfeits	8,880,395
Charges for Service	56,978,040
Intergovernmental Revenue	55,278,340
Miscellaneous Revenue	10,236,505
	380,186,825

APPROPRIATION BY STATUTORY CATEGORY



REVENUE BY SOURCE



TOTAL BUDGET $380,186,825

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 homeowners' property tax bill, there are three major factors. The first is the Budget, which determines the levy amount. The remaining two, which will not be known until the fall, include individual property valuation changes and the impact of any residential/commercial classification shifts. Also, the actual tax levy amount may differ from the above, pending final State Aid allocations to Cambridge that will not be known until the State Budget is approved later in the spring or early summer of this year. The FY06 Budget assumes that Cambridge will receive a full reimbursement for the first year cost of tuition paid for students who enroll in the new grade 7-12 Charter School scheduled to open in September 2005. The Governor in his budget proposal linked the full state funding of Charter School reimbursements to eliminating the cap on Charter School assessments as a percentage of net school spending when the Board of Education determines that a school district's scores on MCAS tests are in the lowest 10% statewide for two consecutive years. This provision has approximately a $1 million impact on the amount to be received in FY06. However, it is expected that the final State Budget will not include these restrictions and the City will receive its estimated reimbursement.

Part of our ability to produce a Budget with a modest increase in the property tax levy is the planned use of our reserves and stabilization funds. For example, for the past two years a $1,000,000 appropriation to the City's Stabilization Fund from property tax revenues has been made and has allowed the total balance in the City's Debt Stabilization Fund (as of June 30, 2005) to grow to approximately $9.1 million. In FY06, $2.0 million from City's Debt Stabilization Fund is being used 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. Also, $2,000,000 in overlay surplus balances accumulated from prior fiscal years are being used to lower the tax levy increase. This is an increase of $1 million from FY05. Based on the City's Free Cash balance (FY04 certified amount of $34.9 million), an additional $581,000 has been recommended to fund the cost of the temporary borrowing required for the purchase of a building to house a new police station. In addition, $2 million in Free Cash will again be used to reduce the property tax levy increase. Overall, the FY06 Operating Budget uses $2,731,000 in Free Cash in addition to $1,330,000 in the Capital Budget which is a decrease of $170,000 from FY05. The total amount used from Free Cash in the FY06 Budget is $4,061,000, which is an increase of $411,000.

Also, as a result of an on-going effort coordinated by the Finance Department beginning in FY04 to review permit fees, charges for services and fines charged by City Departments, the FY06 Budget contains large dollar increases in non-property tax revenues. These include increased revenues for certified copies and marriage licenses issued by the City Clerk's Office ($124,300), various fire permits issued by the Fire Department ($45,000), municipal lien certificates prepared by the Finance Department ($15,000) and others. However, increased revenues from these fees were not included in the FY05 Budget but are reflected in the FY06 Budget based on actual revenue collections in keeping with the City's practice to budget non-property tax revenues conservatively.

The FY06 Budget also includes increased revenues based on fee increases implemented outside the process noted above. The largest of these is the increase in parking fines that were increased in April 2005, and is estimated to bring in an additional $1 million in revenue. In addition, adjustments to revenues based on actual increased collections realized in FY05 have been included in the FY06 Budget. For example, these include increases in Hotel/Motel taxes ($378,900), Penalties and Interest ($85,000), Recycling revenues ($75,000), Moving Violations ($50,000), Rescue Unit fees ($200,000), Interest Earnings ($200,000), Intergovernmental Reimbursements ($322,170) and various smaller increases in other categories. For a majority of the revenues that have seen an increase in the FY06 Budget, the City will

carefully review actual revenue collections during the fiscal year to determine if additional revenues can be used as part of the financing plan for the FY07 Budget.

In addition, the City will realize $681,885 in-lieu of tax payments as a result of the agreements recently signed with Harvard University and the Massachusetts Institute of Technology.

As has been the case for several years, the preparation of the FY06 spending plan was made difficult by continued uncertainty over the level of State Aid funding to the City, especially in the category of Additional Assistance and Charter School Reimbursements. However, the City estimates it will receive $718,740 more in FY06 than it did in FY05 ($31,567,430) from the three major local aid categories, which include Chapter 70 School Aid, Lottery Aid and Additional Assistance. However, in FY05 the City received $494,860 in a one-time revenue from the state that has been now included as part of the local aid distribution which makes the net revenue increase $223,880. This major revenue source represents 8.5% of the total Operating Budget. This State Aid estimate is based on the Governor's FY06 Budget (House1) released in January 2005 and the House Ways and Means Budget proposal released in mid April 2005. Both proposals call for the same amount in these three categories.

The FY06 proposed Capital Budget totals $27,383,170, a decrease of $11,551,585 or 29.7% from the previous year. It should be noted that the FY05 Capital Budget contained several large projects which totaled over $13 million and included the Porter Square and Harvard Square enhancement projects, Russell Field improvements, Area 4 parks and renovations to the Gold Star Pool. This largely accounts for the decrease in FY06, which does not include the same number of large projects.

The major component that has decreased in the FY06 Capital Budget is sewer reconstruction, which is funded at $11.6 million. This represents a decrease of approximately $6.2 million, which is consistent with the overall capital plan for sewer construction. However, the FY06 Capital Budget contains two major projects, the West Cambridge Youth Center ($6,000,000) and improvements to City Hall and other City buildings ($2,000,000). As a result of the smaller Capital Budget, revenues from bond proceeds to fund the Capital Budget have been reduced by $11,734,660 from FY05.

However, a loan order for the acquisition of and renovations to a facility to be used as police headquarters was submitted to the City Council for approval prior to the submission of the FY06 Budget and is not included in this plan. It was necessary to submit the loan order prior to the submission of the budget to expedite the transfer of the property from the owners to the City. If this loan order for $49,500,000 was included, the FY06 Capital Budget would increase to $76,883,170. While the City attempts to show all funding for capital purposes in the Capital Budget, it is not always possible due to the timing of certain projects.

Not included in the proposed budget are funds from the Community Preservation Act (CPA) surcharge. The Community Preservation Fund Committee will be making their recommendations on the use of the funds, approximately $5,250,000, during the upcoming months. The CPA funds may only be used for certain affordable housing, open space and historic preservation purposes. In addition to the CPA funds raised locally, the City could receive approximately $5,250,000 in state matching funds to be made available in October 2005. A recommendation for the appropriation of all CPA funds received will be made by the Community Preservation Fund Committee and

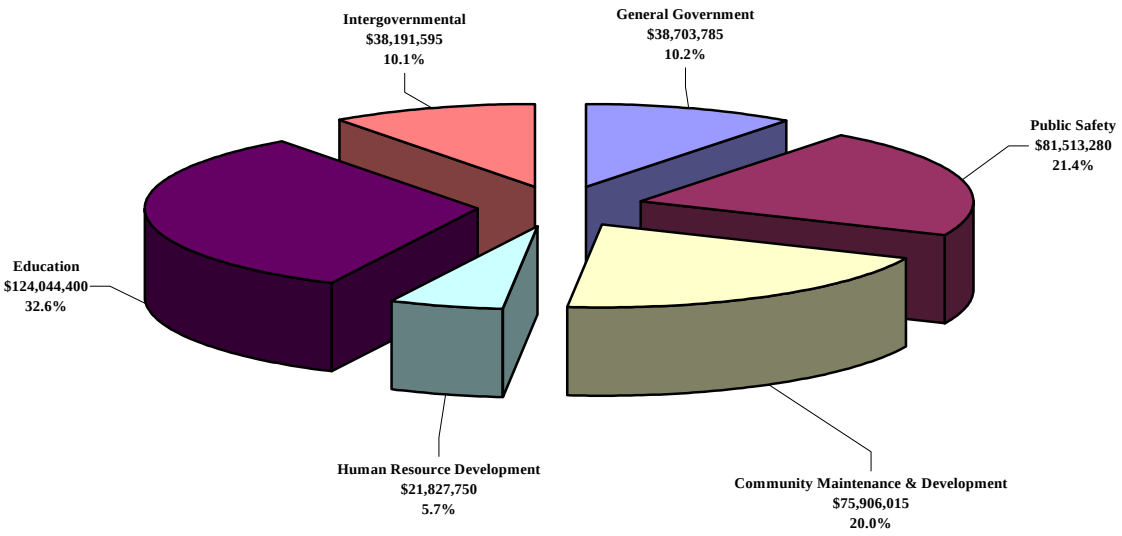
forwarded to the City Council for appropriation in the coming months. It should be noted that the City Council has already appropriated/reserved $35,100,000 from CPA revenues and state matching funds. The City has received over $15 million in state matching funds.

In keeping with the practice of recent years, the proposed FY06 Budget closely links the operating and capital expenditure plans with priorities established by the City Council for FY06 and FY07. 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.

Also, in an ongoing effort to review budget narratives for larger departments in order to provide better information to the City Council and the public, the Emergency Communications Department budget narrative located in Section IV has been totally revised. The new narrative provides more statistical measures with comparisons to other communities both locally and nationally. In addition, modifications have been made to the Financing Plan section in this Budget document to provide more detailed information on City revenue sources.

While I encourage readers to review each department's budget in detail, the following section highlights the proposed spending plan to implement City Council priorities.

APPROPRIATION BY FUNCTION



INTEGRATING CITY COUNCIL PRIORITIES WITH THE PROPOSED BUDGET

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

As noted above, the FY06 Budget reflects the lowest property tax levy increase (2.5%) in a decade through a combination of using reserves, increased non-property tax revenue and limiting expenditure growth.

The City's excess tax levy capacity, an extremely important indication of the City's financial health, is projected to be approximately $51.3 million for FY06, which is an increase from $44.7 in FY05. Cambridge continues to have the largest excess levy capacity in the Commonwealth. In addition, the City the has been able to maintain or increase fund balances in a variety of its Funds that include the Parking Fund, Water Fund, Overlay Account, Stabilization Fund, Health Claims Trust and Free Cash. 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 should be able to deal with level funding of State Aid and other economic challenges in future years in a responsible fashion with a limited impact on our service delivery. This includes proceeding with a public investment program that will result in a projected increase in our annual tax supported bonding cost of $10.9 million over the next four years. Cambridge is unique in its ability to maintain services while improving our infrastructure in these challenging economic times. It is not uncommon to look at neighboring communities that are requiring Proposition $2^{1/2}$ overrides for Operating Budgets and/or for Debt Exclusions in order to fund capital projects.

The achievement of a low property tax levy increase was obtained early in the budget process with the issuance of strict budget guidelines for the development of the Operating and Capital Budgets to City department heads. 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.

The Budget process included a review of all vacancies with department heads with a requirement to describe the operational impact on their department if vacant positions were reduced. No initial increases in non-salary budgets were allowed. All operating items known to be increasing were to be absorbed within existing budgets. Department heads were required to document the impact on their Operating Budget if cost increases were absorbed in their present level of service budget. And lastly, all submitted supplemental requests were required to have a corresponding reduction. For the Capital Budget submissions, the following guideline was put in place: departments were instructed to submit Pay-As-You-Go capital requests (funded from property taxes and free cash) that were equal to or less than the approved/funded amount received in FY05. All requests that exceeded the FY05 amount were required to be designated as "supplemental requests." Departments that did not receive a Pay-As-You-Go appropriation in FY05 could submit an FY06 request but it was required to be submitted as a supplemental request.

Also, the addition of new large projects financed through bond proceeds, which were not already part of the FY05-09 plan, was prohibited.

As a result of this process, 13 full-time positions were reduced in FY06. Savings from these position reductions were used to fund Operating Budget increases or supplemental budget items that otherwise would have been funded through increases in the property tax levy. In addition, reductions and /or reallocations in non-salary accounts were part of this process.

Examples of how these guidelines were put in to practice include:

The Public Works Budget projected almost $600,000 in cost increases in its other ordinary maintenance accounts for services and materials to adequately fund its operations. Items increasing include: solid waste collection contract, curbside recycling contract, field maintenance, HVAC repair and maintenance services, vehicle supplies, and energy costs. In keeping with the budget guidelines, the FY06 Public Works Budget includes the reduction of four positions with a savings of $209,900, a reduction of $85,000 in equipment and $113,000 in other budget reallocations to help partially offset these cost increases.

The FY06 Water Budget includes a net reduction of two positions. This includes a reduction of one working foreperson position, one water meter repairperson position, one water craftsperson position and an addition of one ranger position for a net savings of approximately $70,000. These savings, coupled with a $10,000 reduction in the other ordinary maintenance accounts, have been reallocated to the extraordinary equipment category for the purchase of replacement heavy equipment (backhoe).

The FY06 Traffic, Parking and Transportation Budget reflects a reduction of a vacant working foreperson position ($58,840). These savings were offset by an increase of $36,400 in the garage management contract for the First Street and Green Street Garages as a result of the vendor paying employees the Cambridge Living Wage rate. In addition, $25,000 was added to cover the estimated cost increase in the pavement-marking contract.

It should also be noted that when the required increase in the Cherry Sheet assessments are excluded, the increase in City other ordinary maintenance accounts is less than 1%. Some of the decreases included a savings of approximately $243,000 due to the purchase of street lights from NSTAR in February 2005 as a result of lower maintenance and energy costs and a decrease of almost $25,000 in operating accounts in the Community Development Department. Also, there is a decrease of $46,000 in the Assessor's Budget due to a reduction of contracted services which now can be performed in-house and a decrease of $250,000 based on a new agreement with the Cambridge Health Alliance.

Also, for the third year in a row City and school officials have worked collaboratively early in the Budget process to establish a financial guideline which could be adhered to by the School Committee without requiring additional resources later in the process. The School Department Budget is projected to increase only by 1.6% in FY06.

In conjunction with the sale of $46.1 million in bonds in February 2005, the City of Cambridge continued to be one of 19 cities in the United States to receive three AAA ratings from the nation's three major credit rating agencies. It should be noted that Fitch Ratings rated Cambridge as a "superior" AAA, which puts the City at the top of the highest rated communities. The "superior" AAA credit rating was based on Cambridge's diversified economy characterized by a sizable and stable employment base, a substantial and growing tax base,

consistently strong fiscal performance, and a low debt burden. Financial planning and debt management are solid. The service-oriented economy showed resilience to the recessionary pressures during the early 1990s and has grown through the recent economic downturn, with Harvard University and Massachusetts Institute of Technology (MIT) continuing to attract substantial private research interests. Notably, a recent payment-in-lieu-of-taxes (PILOT) agreement entered into with MIT, Cambridge's largest taxpayer, provides the City with revenue protection and predictability over the long term. I believe that these comments and those of the other two rating agencies demonstrate our ability to maintain the City's strong fiscal position.

Through these efforts, the budget does contain some increases to cover new initiatives but they are limited due to the emphasis this year of keeping the property tax levy increase as low as possible. These increases are highlighted in the sections below.

- **PROVIDE HIGH QUALITY SERVICES, INCLUDING EXCELLENT CUSTOMER SERVICE, EFFECTIVELY AND EFFICIENTLY AND CONTINUALLY STRIVE TO UPDATE THE PUBLIC ON ISSUES AND SERVICES**

  The proposed budget continues the City's long practice of providing high quality service delivery to our citizens. This has been demonstrated by the results of the recent Cambridge Citizen telephone survey conducted by Opinion Dynamics in October 2004. Generally, satisfaction with the City and its municipal services has risen significantly since the last study that was conducted in October 2002. 89% of the respondents indicated that Cambridge was an excellent or good place to live. Other areas of improvement in the combined ratings of "excellent" and "good" since 2002 include:

  - The overall quality of an individual's neighborhood (85%, up from 80% in 2002)
  - Cambridge as a place to raise a child (65%, up from 61% in 2002)
  - Cambridge as a safe place to live (79%, up from 76% in 2002)
  - A sense of Community (70%, up from 62% in 2002)
  - A place welcoming to all races (83%, up from 79% in 2002)
  - Opportunities to attend cultural events (90%, up from 86% in 2002)

  Internet use has increased since 2002 with regular use of the City's Web site quadrupling since November 2000. In response to this growing trend, the FY06 Budget supports the following initiatives:

- A new Cambridge E-Line service on the City's Web site, which allows the public to sign up for a weekly newsletter, publications and special alerts that can be sent to their e-mail address automatically on topics such as street cleaning, snow emergencies, and school closings.

- Support for a prototype wireless connection for City users and public access at City Hall, 344 Broadway and the Citywide Senior Center at 806 Massachusetts Ave., which allows portable devices to access the Internet.

- An online search engine that enables visitors to the City's Web site to access and read current restaurant inspection documents for Cambridge.

- A Permits and License Directory on the City's Web site, which allows users to view and print forms and instructions necessary for submission. All Traffic Department and some Fire Department and Finance Department forms can be submitted directly online.

- Improving the Assessing Department Property Database on the Web site to use the new data available in the computer assisted mass appraisal system (CAMA), which includes additional property characteristic data and building sketches.

- Increased public awareness related to various tax billings through use of the Web site, Cable TV and a more comprehensive Tax Facts Newsletter, including the ability to access property tax bills on-line.

- $25,000 has been allocated in the Capital Budget to implement online credit card payment processing, to facilitate the issuance of approximately 4,000 permits issued yearly by the Traffic Parking and Transportation Department allowing property owners to reserve space in front of their property for moving vans, tool trucks and dumpsters for construction projects. This improvement will be particularly beneficial to individuals seeking moving van permits, many of whom are moving into Cambridge from locations outside of the City.

In addition to the above, continued support for a new Customer Request System (CRS) is contained in the Budget. This new system is a Web-based interdepartmental process that records, assigns, and tracks requests for services from the public and records resolution as well. Full implementation of the system for all departments will continue during FY06.

In an effort to improve customer service and other professional development opportunities, the City has developed a six-month "Providing Stellar Customer Service Training Program" for employees to maximize their customer service skills and abilities. Also, the Budget supports an ongoing Management Mentoring Program where employees attend monthly in-service training sessions in addition to working with a mentor around a chosen project. In addition, the City has altered its hours of operation for many administrative offices to include a late night closing of 8:00 p.m. on Monday evenings. This has allowed the public to visit offices at City Hall and other locations at a time more convenient than the traditional 8:30 a.m. - 5:00 p.m. office hours.

This Budget supports the continued publication of the City's bi-annual community newsletter, *CityView*, which is direct mailed to 48,000 Cambridge households. We will also continue producing other publications such as the City's Annual Report, the Cambridge Calendar of events distributed to residents and visitors by the Tourism Office, the Department of Human Services' Seasonal Resource Guides, Tax Facts and various other newsletters and publications distributed by departments during the fiscal year. In addition, the City began producing a new bi-annual magazine called "*The Cambridge Life*" which includes features on City departments, programs and services and a useful City resource guide.

In an effort to provide higher quality service to our residents by ensuring a prompt response, the City has recently purchased streetlights from NSTAR and the City's Electrical Department will now be performing all maintenance and bulb replacements. This has been a source of frustration for many residents who had to wait for months to have bulbs replaced on the streetlights on their street. In addition to providing better service, the City has realized an operating savings of $243,000 in the Electrical Department's other ordinary maintenance accounts due to a reduction of the maintenance fees paid to NSTAR and energy costs. $37,910 of these savings has been used to fund necessary repairs to the Third Street facility used by the Electrical Department to house vehicles and equipment.

The Capital Budget contains an allocation of $600,000 to support the purchase of personal computers ($75,000) and $525,000 to fund system improvements and new development of Web and database applications. One of the key projects planned is the Interdepartmental Ticketing and Invoicing Detail Systems for DPW, Traffic, Weights & Measures and License Departments. This system will allow for the tracking, reporting and closure of tickets and permits generated by these departments. Other new Web site features planned include the Cambridge City Street and Square Dedications that will allow the public to view the list of street and square dedications with personal information and street locators with online maps. Enhanced features on the City's Web site include the property database that will include information about services surrounding property such as maps to closest schools and churches. GIS has three major initiatives planned including the enhancement of the Interactive GIS Web site and mapping tools that departments such as Water, Public Works and Electrical rely on to map out the City's infrastructure; full integration of the Master Address List and GIS to support new enterprise applications such as the Cambridge Request System, E-Line and the City Street and Square Dedications Web inquiry capability; and further integration with City Assessing data to make it possible to produce the City Tax Atlas, which will show City tax districts.

Also contained in the Capital Budget is a $2 million allocation funded from bond proceeds to perform renovations to City Hall ($840,000) and improvements to other City Buildings. This includes $481,000 to replace City Hall floors, which will be coupled with $369,000 in CPA funds appropriated in FY05 to fully fund this project. $340,000 has been budgeted for fire safety systems as well as $19,000 for elevator cab refurbishing and repairs. Also, an additional allocation of $560,000 has been budgeted for masonry repairs and $600,000 in HVAC improvements at various buildings.

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

With the voters' acceptance of the Community Preservation Act (CPA) surcharge, the City's affordable housing program is now funded by a portion of the proceeds from the 3% property tax surcharge levied under the CPA. CPA funds may only be used for certain affordable housing, open space and historic preservation purposes. In addition, the City receives a matching amount from the state and has received approximately $15 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, $35,100,000 has been appropriated/reserved for housing ($28,080,000), open space ($3,510,00), and historic preservation ($3,510,000). FY05 revenues from the CPA are expected to be up slightly based on a higher property tax levy, with the state match expected to be higher based on FY05 CPA revenues.

The Community Preservation Fund Committee will be making its recommendations on the use of the FY06 CPA revenues of approximately $5,250,000 during the upcoming months. Recommendations will be forwarded to the City Council for appropriation prior to the setting of the tax rate. In addition to the CPA funds raised locally, the City projects approximately $5,250,000 million in state matching funds to be made available in October 2005.

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 2,500 units of affordable housing since the end of rent control in 1995.

The FY06 Operating Budget for the Housing Division contained in the Community Development Budget is $608,055 and supports a multitude of activities in support of this goal. The Housing Division supports the development of affordable rental and homeownership opportunities, education 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 FY06 Capital Budget contains continued funding for Housing Rehab and Development Programs in the amount of $1,326,045. This funding, which is combined with funds from the HOME program, Affordable Housing Trust Fund and other public and private sources, finances renovations to existing housing units and the development of new ones for low and moderate income Cambridge residents.

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

The proposed FY06 Budget contains a recommended School Budget of $124,044,400, an increase of $1,991,205 or 1.6% over the current year. Property tax support of the School Budget has increased by 3.5% or $3,227,210. The School Department Budget was adopted by the School Committee in early April 2005.

City and School officials worked closely early in the budget process to arrive at the above budget allocation, which equaled the amount contained in the School Department's financial plan for FY06. This budget guideline required no "present level of service" reductions to the School Budget. However, it did allow the School Superintendent to recommend to the School Committee $2.2 million in budget reallocations to fund program improvements and initiatives.

Highlights of these initiatives include:

- Leadership Development and Staff Development funding for: Principals leadership development program ($152,500), Internship Program at Elementary ($160,000) and Secondary ($80,000) levels for aspiring leaders, increase in school-based professional development allocations from $20/pupil to $40/pupil ($122,300), district wide in-service training ($103,093), including paraprofessionals and teacher sabbaticals ($63,317).

- High School Success: High School graduates follow-up study and Special Education transitional services for students ages 18-22 (total $75,000).

- Securing the Future: security communication systems for all schools and cafeteria recycling programs (total $43,000), and establishing a Debt Stabilization fund for bonding future school projects ($450,000).

- Instructional Advancement and Closing the Achievement Gap: reading program at CRLS for 9th and 10th grade students in MCAS courses ($20,000); three new teacher positions at RSTA for new Media Arts program and 30% increase in student technical course time ($189,950); Middle School initiatives including Avid Program in four (4) schools, Math software, small increase in M/S summer program funds (total $117,962); expansion of Literacy Collaborative to additional schools including four (4) half-time literacy coordinators and training ($275,710); expansion of Extended Day program to all elementary schools with focus on MCAS support ($374,088).

In addition to the recommended funds for the School Department, the City's Operating Budget continues to fund through the Department of Human Services (DHSP) the Childcare and Family Support Services Division. This division has a total budget of $2,597,760. Services provided include six licensed Pre-School programs and seven licensed After School Programs serving approximately 285 children daily, the Center for Families and the King Open Extended Day, a collaboration with the King Open School.

- The After School Programs located at the Morse, Fletcher-Maynard, Peabody and King Schools serve children in grades K-4, with one location serving children to grade 6. Programs offer a multi-cultural curriculum designed to improve children's positive social development and academic achievement in math, science, literacy and language arts through a project-based learning approach.

- Five of the six Pre-school Programs, located at the King, King Open, Morse, Kennedy and Peabody Schools are full day, year-round programs and one, located at the Haggerty, is a half day school year program. The Pre-school programs offer a developmentally appropriate curriculum focused on the children's interests and abilities and have been awarded accreditation by the National Association for the Education of Young Children.

- The Division also provides support to the King Open Extended Day Program, a quality out-of-school time program for children in grades K-6 that bridges the school and after school experiences, fosters community and family connections and supports the emotional and intellectual growth of the children.

Also, the Community Learning Center (CLC), with a budget of $721,260, plus grant funding also supports the above City Council Goal. The Community Learning Center, located at 19 Brookline Street, provides adult basic education classes to more than 1,000 adults each year. The core program includes seven levels of English for Speakers of other Languages (ESOL) classes and six levels of basic reading, writing and math classes. GED and pre-GED classes prepare students to pass the five high school equivalency examinations. Of the more than 1,000 adults served each year at the CLC, approximately 150 are from the United States and the remainder come from 70-80 different countries, with over 40 different native languages represented.

The Division of Community Schools, with a budget of $1,365,410, 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 those needs, including after school enrichment classes, two extended day programs with the School Department, and full-day summer and vacation camps. Many programs have been adapted to encourage participation of children with special needs and all programs are now working towards that goal.

Lastly, the Community Development Department sponsors educational programs which include: $75,000 to support the continued work of the Center for Women & Enterprise for their workshops on getting started in business and business improvement strategies, as well as financial literacy training in the fundamentals of personal and business financial management. Also, $50,000 is included for the Retail Best Practices grant program, which provides small grants to income-eligible businesses to implement recommended improvements related to interior design, merchandising, marketing or operations. The Department also sponsors a workshop for first time homebuyers.

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

The proposed FY06 Operating Budget continues to support and maintain the venues in which citizens have the opportunity to know each other within neighborhoods and across the City, which also promotes the racial, cultural and socioeconomic diversity of Cambridge. This includes support for two senior centers, youth programs, five youth centers, youth leagues, arts gatherings, public celebrations and events, library programs and branches, community policing and outreach programs, neighborhood planning and community meetings, oral history publications and the scores of parks and play areas located throughout the City. The support for these activities and facilities also contributes to the preservation and enhancement of neighborhoods. In addition, a network of neighborhood health centers, community schools and neighborhood fire stations is supported in this budget and contributes to this goal.

The City continues to commit significant resources to a variety of major open space projects. This is evidenced by the recent opening of several renovated parks including Donnelly Field, Lowell Park, Squirrel Brand Park and Dana Park. A renovated Russell Field, which includes a new changing facility with a weight room, is scheduled to open later this year. In addition, construction of a new neighborhood park at 238 Broadway, which involves the demolition of the old buildings located at the site, is scheduled to begin shortly. The renovation of the outdoor Gold Star Mothers Pool is scheduled to begin this fall after the close of the pool for the season.

Other initiatives include the following:

- The FY06 Public Celebrations Budget contains a $100,000 allocation to fund the continuation of the “Destination Cambridge” program of arts and cultural events, which was initially launched in FY05.

- In FY06, $40,000 has been added to the Human Service Department Budget to support the inclusion of children with disabilities in all of the Department’s Out-of-School-Time programs. This allocation will be coupled with reallocations in the existing budget to support additional staff training, onsite coaching and assistance to staff and families, and the hiring of an Inclusion Specialist as a part of the Department’s staff. Consistent with the City Council’s adoption of an Inclusion Policy, the Department will be continuing and expanding its efforts to ensure that children with disabilities are effectively supported and actively engaged in all programs.

- The FY06 Capital Budget includes a $6,000,000 appropriation to be funded through bond proceeds for the acquisition of property for the West Cambridge Youth Center. This appropriation will be combined with an earlier $1 million appropriation for a total project budget of $7,000,000.

- Continued funding for the Tree Pruning Program ($100,000), which is based on a five-year cycle of pruning the nearly 3,000 trees in City-managed open spaces, exclusive of the Fresh Pond Reservation.

- The Arts Council's Public Art Conservation and Maintenance Program continues to be level funded at $35,000, and capital projects have been budgeted to include the 1% for Arts allocation. In addition, $40,000 has been budgeted to fund the second phase of an project by Mierle Laderman, a well known artist, at Danehy Park.

- An allocation of $75,000 in the Capital Budget will be used to begin the community process and design phase for the reconstruction of Brookline Street. Improvements will include paving, street trees, traffic calming and sidewalk reconstruction to improve accessibility at corners/crossing locations. This project is an outgrowth of the Cambridgeport Roadways Design process, during which residents and the City's Advisory Committee supported improvements to Brookline Street to reduce the speed of traffic, improve pedestrian safety, and emphasize the residential character of the street.

- Funds have been included in the Human Services Budget to support an increase ($6,000) in the contract amount for the vendor who provides transportation services to seniors for various activities. In addition, $15,000 has been added to provide funding to community based organizations to develop family support activities.

- The Capital Budget contains $1,855,695 for street and sidewalk reconstruction and will be used primarily to address pedestrian crosswalks and sidewalks with poor accessibility to ensure compliance with the provisions of the Americans with Disabilities Act (ADA). In addition, $400,000 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 budgeted in the Capital Budget. This allocation, coupled with earlier allocations, will allow the Collins Branch Library accessibility project to move forward in FY06. In addition, $30,000 has been funded for the replacement of a non-functioning chairlift located at the Police Station.

- As noted above, the City has committed significant resources to open space projects over the past several years. In FY06, a comprehensive community planning process will be initiated for the complete renovation of the Tobin School – Concord Avenue Playground. The plan will include removal of the existing pressure treated play equipment, potential designs for new playground equipment and layout, protective screening from the adjacent baseball field, new safety surfacing and repaving of the basketball courts. It is expected that funding will be included in the FY07 Capital Budget. The FY06 Capital Budget does contain $202,590 to support improvements to the Fresh Pond Golf Course and Danehy Park, support the Beautification program to provide seasonal flowers at various locations within the City and funding to supplement existing funds for renovations to Gore Street Park.

- **DELIVER HIGH QUALITY PUBLIC SAFETY SERVICES AND MAINTAIN A HIGH LEVEL OF PUBLIC CONFIDENCE IN THESE SERVICES**

The total Public Safety Budget for FY06 is $81,513,280, or 21.4% of the Operating Budget and includes the following departments: Animal Commission, Fire, Police, Traffic, Parking and Transportation, Police Review and Advisory Board, Inspectional Services, License, Weights and Measures, Electrical, Emergency Communications and Emergency Management.

As mentioned earlier, the Emergency Communications Department narrative has been significantly changed to provide more statistical and comparative data (see page IV-159) in an ongoing effort to provide better information which began last year with the Police Department narrative. It should be noted that the Emergency Communication Department processes over 96,000 incident dispatches yearly in addition to over 250,000 non-emergency informational calls. The Emergency Communications Department uses two special protocols for emergency medical and in-progress crime calls. A sample of these calls are selected and reviewed by Communications Supervisors each month as part of the Emergency Communications Department's Quality Control Program. The Department's goal for emergency medical calls is to reach and exceed the National Academy of Emergency Medical Dispatch (NAEMD) national standard of 90% compliance. For the last two fiscal years, the Emergency Communications Department has achieved a rating over a 95%. This high level means that callers with medical emergencies are assured that they are receiving the best call handling assistance and pre-arrival instructions from Cambridge dispatchers.

The FY06 Police Budget is $33,161,605. The FY06 Police Department Budget includes the net reduction of two positions, an identification technician position and a clerk/typist position. The net savings from these two position reductions were used to cover the cost of wireless maintenance services that was previously funded through a Bureau of Justice Block Grant program, which has been reduced. This wireless service allows patrol officers and other public safety personnel to access Criminal Systems History Board information and CAD (computer-aided dispatch) via their laptops located in public safety vehicles. In addition, a portion of the salary savings was used to fund increased lease costs for a parking lot for police cruisers. Also, this Budget includes $100,000 (coupled with $50,000 in existing Police Capital Budget funds) for the purchase of 14 motorcycles, which will institute the process of a planned rotation for the entire fleet every three years. This plan will result in higher trade-in values for replacement motorcycles in three years as well as reduced maintenance costs. $120,000 has been added to the existing budget to fully fund a vehicle rotation schedule for all police vehicles that include marked, unmarked and specialty vehicles. The existing vehicle budget of $238,000 covers the replacement of approximately eight marked vehicles every three years. This additional allotment will allow the Department to replace unmarked vehicles and specialty vehicles (police wagon, accident van, enforcement vehicles) on a more regular schedule without impacting the replacement schedule for marked vehicles. Funding in the amount of $18,800 has been included to train and support new peer officers as part of the existing Stress/Peer Officer Program.

An allocation of $35,000 has been made within the FY06 Capital Budget to finance the acquisition of new furniture and media equipment for the Police Academy. In addition to the approximately 32 weeks each year that it is used for in-service training, the academy is also used for presentations and other types of training as well as a backup for the Tactical Command Post and Emergency

Communications. All furniture and equipment purchased with these funds will be moved to the new facility when it is ready for occupancy.

As noted earlier, the loan order for the acquisition of and renovations to a facility to be used as police headquarters was submitted to the City Council for approval prior to the submission of the FY06 Budget. It was necessary to submit the $49.5 million loan order prior to the submission of the budget to expedite the transfer of the property from the owners to the City. One of the stated City Council objectives for capital projects this year has been the siting and funding of a modern police facility. It is anticipated that the loan order will be approved by the City Council on April 25, 2005.

The FY06 Fire Department Budget is $31,003,945. In addition, to its General Fund allocation, the Fire Department has been successful in obtaining several grants to support their operations. The Fire Department leadership has continued to be actively involved with statewide committees and regional collaborations to improve interagency cooperation and interoperability. The Insurance Service Organization (ISO) has continued to give a Class 1 designation to the Cambridge Fire Department, the highest rating a Fire Department can receive. ISO is the primary source of information about property and liability risk and is the property/casualty insurance industry's leading supplier of statistical, actuarial, underwriting and claims data. This rating is based on criteria related to training, equipment, facilities and communication systems.

In addition, $350,000 has been set aside in the FY06 Capital Budget to fund the replacement of the 1991 pumper at the Inman Square Fire Station. The current vehicle will be traded in to reduce the cost of the new vehicle that has been designed with extra compartment space to accommodate additional requirements for hazardous materials and decontamination equipment. This combined use will provide for a quicker response to specialized needs and avoid the use of additional vehicles to transport this equipment.

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

As an example of the City's continuing commitment to this Goal, the City Hall Annex received the 2005 Kenneth E. Pickard Memorial Innovation Award from the Massachusetts Municipal Association and the Grand Annual Reconstruction Award from *Building Design and Construction* magazine. The Annex, which reopened in February 2004 following an extensive renovation, was a unique project in which an historic public building was preserved and restored utilizing the most modern technologies in environmental design.

In FY05, the DPW integrated energy-efficiency considerations into building system upgrades. With funding assistance from NSTAR Gas, the DPW contracted engineering studies at three buildings with HVAC problems: City Hall, the Senior Center and the Coffon Building. The studies recommended high-efficiency improvements and outlined the savings and utility incentives available. The FY06 Public Investment Budget contains $600,000 to install these major improvements. With these and similar projects, energy efficiency reviews are beginning to become standard practice in the planning of repairs and renovations.

In addition, the FY06 Budget supports the continued use of biodiesel fuel for the majority of Public Works Department (DPW) vehicles, which were converted this fiscal year. The DPW also received a grant from the Environmental Protection Agency to retrofit medium to heavy-duty vehicles with advanced pollution control equipment to reduce harmful emissions. Also, the City continues to support a proactive campaign advocating for the purchase of environmentally preferred products and the tracking of those products.

The FY06 Budget contains several initiatives that include the following:

- Funds have been included in the FY06 Capital Budget to continue the reconstruction of the City's sewer and surface drainage system in the amount of $11,565,840. Projects included in this program are funded through a combination of MWRA Grant funds as well as general obligation bonds and current sewer revenues. It is expected that work will continue in the Fresh Pond/Alewife, Cambridgeport, Cherry Street/South Massachusetts Avenue, and Harvard Square areas.

- The Capital Budget contains $40,000 for engineering studies of City Buildings to identify efficiency improvements. In addition, $400,000 has been allocated to support the replacement of the rooftop HVAC units at the Kennedy/Longfellow School which will be energy efficient, as well as for the development of engineering specifications for the Tobin School HVAC upgrade.

- $200,000 has been included in the FY06 Budget to continue funding for the Light Emitting Diodes (LED) Traffic Signal Conversion Project. These funds will allow 34 more locations to be converted to LED. This is in addition to the 53 completed by FY05. By the end of FY06, 88 of the 164 total locations will have been converted with a plan of completing all locations within the following two fiscal years. These conversions will reduce energy demand and cost to the Traffic and Parking Department.

In addition, the FY06 Budget supports the $1.6 million allocation for the Recycling Division within DPW. The Recycling Division plans, implements and maintains cost-effective recycling, toxics reduction and waste prevention programs that are characterized by good communication, good customer service and high participation and recovery rates. Staff maintains and monitors the curbside recycling program, a Drop-Off Center, as well as recycling in City buildings, schools, public areas, and at festivals. In addition, staff helps businesses and institutions plan and implement effective recycling and waste reduction programs.

The Recycling Division, guided by the Recycling Advisory Committee, works to implement City policies, improve current programs, and expand efforts to meet or exceed the waste reduction and recycling goals outlined in the City's Climate Protection Plan and the Massachusetts Solid Waste Master Plan.

- **PROMOTE THE ADVANTAGES OF "DOING BUSINESS IN CAMBRIDGE" AND WORK TO STRENGTHEN MUTUALLY BENEFICIAL PARTNERSHIPS WITH BUSINESSES AND UNIVERSITIES**

As noted earlier, 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 the key to our continued successes 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 affordable water and sewer 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 new 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 also they provide long-term revenue protection and stability. It should also be noted that as part of the new Harvard University PILOT agreement, the University committed to extend one of its most significant partnerships with the City, the Cambridge Harvard Summer Academy, for another five years. This enrichment program serves over 400 Cambridge Public School students each year.

The FY06 Tourism Budget has been increased by $50,000 to $355,000. This increase will allow the Office of Tourism to develop a discount partnership program with Cambridge attractions, enhance an international marketing effort in collaboration with the Greater Boston Convention and Visitors Bureau as part of a matching grant program and expand advertising and public relations efforts.

The Economic and Employment Planning Division of the Community Development Department has a recommended FY06 Budget of $385,395. This division focuses on supporting the business community through the following activities: providing a broad range of services to assist small businesses, monitoring changes in the job base to maintain a diversified employment base, tracking changes in the real estate market, maintaining thriving commercial districts and promoting a healthy business enviornment.

In addition, the City continues to sponsor the Façade Improvement Matching Grant Program ($185,000) and the Retail Best Practices Program ($50,000), which provides technical assistance and matching grants to income eligible businesses regarding marketing techniques and interior organization of retail space. In addition, to support start-ups, funding is provided ($75,000) for courses in Financial Literacy, Getting Started in Business and Minding Your Own Business. Additional support ($118,000) is also provided to two workforce development programs: the Biomedical Careers Program and the Healthcare Career Advancement Program, both of which help lower-wage workers become ready for higher-wage opportunities in the health care/biotech sector.

OUTLOOK AND CONCLUSION

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

Because of our enviably strong financial condition, we have been able to maintain both City and School services while embarking on a very ambitious public investment program, which is highlighted by the new Main Library Project and the new Police Station, at a time when many communities are reducing services. The sound financial practices of this and previous City Councils have left the City with substantial reserves including $34.9 million in Free Cash and approximately $44.7 million in excess levy capacity that allows Cambridge the flexibility to respond to periods of economic decline as well as the ability to take advantage of unique opportunities such as the purchase of the building to house the new Police Station. However, we should not ignore the fact that the Commonwealth is a vital financial partner in the delivery of our services and reductions in the current level of State support would be difficult for the City to absorb without impacting the property tax levy. We will continue our strategy to look at the overall finances of the City in the long-term, using our five-year financial plan and debt guidelines, in order to maintain stability and predictability in our budgeting and financial planning processes.

In the short-term, next year's Budget will provide many challenges for the City. These include increased tuition costs assessed to the City for students attending the new charter school which is scheduled to open in September 2005; continued possibility of local aid cuts from the State; unfunded school building capital needs; continued reductions in our Community Development Block Grant; unsettled union contracts and increasing employee benefit costs. We've faced such challenges before and dealt with them successfully, but we must be cognizant of them and plan accordingly.

As we continue to work through these challenging financial times, we must remember that failure to make difficult decisions today will lead to even more difficult decisions in the future. This includes always being mindful that increases in the property tax levy must be modest so as not to overburden our residential and commercial taxpayers. I believe we have responded to the City Council's goal of producing an FY06 Budget that is limited in its growth of the property tax levy while not diminishing services. This Budget reflects the lowest property tax levy increase in a decade. Again, managing our resources wisely as well as being realistic in our expectations regarding budget growth will continue to be the key to our economic growth and stability.

By being cognizant of our financial limitations and working together, I am confident that we can continue to provide the wide array of services that our residents have come to expect, while at the same time meeting the needs of our infrastructure that will benefit our citizens for decades to come.

Very truly yours,

Robert W. Healy
City Manager

THIS SPACE RESERVED FOR COUNCILLOR'S NOTES

BUDGET CALENDAR

October 2004 through December 2004	Development of FY06-07 City Council Goals by City Council and City Manager.
November 18, 2004 through December 17, 2004	Department training sessions on the use of new Online Benchmarking System to develop FY2006 Budget Narratives.
December 6, 2004	Briefing on FY06 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 6, 2004 through December 31, 2004	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 17, 2005	Deadline for budget submission to the City Manager. Department benchmarks updated as of 12/31/04.
January 24, 2005 through March 18, 2005	Formal department presentations to the City Manager
March 21, 2005 through April 1, 2005	City Manager and Budget staff conduct final review of departmental budgets and supplementals.
April 25, 2005	Submission of the City Manager's Budget to the City Council.
May 4, 2005 through May 17, 2005	Dates for public hearing on FY06 Budget. Department benchmarks updated as of 3/31/05.
May 23, 2005	Budget Adopted by City Council.
June 8, 2005	Deadline for City Council adoption of the Budget.
June 30, 2005	City Manager's transmittal of chart of accounts and allotment plan (based on departmental work-plans) to the City Auditor for execution.
July 1, 2005	Begin execution of FY06 allotment plans.

BUDGET PROCEDURE

The preparation of the Annual Budget for the City of Cambridge is governed by the provisions of Chapter 44 of the Massachusetts General Laws. The budget cycle for FY06 was initiated in November, 2004. 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 FY06, 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 FY06 budget cycle was on the further integration of community values and City Council goals with departmental goals and performance measures. This is the tenth 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 FY06 budget some goals and measures were eliminated, replaced and/or expanded, resulting in goals and measures that are more comprehensive, significant or illustrative of the services and programs provided by City departments. Through continued use and constant updating, the budget continues to evolve into a more comprehensive document containing a goals and measures system that accurately reflects data concerning City systems.

In December, the City Manager convened a citywide annual budget meeting attended by all department heads and finance personnel. At this meeting the City Manager gave a general overview of the state of the economy, discussed the budget format and outlined specific guidelines for the preparation of individual department budgets: COLA, Pensions and Health Insurance costs can increase as required; all non-personnel operating items known to be increasing due to contractual terms must be absorbed within the budget and not knowingly under-budgeted. Major contracts for services must be reviewed to ensure that departments have sufficient funds to meet contractual needs; budgets are to be level funded; extraordinary expenditures must be revised and one time items from 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. It was emphasized that the FY06 goal was to submit a budget to the City Council that supports Council priorities without increasing the number of employees. Each department subsequently met with the Budget staff to review the budget format and to aid in the development of goals and performance measures. These operating budgets, which include expenditure and revenue estimates and significant departmental accomplishments of the previous budget year, were submitted to the City Manager by January 17, 2005.

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 FY06 budget.

From mid-March through mid-April, the Budget and City Manager's staff finalized the Annual Budget document for submission to the City Council. By state law, the budget must be submitted to the City Council within 170 days after the Council organizes in early January. The City Manager will submit the FY06 Budget to the City Council on April 25, 2005.

From May 4 – May 17, 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 8.) The Annual Budget for FY06 becomes effective July 1, 2005.

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.

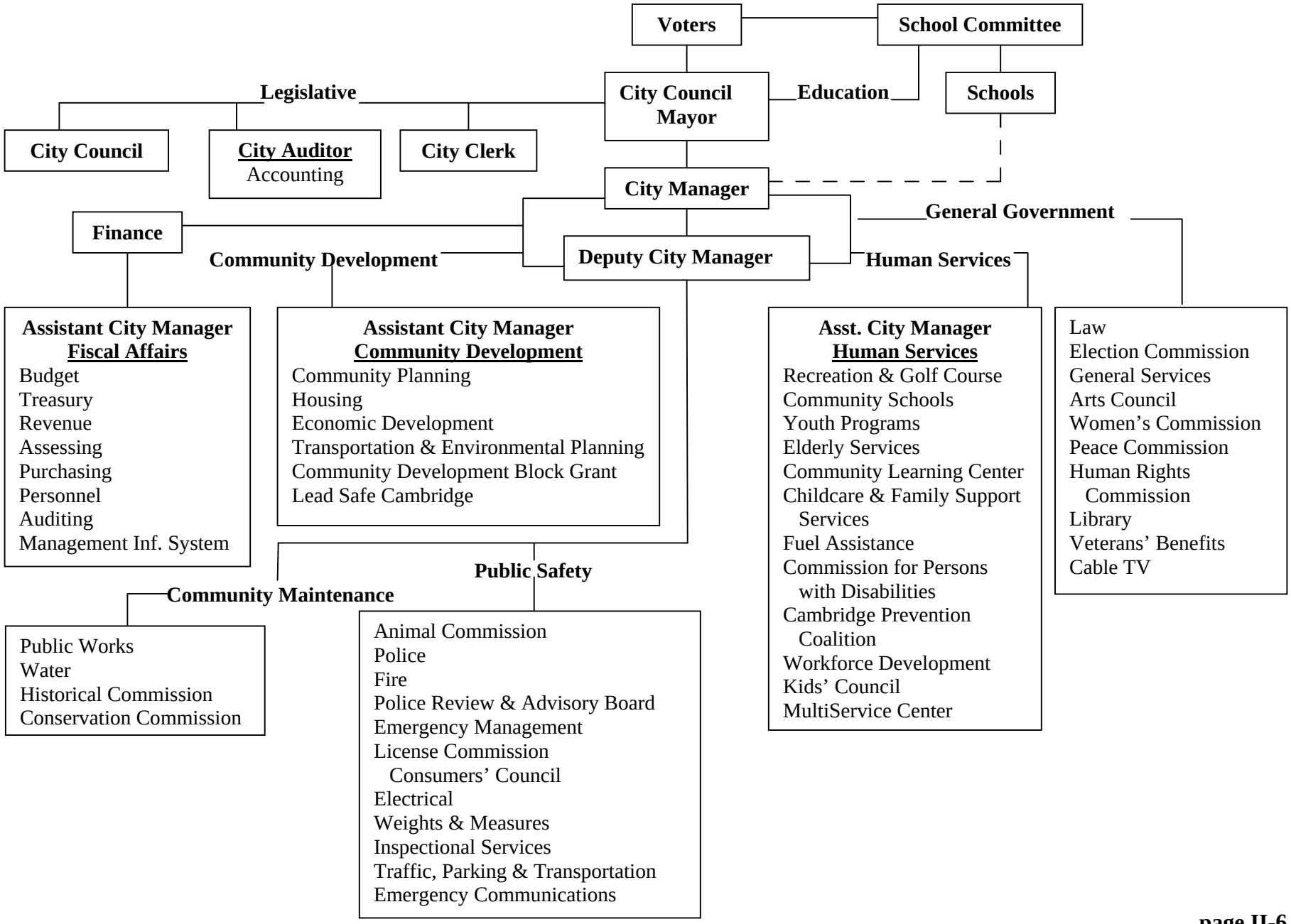
Neither the annual budget nor appropriation orders based therein shall be in such detail as to fix specific salaries of employees under the direction of boards elected by the people, other than the city council.

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.

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

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

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

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

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

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

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

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

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

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

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

Bond 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 Budget Basis of Accounting and Budgeting page in Section II.

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

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

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

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

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

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

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

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

Cost-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 s 1, 2, 3, 4a and 6-15.

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

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

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

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

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

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

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

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

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

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

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

FY04 Actual. FY04 actual numbers provided by departments based on the departments internal tracking methods.

FY05 Budget. Numbers stated in the FY05 budget document as the FY04 proposed figure for the performance measure. An "n/a" indicates a new measure or one previously not budgeted.

FY05 Projected. Estimate of what will be achieved in FY05 based on year-to-date performance.

FY06 Proposed. Estimated FY06 performance set by the department.

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

Fiscal Year. The twelve month financial period used by all Massachusetts municipalities which begins July 1, and ends June 30, of the following calendar year. The year is represented by the date of which it ends. Example: July 1, 2005 to June 30, 2006 is FY06.

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

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

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

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

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

GAAP. See Generally Accepted Accounting Principles.

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 in which departmental effort is directed.

Grant. A contribution of assets by one governmental unit or other organization to another. Typically, these contributions are made to

local governments from the state and federal government. Grants are usually made for specific purposes.

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 discount at the time a loan is made.

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

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

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

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

Massachusetts Water Pollution Abatement Trust (MWPAT). A statewide revolving fund that commenced operations in 1990 to address necessary environmental actions outlined in the Federal Clean Water Act. This fund revolves by 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.

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 FY05 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.

Operating Budget. See budget (operating).

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

Performance Budget. A budget that bases expenditures primarily upon measurable performance of activities and work programs. A performance budget may also incorporate other bases of

expenditure classifications, such as character and object class, but these are secondary to activity performance.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Reserve for Contingencies. A budgetary reserve set aside for emergencies or 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 retired usually from taxes collected.

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

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

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

A GENERAL PROFILE OF THE CITY OF CAMBRIDGE

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

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

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

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

- Cambridge is a city of 13 neighborhoods, ranging in population from 673 (Cambridge Highlands) to 13,072 (Mid Cambridge) (Source: 2000 US Bureau of Census). Most neighborhoods have their own political and community organizations. Residents often participate vocally in City debates.

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

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

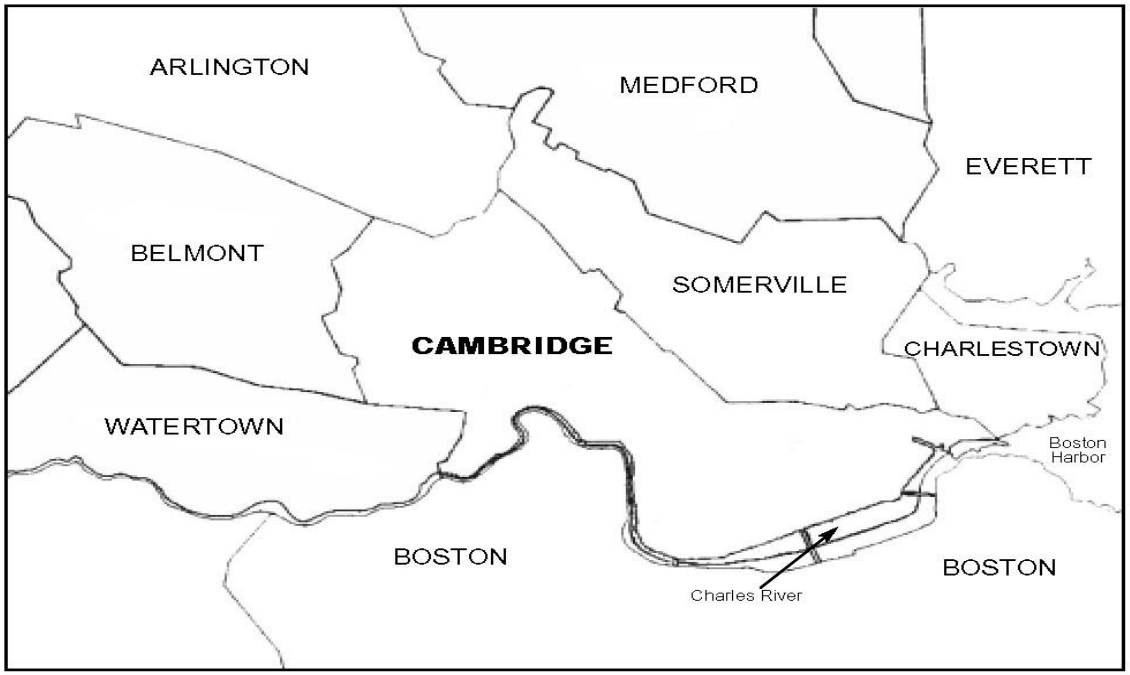
- Over three-quarters of all local jobs are in services (81%). Service employment is dominated by education, business including research and development and computer/software, engineering government and management, and health services. Ten percent (10%) of all jobs

are in retail and wholesale trade; 9% are in manufacturing and construction. The largest employers in Cambridge include (1) Harvard University, (2) MIT, (3) City of Cambridge, (4) Cambridge Public Health Commission, (5) Mt. Auburn Hospital, (6) Federal Government, (7) Biogen Idec, (8) Millenium Pharmaceuticals, (9) Genzyme, and (10) Draper Laboratories. (Source: Cambridge Community Development Department and cited employers, 2004).

- Cambridge remains an incubator of new industries. Important industries include biotechnology, artificial intelligence, optical instruments, and advanced materials.

- The fastest growing sector of the economy is now the life sciences, including biotechnology firms, medical laboratories and medical instrument makers.

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



CAMBRIDGE AND SURROUNDING COMMUNITIES

FACTS ON FILE

GENERAL

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

POPULATION CHARACTERISTICS
(Source: 2000 US Census Bureau)

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

Persons of Hispanic origin may be of any race.

GOVERNMENT

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

HOUSING

Type of House	Average Value	# of Parcels
One family	$958,593	3,635
Two family	$816,944	2,942
Three family	$836,538	1,468
Condominium	$406,869	9,843

(Source: City of Cambridge as of 01/01/04)

GENERAL INFORMATION

Number of registered voters in Cambridge	56,099
(Source: City's Record as of 03/28/05)	
Number of Parks & Play areas:	78
Number of Youth Centers:	5
Number of Community Schools:	12
Number of Senior Citizen Centers:	2
Number of Golf Courses:	1

FOUR LONGEST STREETS

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

INSTITUTIONS OF HIGHER LEARNING

Harvard University
Massachusetts Institute of Technology
Lesley University
Cambridge College

THE TEN LARGEST EMPLOYERS IN THE CITY:
(Source: Cambridge Community Development Department and cited employers, 2004)

Rank	Name of Employer	Nature of Business	Number of 2004 Employees
1.	Harvard University	Education	10,142
2.	MIT	Education	7,114
3.	City of Cambridge	Government	3,196
4.	Cambridge Health Alliance	Medical	1,796
5.	Mt. Auburn Hospital	Medical	1,790
6.	Federal Government	Government	1,614
7.	Biogen, Inc.	Biotechnology	1,597
8	Millenium Pharmaceuticals	Biotechnology	1,475
9.	Genzyme Corporation	Biotechnology	1,100
10.	Draper Laboratories, Inc.	Research & Development	970

TAX FACTS

ASSESSMENTS (In Millions)

Fiscal Year	Real Property	Personal Property	Total
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
2000	10,763.2	274.8	11,038.0
1999	9,286.6	256.2	9,542.8
1998	7,254.7	249.0	7,503.7
1997	7,006.1	236.0	7,242.1
1996	6,783.0	227.0	7,010.0

TAX RATES

Fiscal Year	Commercial Industrial	Residential	Full Value
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
2000	25.16	9.64	14.86
1999	27.25	11.05	16.66
1998	35.98	13.43	20.56
1997	35.78	13.02	20.45
1996	34.89	13.32	20.61

CITY LEVIES

Fiscal Year	Total Levy
2005	222,953,435
2004	209,599,396
2003	197,720,546
2002	187,444,551
2001	178,484,966
2000	164,020,845
1999	159,000,005
1998	154,303,550
1997	148,070,000
1996	144,441,845

BASIS OF ACCOUNTING AND BUDGETING

Generally Accepted Accounting Principles

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

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

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

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

Budgetary Basis

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

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

Proposed expenditure appropriations for all departments and operations of the City, except that of public schools, are prepared under the direction of the City Manager. All budget appropriations are approved by the City Council. School Department appropriations are acted upon directly by the School Committee based upon budget guidelines provided by the City Manager. The City Manager may recommend additional sums for school purposes. In addition, the City Manager may submit to the City Council such supplementary appropriation orders as are deemed necessary. The City Manager may amend appropriations within the above mentioned categories for a department without

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

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

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

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

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

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

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

In addition, there are certain differences in classifications between revenues, expenditures and transfers. The following reconciliation summarizes the differences between budgetary and GAAP basis accounting principles for the year ended June 30, 2004.

	Revenues	**Expenditures**
As reported on a budgetary basis	309,297,388	324,253,641
Adjustments:		
Revenues to modified accrual basis	4,988,822	-
Expenditure, encumbrances, and accruals, net	-	(9,699,555)
Reclassifications		
Permanent trust fund transfer	1,860,000	-
As reported on a GAAP basis	316,146,210	314,554,086
Interfund Transfers	19,813,350	12,816,935
As shown on Page II-36	335,959,560	327,371,021

DEBT POSITION
Based on outstanding debt June 30, 2005

CITY HAS ESTABLISHED A CONSERVATIVE DEBT POLICY. When the City embarked on an aggressive capital improvement program in the mid-1980's, it established a policy of retiring a majority of debt within ten years of the date of issue and allocating funds from reserve accounts to finance projects which would otherwise have been supported through bond proceeds. The City's rapid repayment schedule has given the City considerable flexibility to extend redemption schedules for long-life projects such as the construction of a new water treatment facility, library, and ambulatory care center at The Cambridge Hospital. In addition, key debt ratios such as net direct debt to assessed value and net direct debt per capita are below nationally accepted standards. (see page II-23)

Fiscal Year	Total[1] Debt	Debt Payment	Interest	Required Appropriation
2005-06	245,196,981	30,705,099	9,617,858	40,322,957
2006-07	214,491,882	29,786,077	8,583,531	38,369,608
2007-08	184,705,805	28,211,626	7,401,362	35,612,988
2008-09	156,494,179	27,052,903	6,280,122	33,333,025
2009-10	129,441,276	26,988,293	5,170,218	32,158,511
2010-11	102,452,983	24,069,454	4,102,062	28,171,516
2011-12	78,383,529	17,618,377	3,218,100	20,836,477
2012-13	60,765,152	14,370,160	2,562,594	16,932,754
2013-14	46,394,992	11,517,774	1,992,312	13,510,086
2014-15	34,877,218	9,007,218	1,494,595	10,501,813
2015-16	25,870,000	5,130,000	1,109,601	6,239,601
2016-17	20,740,000	5,130,000	871,426	6,001,426
2017-18	15,610,000	5,130,000	632,751	5,762,751
2018-19	10,480.000	3,630,000	393,001	4,023,001
2019-20	6,850,000	1,630,000	269,676	1,899,676
2020-21	5,220,000	1,130,000	210,413	1,340,413
2021-22	4,090,000	1,130,000	165,213	1,295,213
2022-23	2,960,000	1,130,000	120,013	1,250,013
2023-24	1,830,000	1,130,000	74,275	1,204,275
2024-25	700,000	700,000	28,000	728,000

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

FINANCIAL POLICIES AND GUIDELINES

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

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

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

The following chart compares selected debt ratios of Cambridge with the medians of cities rated Aaa by Moody's Investors Service. As the chart indicates, the debt ratios of Cambridge are significantly below the medians of the 35 cities across the nation with the highest rating awarded by Moody's Investors Service.

	Per Capita Assessed Valuation	Unreserved Fund Balance as % of Revenues	Net Direct Debt as % of Assessed Valuation	Per Capita Income
Median	$150,410	13.0%	0.90%	$41,122
Cambridge	$210,626	26.9%	0.50%	$46,499

Source: Moody's Investors Service 2004 Regional Ratings National Medians Report

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.

	FY02	FY03	FY04	FY05	FY06
Excess Levy Capacity (1)	30,462,653	36,193,451	41,419,047	44,697,016	51,260,600
General Fund Balance (2)	64,276,154	72,595,871	72,754,968	75,000,000	75,000,000
Free Cash (3)	28,706,934	45,049,838	34,868,986	39,500,000	39,500,000
Rapidity of Debt Retirement (4)	85.3%	87.5%	87.8%	87.8%	85.0%

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. FY02-05 are actual amounts and FY06 is a projected figure.

2) The amounts shown for General Fund balances are only those portions directly attributable to the General Fund and do not include those funds moved to the General Fund to satisfy GASB 34 requirements.

3) Free Cash are funds remaining from the previous fiscal year that are available for appropriation. FY02-04 are actual amounts and FY05-06 are projected figures.

4) The percentages shown represent the percent of total debt that would be retired in ten years. With few exceptions, all debt issued by the City is retired within ten years.

DEBT RATIOS

Population[1]	Assessed Value[2]	Net Direct Debt[3]	Ratio of Net Direct Debt to Assessed Value	Net Direct Debt Per Capita
101,355	$ 21,348,000,524	$ 97,476,179	0.5%	$ 962

[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, 2004.
[3] The net direct debt is as of June 30, 2004.

GENERAL DEBT LIMIT

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

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

DEBT LIMIT CALCULATION

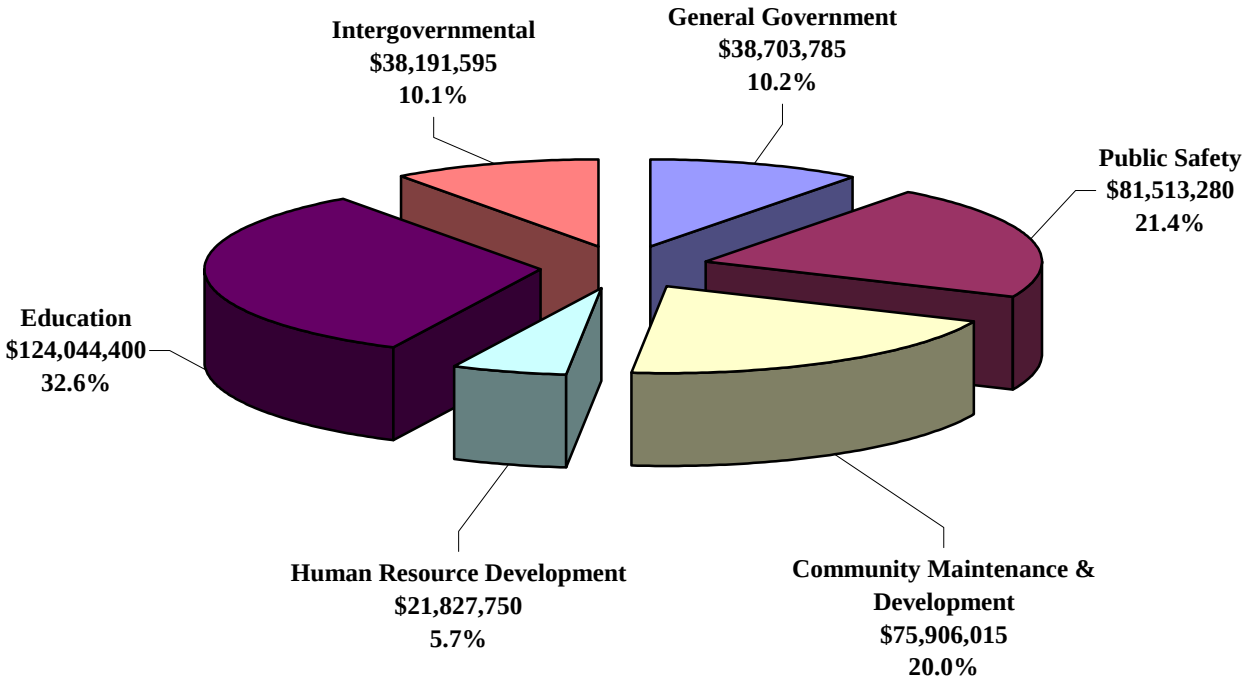
Equalized Valuation as of January 1, 2004	**$ 21,282,513,300**
Debt Limit (5% of Equalized Valuation)	**$ 1,064,125,665**
Total Outstanding Debt as of June 30, 2005	$ 245,196,981
Total Authorized / Unissued Debt as of June 30, 2005	192,144,922
Total Outstanding Debt Plus Total Authorized / Unissued Debt	**$ 437,341,903**
Amount of Outstanding Debt Outside the Debt Limit	$ 73,320,699
Amount of Authorized / Unissued Debt Outside the Debt Limit	-
Outstanding Debt plus Authorized / Unissued Outside the Debt Limit	**$ 73,320,699**
Total Outstanding Debt Plus Total Authorized / Unissued Debt	$ 437,341,903
Less: Outstanding Debt plus Authorized / Unissued Outside the Debt Limit	$ 73,320,699
Debt Subject to the Debt Limit	**$ 364,021,204**
Debt Limit (5% of Equalized Valuation)	1,064,125,665
Remaining Borrowing Capacity Under Debt Limit	**$ 700,104,461**

FY06 DEBT DISTRIBUTION

	Debt Payment	Interest	Required Appropriation*
City	$20,952,767	6,324,335	$ 27,277,102
School	3,485,000	652,150	4,137,150
Water	6,267,332	2,641,373	8,908,705
Total	**$30,705,099**	**$ 9,617,858**	**$40,322,957**

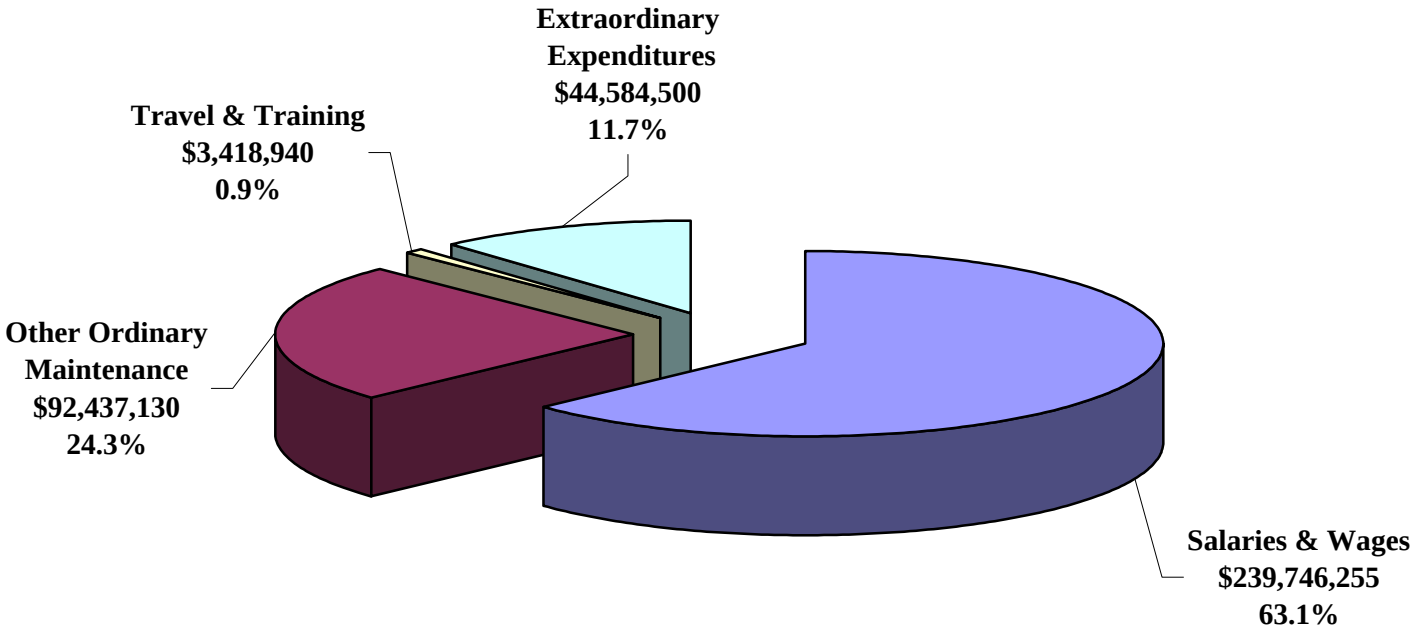
Notes: * General Fund Debt Service, page IV-271, does not reflect School and Water debt service. School and Water debt service are budgeted at the department level.

APPROPRIATION BY FUNCTION



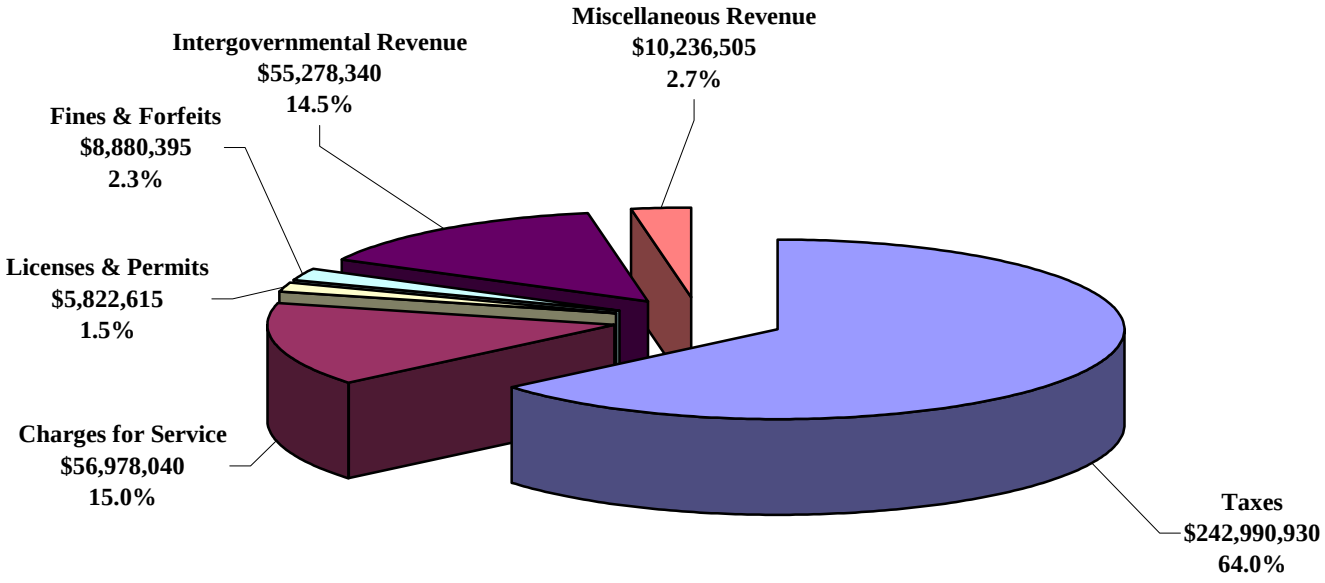
TOTAL BUDGET $380,186,825

APPROPRIATION BY STATUTORY CATEGORY



TOTAL BUDGET $380,186,825

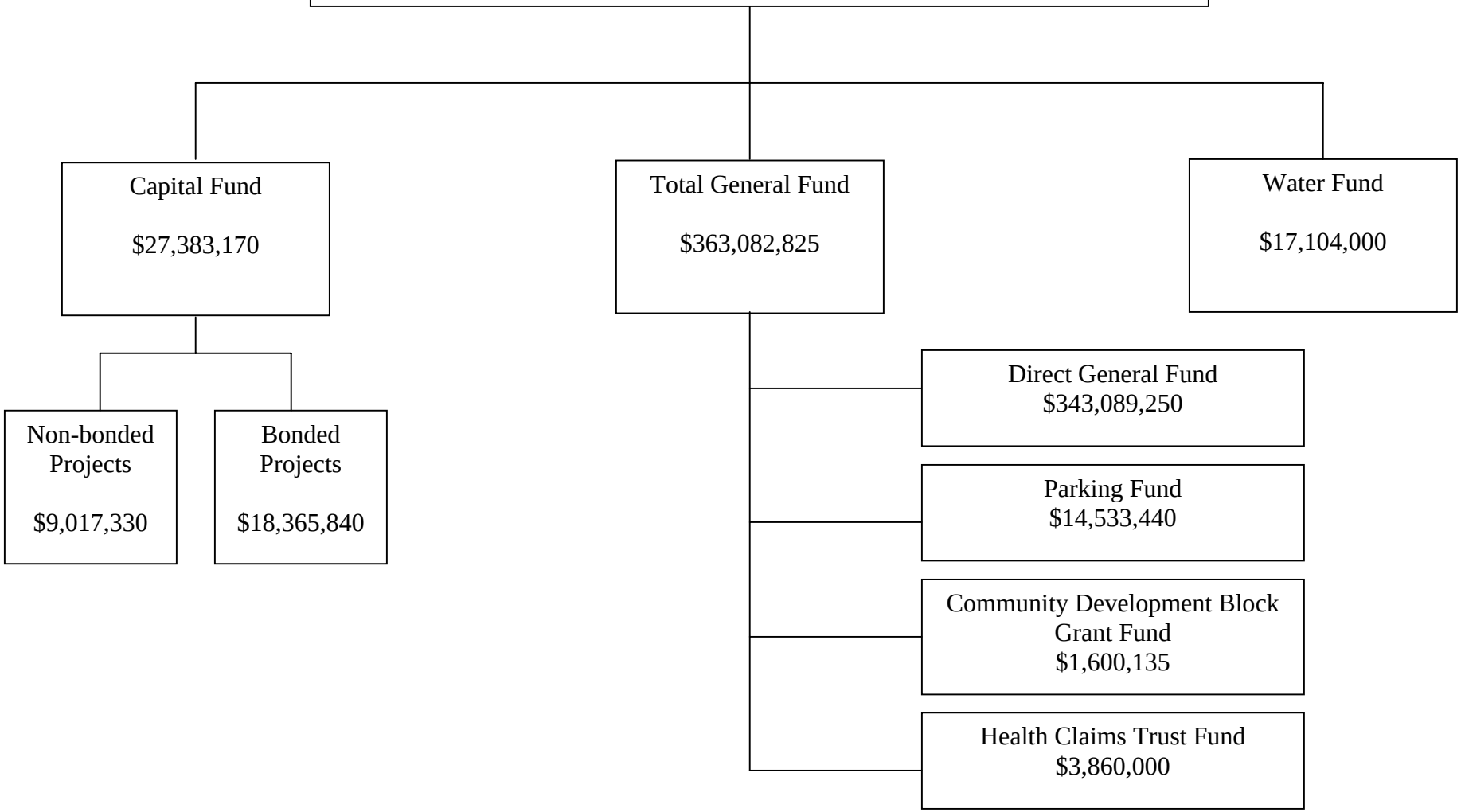
REVENUE BY SOURCE



TOTAL BUDGET $380,186,825

TOTAL FY 2006 CITY BUDGET
APPROPRIATED FUNDS

-	Total General Fund	$363,082,825
-	Water Fund	17,104,000
-	Capital Fund	27,383,170
	Total:	$407,569,995



GENERAL FUND

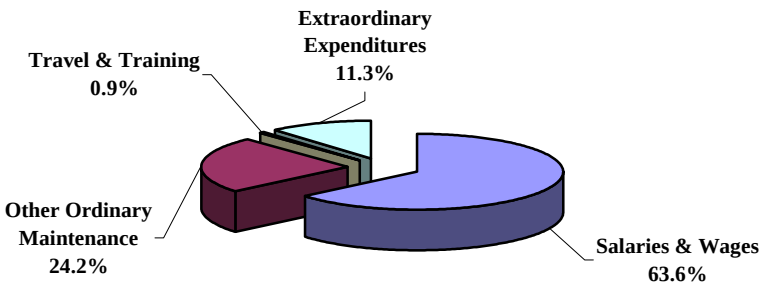
TOTAL $369,154,460

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 $369,154,460 (which is the City Appropriation of $380,186,825 less the Water Fund appropriation of $17,104,000) with an additional $6,071,635 in General Fund revenues raised to support a wide range of projects in the Public Investment Fund. The $6,071,635 is the City Public Investment Appropriation of $9,017,330 less $1,525,695 in Chapter 90, $600,000 in Parking Fund revenue, and $820,000 in Water Service Charges.

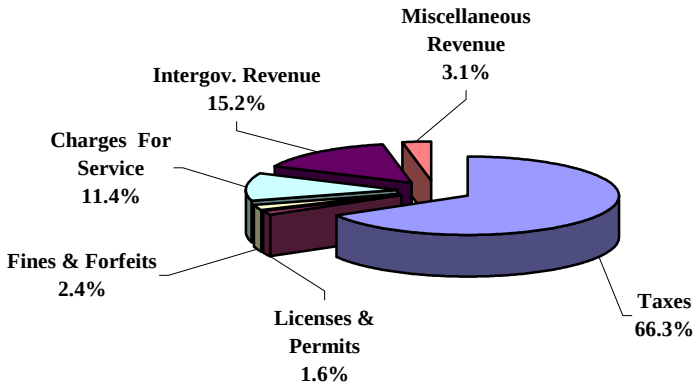
Salaries & Wages	Other Ordinary Maintenance	Travel & Training	Extraordinary Expenditures
$ 234,640,125	$ 89,501,825	$ 3,390,085	$ 41,622,425

Taxes	Licenses & Permits	Fines & Forfeits	Charges For Service	Intergovernmental Revenue	Miscellaneous Revenue
$ 244,490,930	$ 5,822,615	$8,880,395	$ 42,221,295	$ 56,172,720	$ 11,566,505

Expenditures



Revenues



GENERAL FUND THREE YEAR HISTORY

FY06 Total $369,154,460

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 appropriation. The General Fund appropriation is $369,154,460 (which is the City Appropriation of $380,186,825 less the Water Fund appropriation of $17,104,000), with an additional $6,071,635 in General Fund revenues raised to support a wide range of projects in the Public Investment Fund. The $6,071,635 is the City Public Investment Appropriation of $9,017,330 less $1,525,695 in Chapter 90, $600,000 in Parking Fund revenue, and $820,000 in Water Service Charges.

Salaries & Wages	Other Ordinary Maintenance	Travel & Training	Extraordinary Expenditures
$ 234,640,125	$ 89,501,825	$ 3,390,085	$ 41,622,425

Taxes	Licenses & Permits	Fines & Forfeits	Charges For Service	Intergovernmental Revenue	Miscellaneous Revenue
$ 244,490,930	$ 5,822,615	$ 8,880,395	$ 42,221,295	$ 56,172,720	$ 11,566,505

FY05 Total $351,553,500

The General Fund is the basic operating fund of the City. It is used to account for all financial resources except those required to be accounted for in another fund. For budget purposes, Community Development Block Grant funds are included in the General Fund. The total General Fund appropriation is $351,553,500 (which is the City Appropriation of $362,426,150 less the Water Fund appropriation of $17,098,120), with an additional $6,225,470 in General Fund revenues raised to support a wide range of projects in the Public Investment Fund. The $6,225,470 is the City Public Investment Appropriation of $8,834,255 less $1,308,785 in Chapter 90, $500,000 in Parking Fund revenue, and $800,000 in Water Service Charges.

Salaries & Wages	Other Ordinary Maintenance	Travel & Training	Extraordinary Expenditures
$ 222,466,965	$ 88,006,450	$ 2,722,500	$ 38,357,585

Taxes	Licenses & Permits	Fines & Forfeits	Charges For Service	Intergovernmental Revenue	Miscellaneous Revenue
$ 236,744,640	$ 5,633,880	$ 7,919,670	$ 39,926,700	$ 52,587,260	$ 8,741,350

FY04 Total $331,754,397

The General Fund is the basic operating fund of the City. It is used to account for all financial resources except those required to be accounted for in another fund. For budget purposes, Community Development Block Grant funds are included in the General Fund. The total General Fund appropriation is $331,754,397 (which is the City Appropriation of $341,471,082 less the Water Fund appropriation of $16,759,655) plus $7,042,970 in General Fund revenues raised to support a wide range of projects in the Public Investment Fund. The $7,042,970 is the City Public Investment Appropriation of $11,141,405 less $1,322,820 in Chapter 90, $500,000 in Parking Fund revenue, $1,100,000 in Water Service Charges, $1,039,455 in Street Preservation Offset Fund revenue, and $136,160 in MWRA Grant revenue.

Salaries & Wages	Other Ordinary Maintenance	Travel & Training	Extraordinary Expenditures
$ 211,056,091	$ 80,642,180	$ 2,130,127	$ 37,925,999

Taxes	Licenses & Permits	Fines & Forfeits	Charges For Service	Intergovernmental Revenue	Miscellaneous Revenue
$ 220,778,820	$ 5,525,860	$ 7,929,150	$ 38,059,560	$ 49,385,432	$ 10,075,575

WATER FUND

TOTAL $17,924,000

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 FY06 Appropriation is $17,104,000. In addition, water fund revenues are raised and transferred to the Public Investment Fund ($820,000 to cover improvements to the water system).

Salaries & Wages
$ 5,106,130

Other Ordinary Maintenance
$ 2,935,305

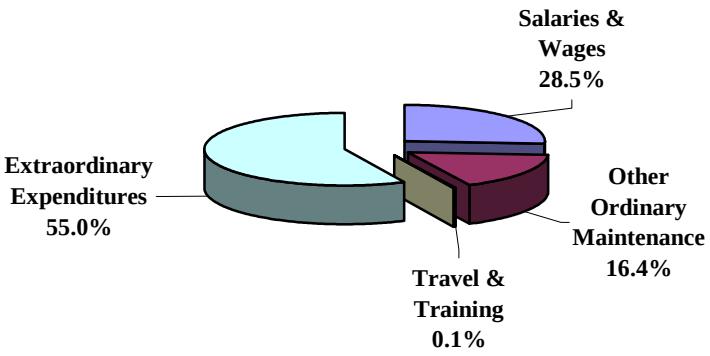
Travel & Training
$ 28,855

Extraordinary Expenditures
$ 9,853,710

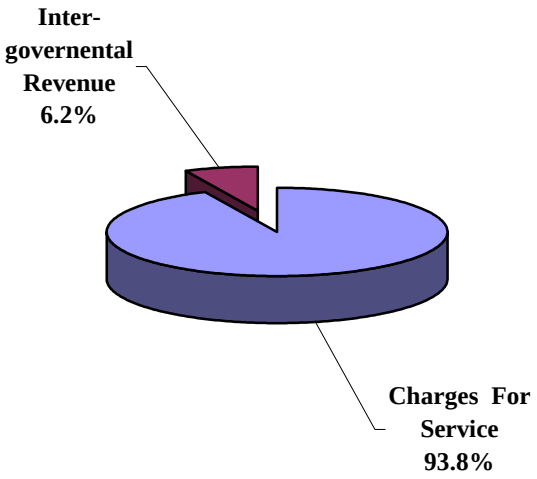
Charges for Service
$ 16,804,245

Intergovernmental Revenue
$ 1,119,755

Expenditures



Revenues



WATER FUND THREE YEAR HISTORY

FY06 Total $17,924,000

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 FY06 appropriation is $17,104,000. In addition, water fund revenues are raised and transferred to the Public Investment Fund ($820,000 to cover improvements to the water system).

Salaries & Wages	Other Ordinary Maintenance	Travel & Training	Extraordinary Expenditures
$ 5,106,130	$ 2,935,305	$ 28,855	$ 9,853,710

Charges for Service	Intergovernmental Revenue
$ 16,804,245	$ 1,119,755

FY05 Total $17,898,120

The Water Fund is used to account for the operations and maintenance of the City's water system. The Water Fund is financed by charges for services and miscellaneous revenue. The total FY05 appropriation is $17,098,120. In addition, water fund revenues are raised and transferred to the Public Investment Fund ($800,000 to cover improvements to the water system).

Salaries & Wages	Other Ordinary Maintenance	Travel & Training	Extraordinary Expenditures
$ 4,931,725	$ 2,950,305	$ 23,855	$ 9,992,235

Charges for Service	Intergovernmental Revenue
$ 16,727,215	$ 1,170,905

FY04 Total $17,859,655

The Water Fund is used to account for the operations and maintenance of the City's water system. The total FY04 appropriation is $16,759,655. In addition, water fund revenues are raised and transferred to the Public Investment Fund ($1,100,000 to cover improvements to the water system).

Salaries & Wages	Other Ordinary Maintenance	Travel & Training	Extraordinary Expenditures
$ 4,678,315	$ 2,980,225	$ 23,255	$ 10,177,860

Charges for Service	Intergovernmental Revenue
$ 16,638,855	$ 1,220,800

PARKING FUND

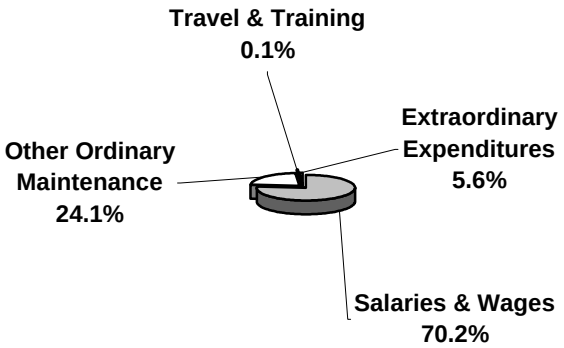
TOTAL $15,133,440

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 14 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 $15,133,440 in Parking Fund revenues in the FY06 Budget is as follows: transfer to General Fund ($14,533,440) and the Public Investment ($600,000). $8,328,990 is used for the Traffic, Parking and Transportation Department and the remaining $6,204,450 will offset salary costs for other City departments ($5,565,260), cover state assessments ($477,000), and pay debt service on street reconstruction projects ($162,190).

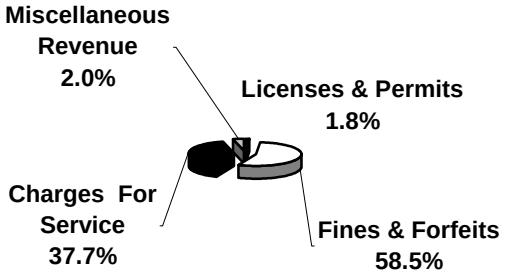
Salaries & Wages	Other Ordinary Maintenance	Travel & Training	Extraordinary Expenditures
$ 10,630,810	$ 3,646,040	$ 19,400	$ 837,190
Licenses & Permits	**Fines & Forfeits**	**Charges for Service**	**Miscellaneous Revenue**
$ 275,000	$ 8,856,495	$ 5,700,000	$301,945

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

Expenditures



Revenue



PARKING FUND THREE YEAR HISTORY

FY06 Total $15,133,440

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 14 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 $15,133,440 in Parking Fund revenues in the FY06 Budget is as follows: transfer to General Fund ($14,533,440) and the Public Investment ($600,000). $8,328,990 is used for the Traffic, Parking and Transportation Department and the remaining $6,204,450 will offset salary costs for other City departments ($5,565,260), cover state assessments ($477,000), and pay debt service on street reconstruction projects ($162,190).

Salaries & Wages	Other Ordinary Maintenance	Travel & Training	Extraordinary Expenditures
$ 10,630,810	$ 3,646,040	$ 19,400	$ 837,190
Licenses & Permits	**Fines & Forfeits**	**Charges for Service**	**Miscellaneous Revenue**
$ 275,000	$ 8,856,495	$ 5,700,000	$301,945

FY05 Total $14,513,250

The Parking Fund is used to record revenue from meter permits, meter collection, resident parking stickers, parking lots and garages, parking fines and interest earnings. These revenues support a wide range of programs in accordance with Chapter 844 of the General Laws. With limited tax revenues, the Parking Fund is a critical source of City revenue, providing funds to 13 budgets including an allocation to capital. It should be noted that no expenditures are charged directly to the Parking Fund; instead transfers are made from the Parking Fund to the General Fund and Public Investment Fund to cover related expenditures. The allocation of $14,513,250 in Parking Fund revenues in the FY05 Budget is as follows: transfer to General Fund ($14,013,250) and the Public Investment ($500,000). $8,175,095 is used for the Traffic, Parking and Transportation Department and the remaining $5,828,155 will offset salary costs for other City departments ($5,202,285), debt service on two projects ($167,190) and state assessments ($468,680).

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

[1]$50,000 of this revenue appears as a private grant

FY04 Total $13,850,510

The Parking Fund is used to record revenue from meter permits, meter collection, resident parking stickers, parking lots and garages, parking fines, and interest earnings. These revenues support a wide range of programs in accordance with Chapter 844 of the General Laws. With limited tax revenues, the Parking Fund is a critical source of City revenue, providing funds to 11 budgets including an allocation to capital. It should be noted that no expenditures are charged directly to the Parking Fund; instead, transfers are made from the Parking Fund to the General Fund and Public Investment Fund to cover related expenditures. The allocation of $13,850,510 in Parking Fund revenues in the FY04 Budget is as follows: transfer to General Fund ($13,350,510) and the Public Investment ($500,000). $7,636,345 is used for the Traffic, Parking and Transportation Department and the remaining $5,714,165 will offset salary costs for other City departments ($5,096,350), debt service on two projects ($171,875) and state assessments ($445,940).

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

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

PROJECTED FUND BALANCES

The projections that are shown in the following charts are for the three funds for which appropriations will be made in the FY06 budget. The fund balances that are shown as of June 30, 2004 are from the City's FY04 Comprehensive Annual Financial Report (CAFR) while fund balances as of June 30, 2005 and June 30, 2006 are based on projected revenues and expenditures for those two fiscal years. The General Fund budget includes expenditures that are financed through transfers from the Parking, Block Grant, and Health Claims Trust Funds. The Water Fund includes all expenditures related to the operation of the water system including debt service on the bonds issued to finance construction of a new water treatment plant as well as other improvements to the water system and transfers to the Capital Fund to finance certain capital projects. The Capital Budget includes appropriations for a wide range of projects related to the acquisition of fixed assets as well as new construction and improvements to existing City facilities. Appropriations from all revenue sources, including bond proceeds, are made directly to this fund while the debt service on bond-financed projects is included in the General and Water Funds.

Projections are also shown for the Health Claims Trust, Stabilization, and School Debt Stabilization Funds. Although no appropriations are made to these funds, transfers are made from these funds to the General Fund to cover certain costs including a portion of health care costs and debt service on School bonds. The largest fund in this group, the Health Claims Trust Fund, receives revenues primarily from employee health deductions and interest earnings on the fund balance with transfers from General Fund health care surpluses providing additional funds. The School Debt Stabilization Fund has been used primarily to mitigate the effects of receiving reimbursements from the state on certain bond-financed projects prior to incurring to debt service costs on the bonds. The primary purpose of the School Stabilization Fund has been to fund multi-year programs for which revenues have been received prior to costs being incurred for these programs. The Stabilization Fund was established as a reserve to offset a portion of the debt service on large tax-supported projects. Although no significant transfers have been made from this fund since it was established, $2.0 million will be transferred from the Stabilization Fund in FY06 to cover a portion of the debt service on the February, 2005 bond issue.

It is important to note that, in the following chart, the amounts shown for the General Fund for July 1, 2003, June 30, 2004, and July 1, 2004 do not include the balances of the Health Claims Trust, City Stabilization, School Debt Stabilization, and Internal Service Funds. Although these balances are included in the General Fund total in the FY04 CAFR, it is necessary to deduct them for the purposes of this chart. Also, these funds are accounted for separately in the Budgetary Basis of Accounting.

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

GENERAL, WATER, AND CAPITAL, FUNDS FY04-06

	FY06 Budget				FY05	FY04
	General Fund	Water Fund	Capital Fund	Total	Projected All Fund Types	Actual All Fund Types
Revenues and Other Available Funds:						
Property Taxes	226,330,145	-	1,500,000	227,830,145	220,293,074	206,354,390
Payments in Lieu of Taxes	4,281,885	-	-	4,281,885	4,881,885	6,329,176
Hotel / Motel Excise Tax	4,578,900	-	-	4,578,900	5,100,000	4,286,681
Motor Vehicle Excise	5,700,000	-	-	5,700,000	5,900,000	6,087,063
Intergovernmental	42,832,080	-	-	42,832,080	40,753,205	42,601,103
Sewer Use	28,604,690	-	1,200,000	29,804,690	27,200,000	26,546,224
Water Use	535,000	15,984,245	820,000	17,339,245	17,140,000	17,038,438
Investment Income	1,160,745	-	-	1,160,745	1,531,825	1,180,958
Bond Proceeds	-	-	18,365,840	18,365,840	30,100,500	32,760,980
Miscellaneous Revenues	49,059,380	1,119,755	5,497,330	55,676,465	56,089,415	63,245,353
Total Revenues	363,082,825	17,104,000	27,383,170	407,569,995	408,989,904	406,430,366
Expenditures						
Current:						
General Government	38,453,785	-	-	38,453,785	32,946,425	23,987,401
Public Safety	81,513,280	-	-	81,513,280	79,558,405	74,323,702
Community Maintenance & Development	30,726,710	17,104,000	-	47,830,710	47,733,295	40,812,065
Human Resource Development	21,827,750	-	-	21,827,750	21,188,370	19,127,273
Education	124,044,400	-	-	124,044,400	118,677,560	114,518,995
Judgments and Claims	250,000	-	-	250,000	250,000	533,419
Intergovernmental	38,191,595	-	-	38,191,595	35,558,580	33,617,517
Capital Outlays	-	-	27,383,170	27,383,170	38,934,755	63,234,322
Debt Service:						
Principal	20,953,970	-	-	20,953,970	18,403,135	16,192,614
Interest	6,905,335	-	-	6,905,335	5,296,735	5,028,812
Fees	216,000	-	-	216,000	216,000	205,093
Total Expenditures	363,082,825	17,104,000	27,383,170	407,569,995	398,763,260	391,581,213

	General Fund	Water Fund	Capital Fund	Total
Fund Balances (Actuals for FY04 and Projections for FY05-06)				
FY04				
Beginning Balances (July 1, 2003) (Actuals)	72,754,968	80,095,642	30,797,664	183,648,274
FY04 Revenues	335,959,560	17,038,438	53,432,368	406,430,366
FY04 Expenditures	327,371,021	14,169,805	48,940,387	390,481,213
Excess (Deficiency) of Revenues (Including Transfers In) Over Expenditures (Including Transfers Out)	8,588,539	2,868,633	4,491,981	15,949,153
Ending Balances (June 30, 2004) (Actuals)	81,343,507	82,964,275	35,289,645	199,597,427
FY05				
Beginning Balances (July 1, 2004) (Actuals)	81,343,507	82,964,275	35,289,645	199,597,427
FY05 Revenues	353,715,150	17,140,000	38,934,755	409,789,905
FY05 Expenditures	342,750,570	17,077,935	38,934,755	398,763,260
Excess (Deficiency) of Revenues (Including Transfers In) Over Expenditures (Including Transfers Out)	10,964,580	62,065	-	11,026,645
Ending Balances June 30, 2005 (Projected)	92,308,087	83,026,340	35,289,645	210,624,072
FY06				
Beginning Balances (July 1, 2005) (Projected)	92,308,087	83,026,340	35,289,645	210,624,072
FY06 Revenues	363,082,825	17,104,000	27,383,170	407,569,995
FY06 Expenditures	363,082,825	17,104,000	27,383,170	407,569,995
Excess (Deficiency) of Revenues (Including Transfers In) Over Expenditures (Including Transfers Out)	-	-	-	-
Ending Balances June 30, 2006 (Projected)	92,308,087	83,026,340	35,289,645	210,624,072

HEALTH CLAIMS TRUST AND STABILIZATION FUNDS

HEALTH CLAIMS TRUST FUND

This fund was established by the City during FY85 to act as a contingency against possible deficits in health insurance allotments due to higher than anticipated claims. Employee deductions for healthcare coverage are deposited into this fund and interest earned by the fund is recorded as income to this trust fund. It has been the City's policy to transfer a portion of the balance of this fund to the General Fund to cover a portion of health insurance costs.

CITY STABILIZATION FUND

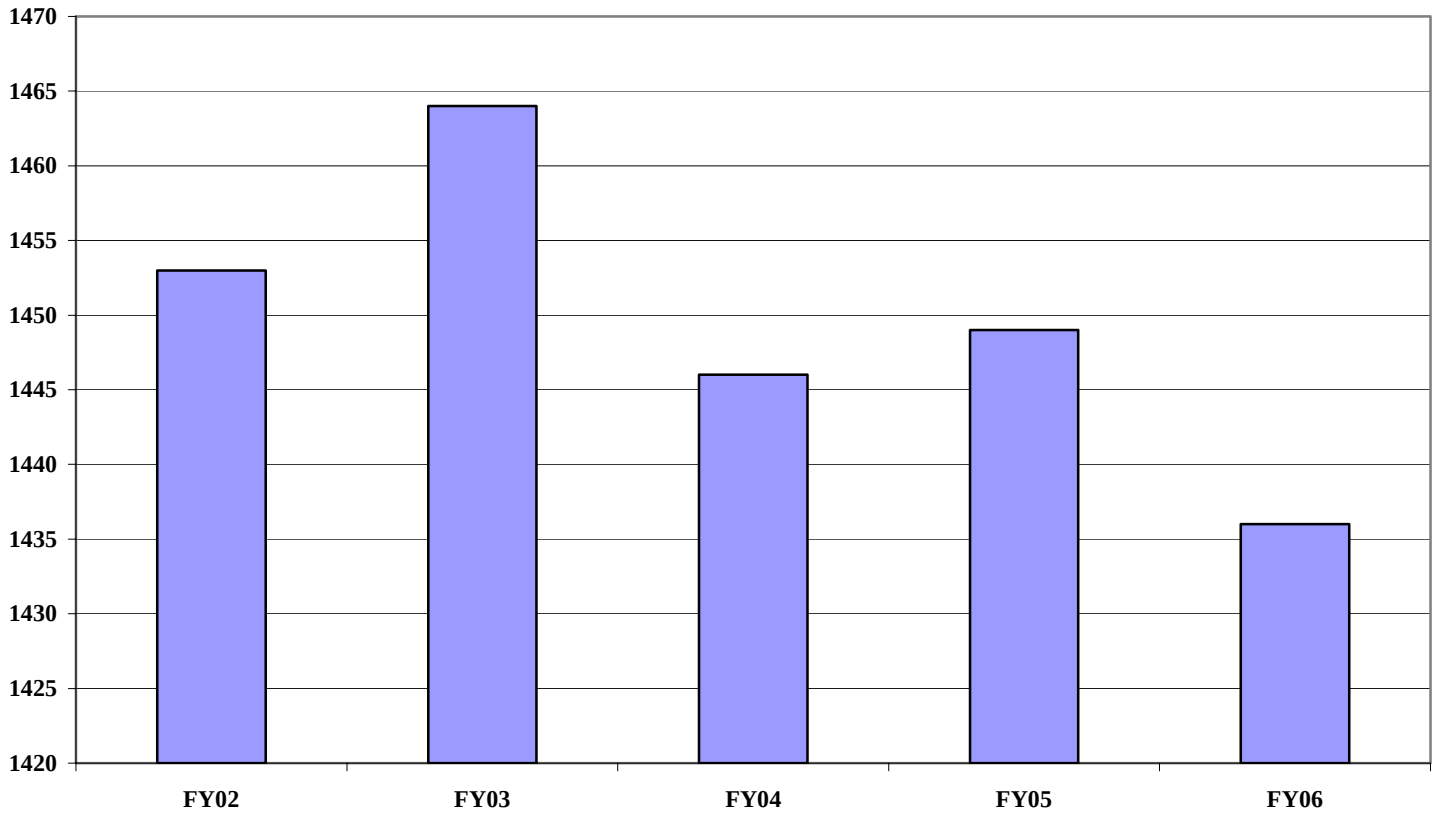
This fund is a statutory reserve account which may be used for purposes for which debt would ordinarily be used. It has been several years since a transfer was made from this fund so the balance has increased each year by the amount of interest earned by the fund. A $2.0 transfer from this fund will be made in FY06 to cover a portion of the increase in tax-supported debt service from the February, 2005 bond issue.

SCHOOL DEBT STABILIZATION FUND

This fund is a statutory reserve account which may be used only for the purposes of offsetting future school debt service. In many cases, reimbursements from the School Building Assistance Bureau (SBAB) to cover debt service costs on bonds issued for either renovations to existing schools or the construction of new schools are received prior to the actual debt service payments. In order to match the revenues and expenditures for these costs, it is necessary to set the revenues aside in this fund until the costs come due. In addition, other available funds may be transferred to this fund to cover future debt service payments for school capital projects.

	Health Claims Trust	Stabilization Fund	School Debt Stabilization
Fund Balances (Actuals for FY04 and Projections for FY05-06)			
FY04			
Beginning Balances (July 1, 2003) (Actuals)	10,973,428	6,962,978	-
FY04 Revenues	4,715,572	1,070,757	-
FY04 Expenditures	3,866,841	-	-
Excess (Deficiency) of Revenues (Including Transfers In) Over Expenditures (Including Transfers Out)	848,731	1,070,757	-
Ending Balances (June 30, 2004) (Actuals)	11,822,159	8,033,735	-
FY05			
Beginning Balances (July 1, 2004) (Actuals)	11,822,159	8,033,735	-
FY05 Revenues	4,000,000	1,115,000	3,200,000
FY05 Expenditures	3,860,000	-	-
Excess (Deficiency) of Revenues (Including Transfers In) Over Expenditures (Including Transfers Out)	140,000	1,115,000	3,200,000
Ending Balances June 30, 2005 (Projected)	11,962,159	9,148,735	3,200,000
FY06			
Beginning Balances (July 1, 2005) (Projected)	11,962,159	9,148,735	3,200,000
FY06 Revenues	3,860,000	160,000	450,000
FY06 Expenditures	3,860,000	2,000,000	-
Excess (Deficiency) of Revenues (Including Transfers In) Over Expenditures (Including Transfers Out)	0	(1,840,000)	450,000
Ending Balances June 30, 2006 (Projected)	11,962,159	7,308,735	3,650,000

POSITION LIST COMPARISON
Excluding Schools



FY02	1453
FY03	1464
FY04	1446
FY05	1449
FY06	1436

Only Full Time Positions Are Included in This Chart

POSITION LIST

	FY04 Staff Pos.	FY05 Staff Pos.	FY06 Staff Pos.	FY 05-06 Variance +/(-)
GENERAL GOVERNMENT				
MAYOR				
Chief Of Staff	1	1	1	-
Asst. to Mayor/School Liaison	1	1	1	-
Manager of Constituent Services	1	1	1	-
Asst. to Mayor/Vice Mayor	1	1	1	-
Executive Secretary/Mayor	1	1	1	-
TOTAL	**5**	**5**	**5**	**-**
EXECUTIVE				
City Manager	1	1	1	-
Deputy City Manager	1	1	1	-
Asst. to the City Manager	1	1	1	-
Affirmative Action Director	1	1	1	-
Executive Assistant to the City Manager	1	1	1	-
Administrative Assistant	1	1	1	-
Public Information Officer	1	1	1	-
PTDM Planning Officer	1	1	1	-
TOTAL	**8**	**8**	**8**	**-**
CITY COUNCIL				
Assistant to the City Council	1	1	1	-
Administrative Assistant	1	1	1	-
TOTAL	**2**	**2**	**2**	**-**
CITY CLERK				
City Clerk	1	1	1	-
Deputy City Clerk	1	1	1	-
Operations Manager	1	1	1	-
Senior Clerk & Stenographer	6	6	6	-
Administrative Asst./City Clerk	1	1	1	-
TOTAL	**10**	**10**	**10**	**-**

	FY04 Staff Pos.	FY05 Staff Pos.	FY06 Staff Pos.	FY 05-06 Variance +/(-)
LAW				
City Solicitor	1	1	1	-
Deputy City Solicitor	1	1	1	-
Legal Counsel	5	5	5	-
Administrative Assistant	1	1	1	-
Senior Clerk & Typist	1	1	1	-
First Assistant to the City Solicitor	1	1	1	-
Office Manager	1	1	1	-
TOTAL	**11**	**11**	**11**	**-**
FINANCE/ADMINISTRATION				
Assistant City Manager/Fiscal Affairs	1	1	1	-
Administrative Asst. to Finance Director	0	1	1	-
Dir. Of Financial Systems/Operations	1	0	0	-
TOTAL	**2**	**2**	**2**	**-**
FINANCE/BUDGET				
Bud Dir./Deputy Finance Dir.	1	1	1	-
Principal Budget Analyst	1	1	1	-
Budget Analyst III	1	1	1	-
Budget Analyst II	0	1	1	-
Administrative Assistant	1	0	0	-
TOTAL	**4**	**4**	**4**	**-**
FINANCE/PERSONNEL				
Personnel Director	1	1	1	-
Employee Relations Manager	1	1	1	-
Manager of Employment Services	1	1	1	-
Manager/Training & Development	1	1	1	-
Claims Manager	1	1	1	-
Personnel Analyst	1	1	1	-
Personnel Specialist	1	1	1	-

	FY04 Staff Pos.	FY05 Staff Pos.	FY06 Staff Pos.	FY 05-06 Variance +/(-)
FINANCE/PERSONNEL (cont.)				
Administrative Assistant	0	1	1	-
Employment Resource Specialist	1	1	1	-
Account Coordinator	1	1	1	-
Manager/Benefits & Compensation	1	1	1	-
Employee Benefits Service Rep.	1	1	1	-
Employment Assistant	0	0	1	1
Sr. Clerk & Typist	1	1	0	(1)
Personnel Generalist	1	0	0	-
TOTAL	**13**	**13**	**13**	**-**
FINANCE/ASSESSORS				
Director of Assessment	1	1	1	-
Assessor	2	2	1	(1)
Property Lister/Data Collector	3	3	3	-
Account Clerk	2	2	1	(1)
Customer Service Supervisor	1	1	1	-
Senior Assistant Assessor	2	2	2	-
Assessment Analyst	1	1	1	-
Commercial Review Appraiser	1	1	1	-
Executive Assistant	1	1	1	-
Residential Valuation and Model Specialist	0	0	1	1
Administrative Assistant	0	0	1	1
Assistant to Board of Assessors	0	0	1	1
Manager Resident Valuation	1	1	0	(1)
TOTAL	**15**	**15**	**15**	**-**
FINANCE/PURCHASING				
Purchasing Agent	1	1	1	-
Assistant Purchasing Agent	1	1	1	-
Mngr. Of Construction Procurement	1	1	1	-
Buyer	1	1	1	-
Administrative Assistant	0	1	1	-
Assistant Buyers	3	3	3	-
Clerk/Clerical Aide	1	0	0	-
TOTAL	**8**	**8**	**8**	**-**

	FY04 Staff Pos.	FY05 Staff Pos.	FY06 Staff Pos.	FY 05-06 Variance +/(-)
FINANCE/AUDITING				
City Auditor	1	1	1	-
Manager/Financial Reports Control	1	1	1	-
Field Auditor	1	1	1	-
Senior Clerk & Typist	2	2	1	(1)
Account Clerk	1	1	2	1
General Ledger Accountant	0	1	1	-
Financial Analyst	1	1	1	-
Jr Accountant	1	1	0	(1)
System Accountant	1	0	0	-
TOTAL	**9**	**9**	**8**	**(1)**
FINANCE/REVENUE				
Dir. Of Financial Systems/Operations	0	1	1	-
Manager of Collections	1	1	1	-
Cashier	0	1	1	-
Account Clerk	4	2	1	(1)
Customer Service Representative	2	2	2	-
Administrative Assistant/Cash Mgmt.	0	0	1	1
Administrative Assistant	0	0	1	1
TOTAL	**7**	**7**	**8**	**1**
FINANCE/TREASURY				
Director of Payroll	1	1	1	-
Cash Manager	0	1	1	-
Senior Account Clerk	2	2	2	-
Fiscal Manager	0	0	1	1
Administrative Assistant/Cash Mgmt.	1	1	0	(1)
Junior Accountant	1	0	0	-
TOTAL	**5**	**5**	**5**	**-**
FINANCE/MIS				
MIS Director	1	1	1	-
Deputy Director	1	1	1	-
Sr. Programmer/System Analyst	1	1	2	1
Information Systems Specialist II	1	1	1	-

	FY04 Staff Pos.	FY05 Staff Pos.	FY06 Staff Pos.	FY 05-06 Variance +/(-)
FINANCE/MIS (cont.)				
GIS Project Manager	1	1	1	-
System Administrator	1	1	1	-
MIS Network Engineer	1	1	1	-
GIS Specialist	1	1	1	-
Information Systems Specialist I	4	4	4	-
MIS Project Engineer	4	4	4	-
Database Administrator	1	1	1	-
Operating Systems Manager	1	1	1	-
Web Administrator	0	0	1	1
Application System Analyst	1	1	0	(1)
GIS Planner	1	1	0	(1)
TOTAL	**20**	**20**	**20**	**-**
GENERAL SERVICES/TELEPHONE				
Telephone Operator II	1	1	1	-
TOTAL	**1**	**1**	**1**	**-**
GENERAL SERVICES/PRINTING & MAILING				
Supervisor of Printing	1	1	1	-
Laborer	1	1	1	-
Senior Offset Machine Operator	1	1	1	-
Offset Duplicating Machine Operator	2	2	2	-
TOTAL	**5**	**5**	**5**	**-**
ELECTION				
Commissioner	4	4	4	-
Executive Director	1	1	1	-
Assistant Director	1	1	1	-
Administrative Assistant	1	1	1	-
Senior Clerk & Typist	1	1	1	-
TOTAL	**8**	**8**	**8**	**-**
PUBLIC CELEBRATIONS				
Executive Director	1	1	1	-
Dir. of Public Arts Program	1	1	1	-
Public Arts Administrator	1	1	1	-

	FY04 Staff Pos.	FY05 Staff Pos.	FY06 Staff Pos.	FY 05-06 Variance +/(-)
Arts Administrator	1	1	1	-
Events Producer/Comm Arts Dir.	1	1	1	-
Administrative Assistant	1	1	0	(1)
TOTAL	**6**	**6**	**5**	**(1)**
PUBLIC SAFETY				
ANIMAL COMMISSION				
Director	1	1	1	-
Animal Control Officer	2	2	2	-
TOTAL	**3**	**3**	**3**	**-**
FIRE				
Chief	1	1	1	-
Deputy Chief	12	12	12	-
Captain	20	20	19	(1)
Lieutenant	50	50	50	-
Firefighter	193	193	194	1
Apparatus Repairperson	2	2	2	-
Asst. Apparatus Repairperson	1	1	1	-
Account Clerk	2	1	1	-
Administrative Assistant	1	2	2	-
Accounting Manager	1	1	1	-
Info. System Specialist	1	1	1	-
TOTAL	**284**	**284**	**284**	**-**
POLICE				
Commissioner	1	1	1	-
Superintendent	2	2	2	-
Deputy Superintendent	5	5	5	-
Captain	1	1	1	-
Lieutenant	14	14	14	-
Sergeant	34	34	34	-
Police Officer	216	216	216	-
Director of Planning/Budget Personnel	0	1	1	-
Student Intern	3	4	4	-
Administrative Assistant	2	2	2	-
Clerk & Typist	8	8	6	(2)

	FY04 Staff Pos.	FY05 Staff Pos.	FY06 Staff Pos.	FY 05-06 Variance +/(-)
POLICE (cont.)				
Staff Assistant/Legal	1	1	1	-
Junior Accountant	1	1	1	-
Account Clerk	2	2	2	-
Personnel Assistant	1	1	1	-
Senior Clerk & Typist	2	2	2	-
Clerk/Clerical Aide	3	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	2	1
Crime Analyst III	1	1	1	-
Automotive Mechanic	3	2	2	-
Fleet Manager	0	1	1	-
Identification Unit Manager	0	0	1	1
Strategic Analysis Coordinator	0	0	1	1
Crime Analyst	1	1	0	(1)
Identification Technician	2	2	0	(2)
Police Planner	1	0	0	-
TOTAL	**309**	**309**	**307**	**(2)**
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	-
E. Cambridge Traffic Coordinator	1	1	1	-
Assistant Traffic Engineer	1	1	1	-
Traffic Maintenance Person	12	12	12	-
Working Foreperson/Traffic Maint.	5	5	4	(1)
Clerk/Clerical Aide	1	1	1	-
Parking Violation Cashier	5	5	5	-
Admin. Hearings Officer	1	1	1	-
Parking Service Coordinator	1	1	1	-
Parking Services Supervisor	1	1	1	-

	FY04 Staff Pos.	FY05 Staff Pos.	FY06 Staff Pos.	FY 05-06 Variance +/(-)
TRAFFIC, PARKING & TRANSPORTATION (cont.)				
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	0	1	1	-
Street Permit Coordinator	0	0	1	1
Permit Supervisor	1	1	0	(1)
Parking Ticket Analyst	1	0	0	-
TOTAL	**81**	**81**	**80**	**(1)**
POLICE REVIEW & ADVISORY BOARD				
Investigator	0	1	1	-
Executive Secretary	1	0	0	-
TOTAL	**1**	**1**	**1**	**-**
INSPECTIONAL SERVICES				
Commissioner	1	1	1	-
Asst. Commissioner-Zoning/Building	1	1	1	-
Assistant Building Inspector	1	1	1	-
Administrative Assistant	1	1	1	-
Senior Clerk & Typist	2	3	3	-
Code Inspector/Constable	1	1	1	-
Sanitary Housing/Inspector	5	5	5	-
Building Inspector	5	5	5	-
Gas Fittings/Plumbing & Gas Inspector	2	2	2	-
Wire Inspector	2	2	2	-
Senior Code Enforcement Inspector	1	1	1	-
Assistant to Commissioner/Operation	1	1	1	-
Senior Sanitary Inspector	1	1	1	-
Senior Building Inspector	1	1	1	-
Zoning Specialist	1	1	1	-

	FY04 Staff Pos.	FY05 Staff Pos.	FY06 Staff Pos.	FY 05-06 Variance +/(-)
INSPECTIONAL SERVICES (cont.)				
Clerk/Clerical Aide	0	0	1	1
Clerk & Typist	2	1	0	(1)
TOTAL	**28**	**28**	**28**	**-**
LICENSE COMMISSION				
Chairperson	1	1	1	-
Dir/Consumer Commission	1	1	1	-
Chief Licensing Investigator	1	1	1	-
Senior Clerk & Typist	2	2	1	(1)
Administrative Assistant	1	1	2	1
Executive Secretary	1	1	1	-
Executive Assistant	1	1	1	-
Information & Referral Assistant	1	1	1	-
TOTAL	**9**	**9**	**9**	**-**
WEIGHTS & MEASURES				
Sealer of Weights & Measures	1	1	1	-
TOTAL	**1**	**1**	**1**	**-**
ELECTRICAL				
City Electrician	1	1	1	-
Assistant City Electrician	2	2	1	(1)
Administrative Assistant	1	1	1	-
Signal Maintainer	2	2	1	(1)
Electrician	5	8	9	1
Deputy City Electrician	0	0	1	1
Network Manager	1	1	0	(1)
TOTAL	**12**	**15**	**14**	**(1)**
EMERGENCY MANAGEMENT				
Emergency Management Director	1	1	1	-
Administrative Assistant	1	1	1	-
TOTAL	**2**	**2**	**2**	**-**

	FY04 Staff Pos.	FY05 Staff Pos.	FY06 Staff Pos.	FY 05-06 Variance +/(-)
EMERGENCY COMMUNICATIONS				
Emergency Communications Dir.	1	1	1	-
Chief Supervisor/Emergency	1	1	1	-
Communication Supervisor	6	6	6	-
Fire Alarm Operator	5	3	3	-
Emergency Telecom Dispatcher	23	25	25	-
Info Syst Specialist/Public Safety	1	1	1	-
Admin. Asst./Emergency Communication	1	1	1	-
System Manager	1	1	1	-
TOTAL	**39**	**39**	**39**	**-**
COMMUNITY MAINTENANCE & DEVELOPMENT				
PUBLIC WORKS				
Commissioner	1	1	1	-
Asst. Commissioner/Operations	1	1	1	-
Asst. Commissioner/Administration	1	1	1	-
Assistant Commissioner/City Engineer	1	1	1	-
Administrative Assistant	5	5	5	-
Payroll Analyst	1	1	1	-
Information System Manager	1	1	1	-
Operations Manager	1	1	1	-
Community Relations Manager	1	1	1	-
Manager Human Resource	1	1	1	-
Account Clerk	1	1	1	-
Fiscal Director	1	1	1	-
Accounts Payable Assistant	1	1	1	-
Project Fiscal Manager	1	1	1	-
Accounting Manager	1	1	1	-
Engineering Coop Student	3	3	3	-
Senior Clerk & Typist	1	1	1	-
Engineer II	1	1	1	-
Administrative Assistant Engineering	1	1	1	-
Autocad/GIS Technician	1	1	1	-
Engineering Projects Coordinator	1	1	1	-
Senior Construction Engineer	1	1	1	-

	FY04 Staff Pos.	FY05 Staff Pos.	FY06 Staff Pos.	FY 05-06 Variance +/(-)
PUBLIC WORKS (cont.)				
Working Foreperson	21	21	21	-
Laborer	64	63	62	(1)
Skilled Laborer	45	44	42	(2)
MEO III	3	3	3	-
Public Works Supervisor	10	10	10	-
Construction Utility Inspector	2	2	2	-
Superintendent of Streets	1	1	1	-
Administrative Assistant Permits	1	1	1	-
Compliance Officer	1	1	1	-
MEO II	12	12	11	(1)
MEO I	6	6	6	-
Refuse & Parks Inspector	1	1	1	-
Supervisor of Sanitation	1	1	1	-
Director Recycling	1	1	1	-
Program Manager Recycling	1	1	1	-
Superintendent of Parks	1	1	1	-
Project Administrator Landscape	1	1	1	-
Turf and Landscape Manager	1	1	1	-
City Arborist	1	1	1	-
Superintendent of Cemeteries	1	1	1	-
Supervisor of Building Operations	1	1	1	-
Supervisor of Building Maintenance	1	1	1	-
Superintendent/Construction Public Bldgs.	1	1	1	-
Supervisor of Public Construction	1	1	1	-
Facilities Supervisor	1	1	1	-
Inventory Control Specialist	1	1	1	-
Master Mechanic	1	1	1	-
Dispatcher	1	1	1	-
Sewer Use Compliance Officer	2	2	2	-
Resident Engineer	1	1	1	-
Jr. Sewer System Collection Engr.	2	2	0	(2)
Supervisor Sewer Maintenance/Eng.	1	1	1	-
Project Manager/Engineering	2	2	2	-
Sr. Sewer Collection System Engr.	1	1	1	-
Junior Engineer	0	0	2	2
Sr. Wastewater/Hydraulic Engr.	0	0	1	1
Senior Sewer Engineer	0	1	0	(1)
TOTAL	**220**	**219**	**215**	**(4)**

	FY04 Staff Pos.	FY05 Staff Pos.	FY06 Staff Pos.	FY 05-06 Variance +/(-)
WATER				
Managing Director	1	1	1	-
Senior Clerk & Typist	2	2	2	-
Administrative Assistant	0	1	1	-
Water Appl. System Administrator	0	1	1	-
Business Manager	1	1	1	-
Assistant Business Manager	1	1	1	-
Water Service Inspector	4	4	4	-
Working Foreperson	6	6	5	(1)
Water Utility Field Inspector	0	1	1	-
Manager of Engr. & Program Dev.	1	1	1	-
Engineer/Water	1	1	1	-
Facilities Manager	1	1	1	-
Cross Connection Inspector	3	3	2	(1)
Reservation Site Supervisor	1	1	1	-
Chief Ranger	1	1	1	-
Watershed Manager	1	1	1	-
Reservoir Caretaker	2	2	2	-
Water Crafts/Skilled Laborer	8	8	7	(1)
Team Leader System Operator	4	4	4	-
System Operator	4	4	4	-
Instrumentation and Maint. Mngr.	1	1	1	-
Watershed Resource Manager	1	1	1	-
Water Quality Supervisor	2	2	2	-
Production Manager	1	1	1	-
Distribution Supervisor	2	2	2	-
Manager of Distribution	1	1	1	-
Asst. Manager of Distribution	1	1	1	-
Assistant to Managing Director	1	1	1	-
Construction Inspector	2	2	2	-
MEO IIA	5	5	5	-
Lab Manager	1	1	1	-
Ranger	0	0	1	1
Cross Connection Supervisor	0	0	1	1
Watershed Supervisor	0	0	1	1
Water Quality Technician	1	1	0	(1)
Water Meter Repairperson/Installer	1	1	0	(1)
Data Entry	1	0	0	-

	FY04 Staff Pos.	FY05 Staff Pos.	FY06 Staff Pos.	FY 05-06 Variance +/(-)
WATER (cont.)				
Asst. Manager Program Dev.	1	0	0	-
Assistant Site Supervisor	1	0	0	-
TOTAL	**65**	**65**	**63**	**(2)**
COMMUNITY DEVELOPMENT				
Asst. City Manager/Community Dev.	1	1	1	-
Deputy Director	1	1	1	-
Project Administrator/Administration	2	2	2	-
C.D.B.G. Manager	1	1	1	-
Associate Planner/Block Grant	1	1	1	-
Administrative Assistant/Fiscal	1	1	1	-
Senior Account Clerk	1	1	1	-
Chief Fiscal Officer	1	1	1	-
Accounting Manager	0	1	1	-
Administrative Asst./Econ. Dev.	1	1	1	-
Administrative Asst./Com. Planning	1	1	1	-
GIS Specialist	1	1	1	-
Chief Proj. Planner/ Dir. Community Planning	1	1	1	-
Chief Proj. Planner/Land Use & Zoning	1	1	1	-
Chief Project Planner/Urban Designer	1	1	1	-
Associate Planner/Urban Design	1	1	1	-
Associate Planner/Construction Mngr.	2	1	1	-
Associate Planner/Community Planner	2	2	2	-
Associate Planner/Land Use	1	1	1	-
Associate Planner/Housing	0	2	1	(1)
Project Planner/Zoning Specialist	1	1	1	-
Project Planner/Data Manager	1	1	1	-
Administrative Assistant/Housing	1	1	1	-
Chief Project Planner/Dir. of Housing	1	1	1	-
Assistant Planner/Housing	1	1	1	-
Project Planner/Housing	3	3	4	1
Executive Director/JAS	1	1	1	-
Project Planner/Business/Finance Liaison	1	1	1	-
Chief Proj. Planner/Dir. of Econ. Dev.	1	1	1	-
Associate Planner/Economic Dev.	2	2	2	-
Chief Proj. Planner/Dir. of Env. & Trans.	1	1	1	-

	FY04 Staff Pos.	FY05 Staff Pos.	FY06 Staff Pos.	FY 05-06 Variance +/(-)
COMMUNITY DEVELOPMENT (cont.)				
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/Transporation	1	1	1	-
Project Planner/ Landscape Architect	1	1	1	-
Project Administrator/Environmental	1	1	1	-
Project Manager/Environmental	1	1	1	-
Assistant Fiscal Officer	1	0	0	-
TOTAL	**44**	**45**	**45**	**-**
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	2	1	1	-
Administrative Assistant	1	1	1	-
Video Tape Editor	1	1	1	-
Associate Producer	0	1	1	-
Production Manager	0	1	1	-
Municipal Access Programmer	1	0	0	-
TOTAL	**6**	**6**	**6**	**-**

	FY04 Staff Pos.	FY05 Staff Pos.	FY06 Staff Pos.	FY 05-06 Variance +/(-)
HUMAN RESOURCE DEVELOPMENT				
LIBRARY				
Director of Libraries	1	1	1	-
Assistant Director	2	2	2	-
Senior Librarian	8	8	8	-
Administrative Assistant	1	1	1	-
Staff Librarian	15	15	15	-
Library Assistant	7	7	8	1
Associate Librarian	5	5	5	-
Library Associate	4	4	3	(1)
Laborer	2	2	1	(1)
Senior Building Custodian	1	1	1	-
Building Maintenance Person	1	1	1	-
Building Custodian	1	1	2	1
Information System Coordinator	1	1	1	-
Branch Manager	6	6	6	-
Librarian II	2	2	2	-
Literary Specialist	1	1	1	-
Library Services Representative	0	0	1	1
Library Analyst	0	0	1	1
Business/Facility Manager	1	1	0	(1)
Library System Analyst/Arch.	1	1	0	(1)
TOTAL	**60**	**60**	**60**	**-**
HUMAN SERVICES				
Asst. City Manager/Human Services	1	1	1	-
Deputy Director/DHSP	1	1	1	-
Project Coordinator	1	1	1	-
Administrative Assistant/DHSP	2	2	2	-
Facilities Equipment/Manager	1	1	1	-
Admin. Asst./Personnel/DHSP	1	1	1	-
Senior Clerk & Typist	4	4	2	(2)
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	-

	FY04 Staff Pos.	FY05 Staff Pos.	FY06 Staff Pos.	FY 05-06 Variance +/(-)
HUMAN SERVICES (cont.)				
Coordinator/Supervised Activities	1	1	1	-
Coordinator for Literacy	1	1	1	-
Division Head/Workforce Dev.	1	1	1	-
Employment Coordinator	1	1	1	-
Program Asst./WDO	1	1	1	-
Youth Services/MSYEP Coordinator	1	1	1	-
Career Counselor/CEP	2	2	2	-
Coordinator/CEP Services	1	1	1	-
Youth Program Director	1	1	1	-
Division Head/Planning & Dev.	1	1	1	-
Planner	1	1	1	-
Grants Manager/DHSP	1	1	1	-
Children & Youth Services Planner	1	1	1	-
Grant Assistant/Planning/DHSP	1	1	1	-
Coordinator-ADA/Executive Dir.	1	1	1	-
Disabilities Project Coordinator	1	1	1	-
Executive Director/Kids Council	1	1	1	-
Housing Specialist/Elderly/Disab.	1	1	1	-
Multiservice Center Director	1	1	1	-
Case Manager	2	2	2	-
Haitian Services Coordinator	1	1	1	-
Divison Head/Community & Youth	1	1	1	-
Community School Director	11	11	11	-
Program Manager/Developer	2	2	2	-
Admin. Asst./Community Schools	1	1	1	-
Division Head/Recreation	1	1	1	-
Danahey Site Supervisor	1	1	1	-
Asst. Site Supervisor	2	2	3	1
Youth Program Manager	1	1	1	-
Recreation Activities Manager/Adult Program	2	2	2	-
Division Head/Council on Aging	1	1	1	-
Director/Client Services/COA	1	1	1	-
Intake Information Referrals Specialist	1	1	1	-
Case Manager	1	1	1	-
Facilities Coordinator/Seniors	1	1	1	-

	FY04 Staff Pos.	FY05 Staff Pos.	FY06 Staff Pos.	FY 05-06 Variance +/(-)
HUMAN SERVICES (cont.)				
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	-
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 Activities Coordinator	4	4	4	-
Youth Center Program Director	5	5	5	-
Youth Center Director	5	5	5	-

	FY04 Staff Pos.	FY05 Staff Pos.	FY06 Staff Pos.	FY 05-06 Variance +/(-)
HUMAN SERVICES (cont.)				
Senior Clerk/Receptionist	0	0	1	1
Golf Professional	1	1	0	(1)
Groundsworker II	1	1	0	(1)
TOTAL	**129**	**129**	**127**	**(2)**
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	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	**1446**	**1449**	**1436**	**(13)**

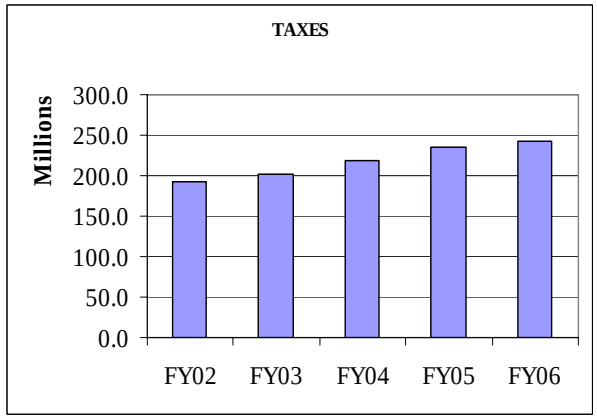
SUMMARY: OPERATING BUDGET (all funds)

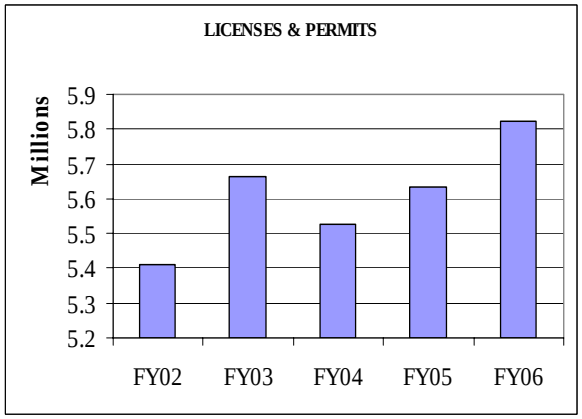
FY04 ACTUAL	FY05 PROJECTED	PROGRAM EXPENDITURES	FY06 BUDGET
30,317,765	33,196,425	General Government	38,703,785
74,011,620	79,558,405	Public Safety	81,513,280
66,164,485	71,650,365	Community Maintenance & Development	75,906,015
19,857,065	21,188,370	Human Resource Development	21,827,750
117,057,360	118,677,560	Education	124,044,400
33,617,540	35,558,580	Intergovernmental	38,191,595
341,025,835	359,829,705		380,186,825

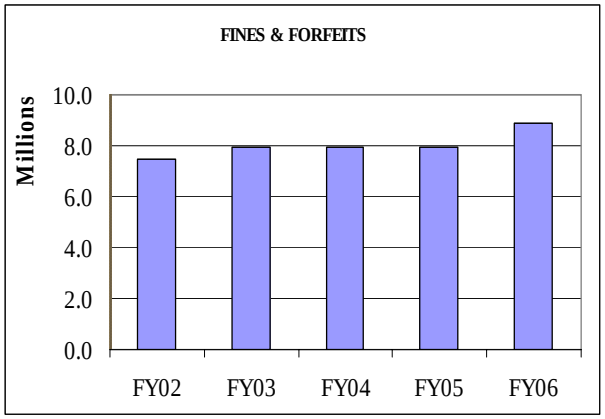
FINANCING PLAN	FY06 BUDGET
Taxes	242,990,930
Licenses & Permits	5,822,615
Fines & Forfeits	8,880,395
Charges for Service	56,978,040
Intergovernmental Revenue	55,278,340
Miscellaneous Revenue	10,236,505
	380,186,825

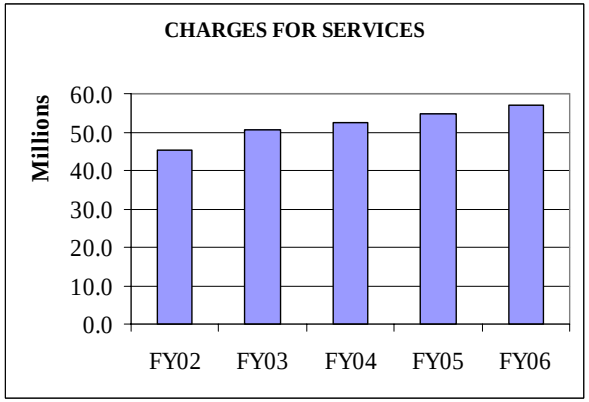
FIVE YEAR BUDGETED REVENUE ANALYSIS

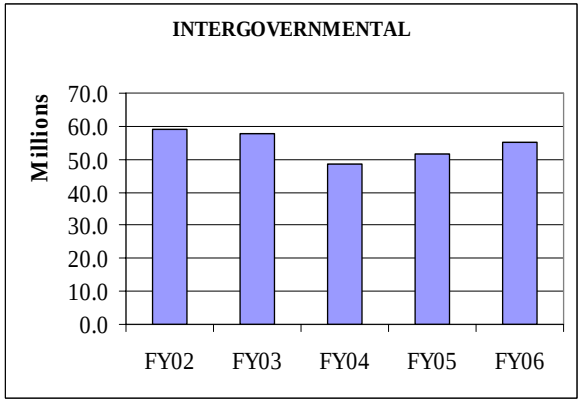
FISCAL YEAR	TAXES	LICENSES & PERMITS	FINES & FORFEITS	CHARGES FOR SERVICES	INTER-GOVERNMENTAL	MISCELLANEOUS	TOTAL
FY02	$191,971,835	$5,409,245	$7,478,210	$45,409,235	$58,895,480	$9,263,680	$318,427,685
FY03	201,297,535	5,665,210	7,942,590	50,442,395	57,605,040	9,225,800	332,178,570
FY04	219,101,405	5,525,860	7,929,150	52,458,415	48,428,262	7,850,575	341,293,667
FY05	235,234,640	5,633,880	7,919,670	54,826,415	51,570,195	7,241,350	362,426,150
FY06	242,990,930	5,822,615	8,880,395	56,978,040	55,278,340	10,236,505	380,186,825

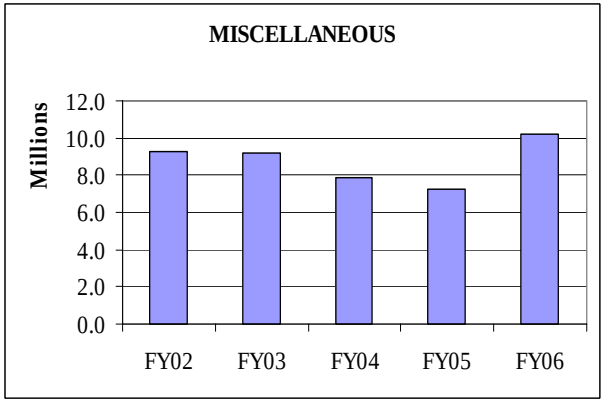












Major Revenue Sources

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 FY04 Actual, FY05 Projected and FY06 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 $355,247,310 or 93.5% of the City's total General Fund operating revenues. Generally, over the last five years the percentages of the six revenue categories have remained relatively constant with the tax category representing 64.0% of total revenues followed by charges for services (15.0%) and intergovernmental revenue (14.5%).

As a result of an ongoing effort coordinated by the Finance Department in FY04 to review permit fees, charges for services and fines charged by City departments in order to implement modest increases, the FY06 Budget contains significant dollar increases based on this continuing review. In addition, the 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 FY06 Budget. All of these measures have resulted in a property tax levy increase of only 2.5%, the lowest increase in a decade.

The following table summarizes FY06 revenues by category.

Revenue Category	FY06 Amount	% of Total
Taxes	$242,990,930	64.0%
License and Permits	5,822,615	1.5
Fines and Forfeits	8,880,395	2.3
Charges for Services	56,978,040	15.0
Intergovernmental	55,278,340	14.5
Miscellaneous	10,236,505	2.7
Total:	**$380,186,825**	**100.0**

REVENUE ASSUMPTIONS AND PROJECTIONS

Overall, the City's practice is to budget revenues conservatively. Revenue projections for FY06 are based on FY04 actual and FY05 projected collections, historical trends and anticipated changes that impact particular revenue.

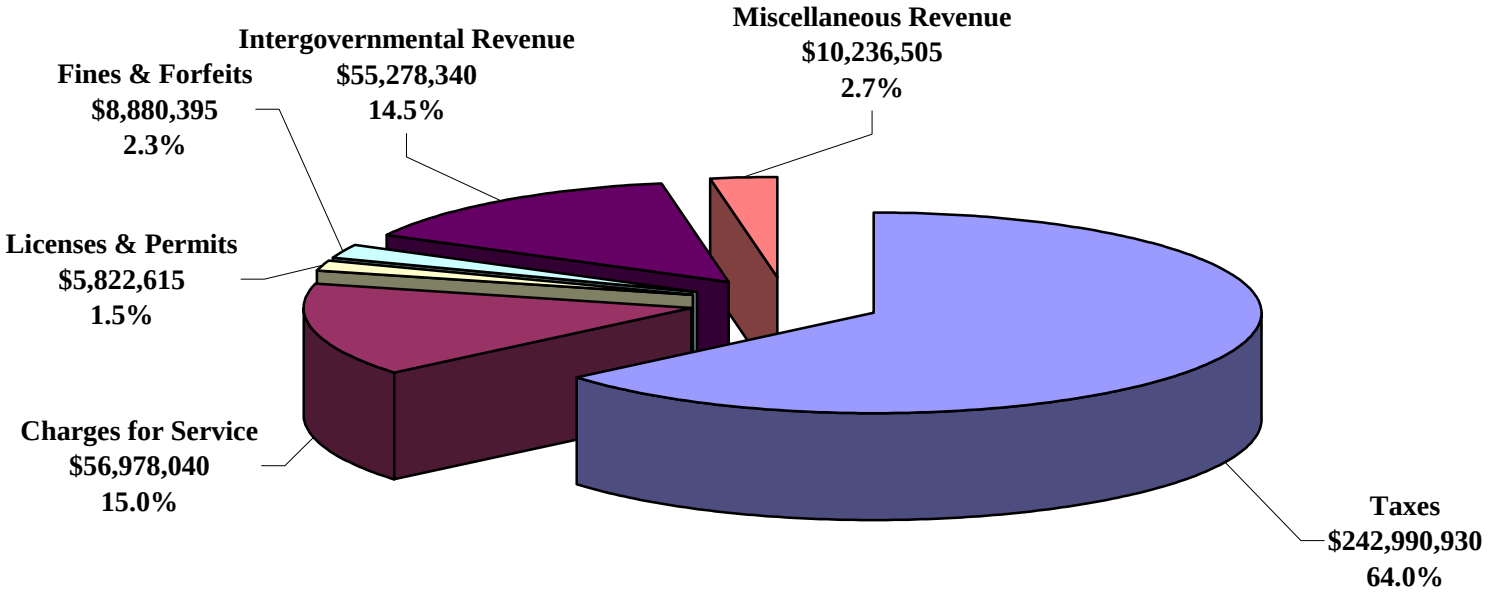
The total property tax levy is projected to only increase by 2.5% in FY06 or $5,517,405, which is the smallest increase in a decade. Non-property tax revenue is projected to increase by $8.6 million from a variety of sources that are highlighted below. Based on the recognition that the FY05 increase in property taxes placed a burden on some property owners, the City Administration and the City Council established a goal of producing a FY06 Budget with a very modest property tax levy increase.

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 late FY04. However, increased revenues from these fees were not included in the FY05 Budget but are reflected in the FY06 Budget based on actual revenue collections. These include increased revenues for certified copies and marriage licenses issued by the City Clerk's Office, various fire permits issued by the Fire Department, municipal lien certificates prepared by the Finance Department, animal licenses issued by the Animal Commission, one-day alcohol licenses administered by the License Commission and the sale of lots and graves managed by the Public Works Department. As part of this process, the Budget Department is developing a database, which will catalogue all fees citywide with amounts, including a citation of the applicable legal authority responsible for setting the fee. This will allow a more efficient and systematic analysis of fees in the future. In addition, a review of possible fee increases in other departments will be completed.

However, it should be noted the FY06 Budget does include increased revenues based on fee increases implemented outside the process noted above. In addition, there are revenue adjustments based on actual increased collections realized in FY05. As noted, it is the City's practice to budget non-property tax revenues conservatively. Therefore, for a majority of the revenues that have seen an increase in FY06, 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 FY07 Budget.

Major changes in revenues are noted below by category.

REVENUE BY SOURCE



1. TAXES

Overall, FY06 tax revenues total $242,990,930. The components of this revenue category are Property Taxes (real estate and personal property), Motor Vehicle Excise, Hotel/Motel, Corporation Excise, Penalties and Delinquent Interest and Payments In-Lieu of Taxes. As noted earlier, 64% of the Operating Budget is funded from this revenue category. Non-property tax revenues, such as the Hotel/Motel Tax, Penalties and Delinquent Interest and Payments In-Lieu of Taxes have shown significant growth in FY05 that has allowed the additional use of these revenues in FY06 to help lessen the growth in the property tax levy.

Real Estate and Personal Property Taxes

The property tax levy is the City's largest and most dependable source of revenue growth. Within the tax category, the real and personal property tax items are the largest at $226,330,145 and represent 59.5% of the total general fund operating revenues. When non-budget items such as overlay reserve and other offsets ($4,640,700) are included, the total tax levy is $230,970,845. The actual tax levy is determined in the fall as part of the tax rate setting process. In addition, the City can make adjustments to budgeted revenues as part of this process.

The Public Investment (Capital) Budget uses $1,500,000 in property taxes as a revenue source. Also, $1,000,000 in property tax revenues is not being used as a funding source in FY06 for an appropriation to the City's Stabilization Fund as was the case in FY04 and FY05. With these additions over the last two years, the total balance in the Stabilization Fund as of June 30, 2005 is projected to be $9.1 million of which $2.0 million is being used in FY06 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. Also, $2,000,000 in overlay surplus balances accumulated from prior fiscal years is being used to lower the tax levy increase. This is an increase of $1 million from FY05. In addition, $2 million in free cash will again be used to reduce the property tax levy increase.

Therefore, the total property tax levy required to support the General Fund Operating and Capital Budget is $228,470,845, which is an increase of $5,517,405 or 2.5% from FY05.

Real and personal property taxes are based on values assessed as of each January 1. By law, all taxable property must be assessed at 100% of fair cash value. Also by law, property taxes must be levied at least 30 days prior to their due date. Once levied, these taxes are recorded as receivables, net of estimated uncollectible balances. The City sets its residential and commercial tax 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 FY05. Due to new state regulations, the City will be required to perform a "mini" revaluation process in the interim years in order to ensure that it maintains fair market values.

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

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

The City has benefited from new construction over the past several years. This has enabled the City to generate an FY05 excess levy capacity (difference between the property tax levy limit and actual property tax levy) of approximately $44.7 million. This has been an important factor in the City's ability to manage reductions in state aid revenue in previous fiscal years.

As noted above, the overall property tax levy is projected to increase by only 2.5% in FY06 which is the smallest levy increase in a decade and is less than the 5.7% projected increase for FY06 contained in the City's five-year financial plan.

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

Hotel/Motel Taxes

Hotel/Motel tax revenues of $4,578,900 are included in the FY06 Budget, which is an increase of $378,900 from FY05. This change is based on an increase in year-to-date revenue collections in FY05, which are projected to total $5,100,000. The increase in hotel/motel taxes is a result of higher occupancy rates and increased room rates and these trends are expected to continue in FY06. However, based on recent history where revenues were declining, the City has opted to budget these revenues conservatively in FY06.

Penalties and Delinquent Interest

This revenue source was budgeted at $415,000 in FY05 and has been increased by $85,000 to $500,000 in FY06 based on projected FY05 revenues of $700,000. This increase is due to a continued emphasis on collecting outstanding real estate, personal property and excise taxes and sewer charges. However, these revenues are budgeted conservatively since there is some variability from year to year in these revenues.

Payments in Lieu of Taxes

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

The MIT agreement for FY05 includes a base payment of $1,254,000 (FY04 voluntary payment plus 2.5%) and a permanent increase of $250,000 for a total base payment of $1,504,000. In addition, the agreement contains an escalation of the base payment of 2.5% per year during the term, beginning in FY06. The FY06 payment is scheduled to be $1,541,600.

The Harvard University agreement includes 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 escalation of the base payment of 3%. Additionally, Harvard's base PILOT payment will increase by an additional $100,000 every 10 years. The first regular PILOT payment in FY06 is $2,397,658 which is $389,920 higher than FY05, exclusive of the upfront $1 million payment.

Based on these new agreements, payments in lieu of tax payments are budgeted $681,885 higher than the $3,600,000 budgeted in FY05.

In addition to the increased revenues, the MIT PILOT agreement provided 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 well-being of the City's fiscal health is important to the Institute. The new agreement provides for a complicated set of revenue protections so that conversions to tax exempt status would not dramatically impact that fiscal health.

2. LICENSE AND PERMITS

FY06 License and Permit revenue totals $5,822,615 and is a result of licenses and permits primarily issued by the Inspectional Services Department and the License Commission. The largest revenue in this category is Building Permits that is budgeted at $2.8 million in FY06. This is the same amount budgeted in FY05. Projected revenue for FY05 is estimated to be $5 million. The City has traditionally not budgeted higher revenues from this category in order to guard against revenue shortfalls during periods of economic downturns.

However, there are some revenue increases reflected in this category in FY06. Again, based on fee increases implemented in FY04, marriage licenses issued by the City Clerk's Office have been increased by $20,000 to $35,000 in FY06.

FY06 fire permit revenues has been increased by $45,000 to $75,000 based on permit increases instituted in FY05. Projected revenues from this source are projected to be $70,000 in FY05.

License fees issued by the License Commission for Pole and Conduit, Garage/Storage of Inflammables and Entertainment have been increased in FY06 by a total of $75,000 based on increased projected revenues in FY05.

3. FINES AND FORFEITS

FY06 revenue from Fines and Forfeits totals $8,880,395. The largest revenue source for this category is parking fines which totals $8,256,495 in the FY06 Operating Budget which is an increase of $908,125 from FY05 budgeted revenues of $7,348,370. The $8,256,495 amount does not include $600,000 that is used as a funding source for Traffic and Parking related capital projects which when included brings the total projected parking fine revenue in FY06 to $8,856,495 for a total increase of $1,008,125 from the FY05 Budget. Parking Fines are reported to the Parking Fund which is used to record several traffic and parking related revenues including parking fines. A review of other Parking Fund revenues is included in the Charges for Services section below.

Fines for parking tickets and the penalties for not paying on time were increased effective April 1, 2005. Although a few fines were increased in 2001, no significant changes have been made since 1982. Basic tickets will increase from $15 to $20. The public safety violations and parking without a resident sticker will increase from $20 to $30. The most serious public safety violations –blocking a hydrant will increase from $25 to $50 and parking in a fire lane will increase from $15 to $40.

The first penalty for failing to pay within 21 days will increase from $5 to $10. The second penalty will increase from $15 to $20. The third penalty, collected when a license or registration is put on hold at the Registry of Motor Vehicles, will remain at $20.

There are several reasons for increasing these fines which include: new revenues that go into the Parking Fund support programs funded by the Parking Fund and reduce the need to use property taxes; the cost of a parking ticket used to be less than the cost to park off-street; the costs of programs funded by the Parking Fund have increased without comparable increases in the Fund; and with the most serious violations at a higher level, it will raise the public awareness of which violations are the most serious.

Since these fine increases only went into effect in April 2005, the City will review the full impact on revenues over the next fiscal year to determine how much additional revenue can be used in the FY07 Budget in keeping with our practice of not over anticipating revenues.

In addition, there is an increase in FY06 related to moving violations, which has been increased by $50,000 to $475,000 based on FY05 projected revenues.

4. CHARGES FOR SERVICES

The Charges for Services category is the second largest revenue stream to the City and totals $56,978,040 or 15% 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 FY06 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 period beginning April 1, 2005 and ending March 31, 2006, water rates increased by 0% with a 7.5% increase in sewer rates. Overall, consumers will see a 4.8% increase in their annual water/sewer bill. These actual rate increases in all three categories are substantially below the rate increases projected for FY06 that were presented to the City Council as part of the rate setting recommendation in FY05. The moderate increase in the FY06 water/sewer rate is in direct response to the City Council Goal of evaluating City expenditures with a view of maintaining a strong fiscal position and awareness of the impact on taxpayers.

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. In addition, $820,000 in revenues is used to support Water related capital projects. See Section II for a history of Water Fund expenditures and revenues.

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, MWRA and Community Development Departments. In addition, $1.2 million in revenues is used to support sewer related capital projects.

Total FY06 water revenues are $16,519,245 and include water usage and miscellaneous water charges as well as retained earnings (fund balance). This is an increase of $60,200 from FY05. In addition to the $16.5 million, $820,000 in water revenues is used to fund water related capital projects in FY06, a $20,000 increase from FY05. Therefore, the net increase in total water revenues is $80,200.

Beginning five fiscal years ago and continuing for the next several years, a portion of the fund balance from the Water Fund will be utilized to help offset increases in the operation of the Water Department. In FY06, fund balance support will remain at $1,650,000. The Water Fund balance as of 6/30/04 was $6,270,708 and the balance is projected to be $4,701,663 at the end of FY05 based on the state budgetary basis of accounting.

As is the case with water revenues, sewer revenues are based on estimated expenditures. Sewer revenues for FY06 are budgeted at $28,579,690, an increase of $1,835,145 from the FY05 budget. In addition, to the $28.6 million, $1,200,000 in sewer revenues has been included in the FY06 Capital Budget, which is a $200,000 increase from FY05.

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 revenues from these sources are budgeted to be $15,133,440 in FY06 to fund the Operating Budget ($14,533,440) and Capital Budget ($600,000). In addition to providing funding to the Traffic, Parking and Transportation Department Budget, the Parking Fund supports 12 other operating budgets plus $600,000 for related Capital Budget expenditures.

FY06 Parking Fund Usage revenue of $5,700,00, which is contained in the Charges for Services revenue category, includes receipts from Traffic Department activities such as street meters ($2,225,350), parking lot revenues ($216,930), parking garage revenues ($2,849,690), resident stickers ($315,125), boot removal ($48,175) and use of meter fees ($44,730). FY06 revenues from these sources are projected to decrease by $370,000 or 6.1% from the FY05 Budget. However, these revenues are projected to increase by $66,000 based on projected FY05 revenues. The largest decrease in these revenues comes from parking garage revenues ($200,920), street meters ($102,650) and parking lot fees ($44,070). Parking garage and street meter revenues are based on current year collections. However, it appears that these two revenues were impacted by several major snowstorms that took place this winter, the DNC convention and vacancies in some commercial buildings near the parking garages. Parking lot fees were impacted due to the fact that some lots were under construction. Since the City is conservative in its projections, revenue adjustments in these categories have been made for FY06. However, the decrease in these revenue sources has been more than offset by projected increases in parking fines in FY06 based on increases in the rates which were implemented in April 2005 and are described above in the Fines and Forfeits section.

In addition to the revenues listed above, FY06 Parking Fund revenues include receipts for street obstruction permits ($275,000), parking fines ($8,256,495), interest earnings ($160,745), rental receipts ($91,200) and miscellaneous revenue ($50,000).

The Fund Balance of the Parking Fund as of 6/30/04 was $7.9 million and is scheduled to be slightly lower at the end of FY05 because of a supplemental appropriation to fund major repairs to the two parking garages, which will be recommended to the City Council prior to the end of the current fiscal year.

Other

There are other Charges for Service revenues that have increased in the FY06 Budget. These include:

- $93,500 in increases for certified copies issued by the City Clerk's Office (birth certificates, death and marriage certificates) based on a new fee schedule instituted in FY04. Revenues from this source are projected to be $198,000 in FY05, which is $93,000 higher than budgeted. Total FY06 revenues for certified copies are budgeted at $198,500. In addition, the miscellaneous category that includes fees for various certificates has been increased by $10,800 in FY06 based on fee increases implemented in FY04.

- $35,000 in cemetery fees received by the Public Works Department is based on a $100 increase from $720 to $820. FY06 revenues are budgeted at $310,000.

- $15,000 in municipal lien certificates received by the Finance Department based on fee increases instituted in FY04. Revenues from this source are projected to be $90,000 in FY05 with FY06 revenues budgeted at $75,000.

- $111,595 in signal maintenance fee increases received by the Electrical Department based on FY05 actual revenues and historical trends for this revenue. Signal maintenance fees are projected to be $430,000 in FY05, which is $165,000 greater than budgeted. FY06 revenue is budgeted at $376,595.

- $200,000 in rescue unit fees based on a new program for third party billing instituted by the Fire Department in the last third of FY05. Total revenues for this service is budgeted at $600,000 in FY06, which is a $200,000 increase from FY05.

- $95,340 in municipal access fees received by the Cable TV Department from Comcast based actual revenues received in FY05.

5. INTERGOVERNMENTAL REVENUES

FY06 Intergovernmental Revenue ($55,278,340) includes federal and state grants, other governmental revenue and State Cherry Sheet revenue.

State Aid

Total FY06 State Cherry Sheet revenue of $42,832,080 represents 11.3% of the total FY06 Operating Budget.

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

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

In FY05, the City received $24,776,325 in Additional Assistance and Lottery Aid. FY05 School Aid/Chapter 70 was $6,791,105. The total of these three revenues is $31,567,430 or 8.7% of the FY05 Adopted Budget.

The City estimates receiving $718,740 more in FY06 than it did in FY05 for these three major local aid categories. However, in FY05 the City received $494,860 in one-time revenues from the state that has now been included as part of the local aid distribution which makes the net revenue increase $223,880. These three local aid categories represent 8.5% of total Operating Budget. This assumption is based on the Governor's FY06 Budget released in January 2005. It is expected that the House Ways and Means budget proposal will call for no reductions to these three categories.

School Building Assistance payments are scheduled to decrease by $1,236,005 due to completion of the reimbursement payments for the Baldwin School in FY05.

The Cherry Sheet contains an estimated reimbursement for the cost assessed to cities and towns (also contained on the Cherry Sheet) for students who live in that city or town but attend charter schools based on a formula calculated by the state. Actual reimbursements and assessments are adjusted based on the actual charter school enrollments determined each October 1st. Reimbursements for new charter school students are provided for three years on a declining scale (100%, 60%, 40%, and 0%). In FY06, a new grade 7-12 charter school is scheduled to open in September 2005 in Cambridge. The School is projected to open with 180 students in grades 7-9. Based on the estimated enrollment of charter school students in FY06, Cherry Sheet reimbursement is estimated to increase by $2.7 million that will be offset by charter school assessments for approximately the same amount.

Other Cherry Sheet items contained in the FY06 State Budget proposals did not change significantly.

Other

The amount received from the Massachusetts Water Pollution Abatement Trust as a subsidy for sewer and water loans is reduced by $416,970 in FY06 due to the decrease in the balance of the loans.

The amount reimbursed to the City by the State for cost-of-living increases granted to non-contributory pensioners is projected to be $280,000, which is an increase of $240,000 from the amount budgeted in FY05. Projected FY05 revenues are estimated to be $163,290. Adjustments were made by the state in FY04 and FY05 to reflect incorrect reimbursements received in previous fiscal years. The actual adjustment was significantly smaller than initially estimated by the state as evidenced by the FY05 projected revenues.

6. MISCELLANOUS

The Miscellaneous Revenue category totals $10,236,505 in FY06, which is an increase of $2,995,155 from FY05.

Debt Stabilization

The major increase in this category is the use of $2,000,000 in Debt Stabilization Funds as a revenue source to offset increases in debt service costs in FY06. As noted in the Taxes section, $1 million allocations to this Stabilization Fund have been included in each of the past two budgets. This planned use of reserves is intended to reduce the increase in property taxes as our debt service costs increased.

Free Cash

Free Cash are 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.

An additional $581,000 in Free Cash has been budgeted in FY06 in the Operating Budget to cover the interest cost of $31 million in bond anticipation notes (to be issued in May 2005) to cover the purchase of a building to house the new police station. The total Free Cash amount budgeted in FY06 is $2,731,000, which is $581,000 more than used in the FY05 Budget. In addition, $1,330,000 in Free Cash has been used in the Capital Budget, which is a decrease of $170,000 from FY05.

Other

An additional $200,000 in General Fund interest earnings revenue has been included in the FY06 Budget based on higher interest rates received on investments and additional income generated by the use of investment advisory services beginning in FY05, bringing the total amount budgeted in FY06 to $1,205,745. This amount includes $160,745 in interest earnings from the Parking Fund and $45,000 from interest on perpetual care accounts.

Recycling revenues have been increased by $75,000 to $100,000 in FY06. This increase is based on prior year revenues, which has met or exceeded this total amount. The City receives this revenue from the sale of collected recyclable materials from its curbside and drop-off programs.

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

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
220,237,364	236,964,960	TAXES	242,990,930
8,073,240	8,166,475	LICENSES AND PERMITS	5,822,615
8,840,565	8,939,400	FINES AND FORFEITS	8,880,395
54,036,170	56,148,365	CHARGES FOR SERVICES	56,978,040
53,961,122	55,668,940	INTERGOVERNMENTAL REV.	55,278,340
7,590,579	8,182,480	MISCELLANEOUS REVENUE	10,236,505
352,739,040	374,070,620		380,186,825

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

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

Beginning in FY04, the City began a process to review its non-property tax revenues in certain departments that resulted in fee increases that were implemented in late FY04. However, increased revenues from these fees were not included in the FY05 Budget but are reflected in the FY06 Budget based on actual revenue collections. These include increased revenues for certified copies and marriage licenses issued by the City Clerk's Office, various fire permits issued by the Fire Department, municipal lien certificates prepared by the Finance Department, animal licenses issued by the Animal Commission, one-day alcohol licenses administered by the License Commission and the sale of lots and graves managed by the Public Works Department. As part of this ongoing process, the Budget Department is developing a database, which will catalogue all fees citywide with amounts, including a citation of the applicable legal authority responsible for setting the fee. This will allow a more efficient and systematic analysis of fees in the future. In addition, a review of possible fee increases in other departments will be completed.

However, it should be noted the FY06 Budget does include increased revenues based on fee, permit and charges for services increases implemented outside the process noted above. In addition, there are revenue adjustments based on actual increased collections realized in FY05. As noted, it is the City's practice to budget non-property tax revenues conservatively. Therefore, for a majority of the revenues that have seen an increase in FY06, the City will carefully review actual review collections during the

fiscal year to determine if additional revenue can be used as part of the financing plan for the FY07 Budget.

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
FY06	64.0%	1.5%	2.3%	15.0%	14.5%	2.7%
FY05	65.0%	1.6%	2.2%	15.0%	14.2%	2.0%
FY04	64.2%	1.6%	2.3%	15.4%	14.2%	2.3%
FY03	60.6%	1.7%	2.4%	15.2%	17.3%	2.8%
FY02	60.3%	1.7%	2.3%	14.2%	18.5%	3.0%

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
196,443,293	210,469,320	REAL PROPERTY TAX	217,729,600
6,588,093	8,313,755	PERSONAL PROPERTY TAX	8,600,545
5,926,102	5,900,000	MOTOR VEHICLE EXCISE TAX	5,700,000
4,286,681	5,100,000	HOTEL/MOTEL EXCISE TAX	4,578,900
2,584,157	1,600,000	CORPORATION EXCISE TAX	1,600,000
664,020	700,000	PENALTIES & DELINQ. INT.	500,000
3,745,018	4,881,885	IN-LIEU OF TAX PAYMENTS	4,281,885
220,237,364	236,964,960		242,990,930

REAL PROPERTY TAX. The primary source of revenue for municipalities in the Commonwealth is the real property tax. For purposes of taxation, real property includes land and buildings and improvements erected or affixed to the land. The City's Board of Assessors determines the value of all taxable land which is revalued at fair market value every three years. During FY05, the City is preparing for the next full revaluation which will be the basis of the state recertification process for FY06.

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

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

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

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

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

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

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
196,443,293	210,469,320	REAL PROPERTY TAX	217,729,600

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
FY05	222,953,435	4,515,930	218,437,505	-	-
FY04	209,599,396	4,499,396	205,100,000	203,031,386	99.0%
FY03	197,720,546	4,145,298	193,575,248	192,373,785	99.4%
FY02	187,444,551	4,261,178	183,183,373	182,954,775	99.9%
FY01	178,484,966	4,290,541	174,194,425	173,621,734	99.7%

(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	Net Tax Levy (1)	Overlay Reserve Amount	Overlay Reserve % of Total Levy	During Fiscal Year of Each Tax Levy Abatements
FY05	218,437,505	4,515,930	2.0	-
FY04	205,100,000	4,499,396	2.2	1,781,210
FY03	193,575,248	4,145,298	2.1	1,779,074
FY02	183,183,373	4,261,178	2.3	807,011
FY01	174,194,425	4,290,541	2.4	862,698

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
6,588,093	8,313,755	PERSONAL PROPERTY TAX	8,600,545

PERSONAL PROPERTY TAX. The Board of Assessors determines the value of all taxable personal property for 2,671 accounts. The personal property tax is projected to produce roughly four percent of the City's total property tax revenue. The delinquency rate has rarely exceeded one percent, mainly because the ten largest accounts pay 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 (FY05)

NSTAR Services Co.	$2,613,186
Southern Energy Kendall	1,324,773
Verizon New England	645,250
Millenium Pharmaceuticals	405,906
Level 3 Communications	299,271
Vertex Pharmaceuticals	203,073
Teleport Communications	121,084
Akamai Technologies, Inc.	111,508
MCI Metro Access Trans. Serv.	107,645
Comcast of Mass. 1 Inc.	100,337

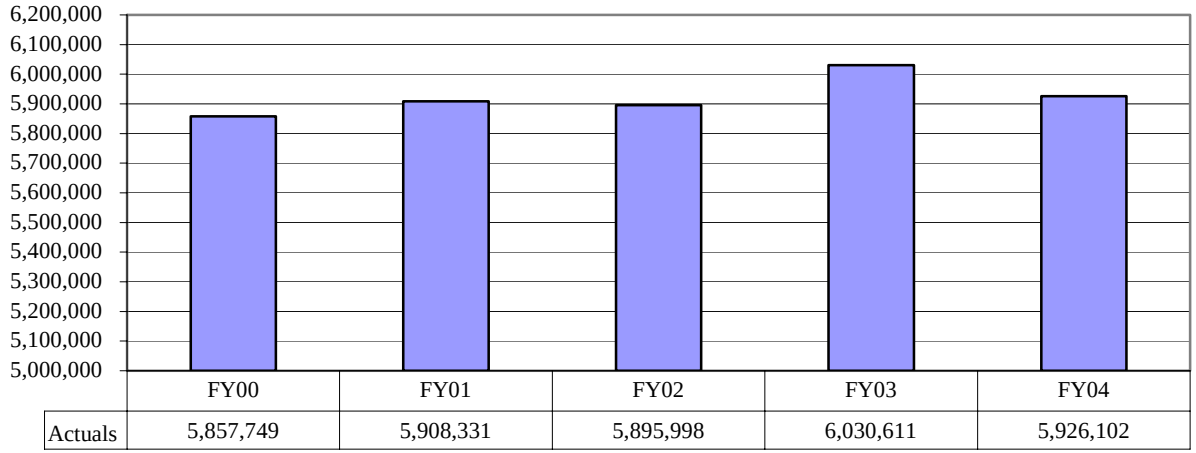
ACTUAL FY04	PROJECTED FY05		BUDGET FY06
5,926,102	5,900,000	MOTOR VEHICLE EXCISE TAX	5,700,000

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 FY05, the City sent out approximately 65,000 excise bills.

REGISTRY NON RENEWAL SYSTEM. The Registry of Motor Vehicles implemented a computer tracking system that forces auto owners to pay their excise taxes. Those who do not pay are not allowed to 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 implemented 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.

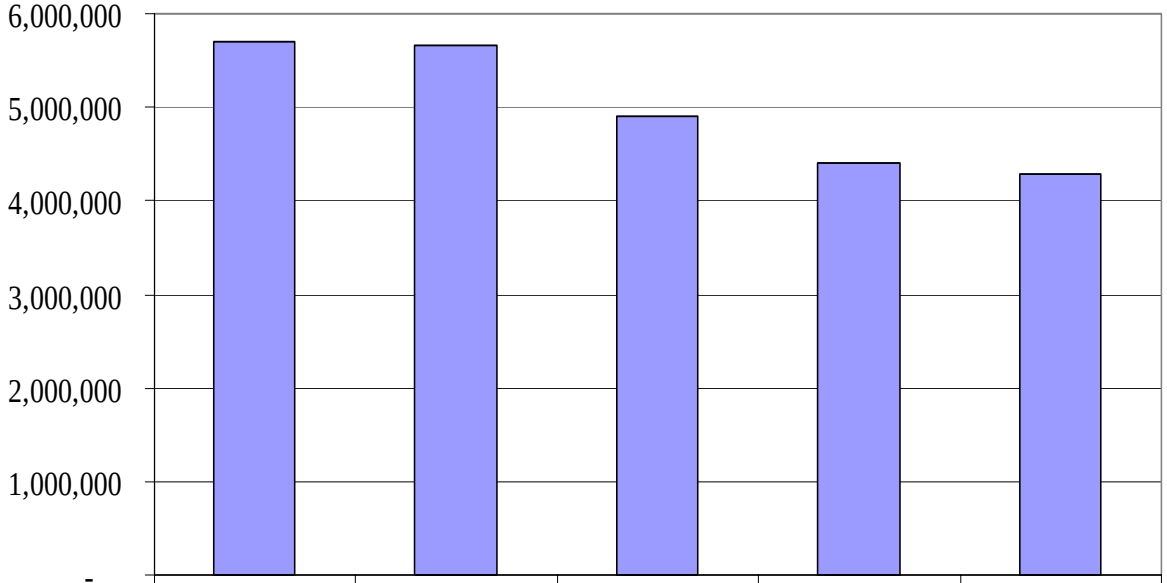
FIVE YEAR HISTORY MOTOR VEHICLE EXCISE TAX



ACTUAL FY04	PROJECTED FY05		BUDGET FY06
4,286,681	5,100,000	HOTEL/MOTEL EXCISE TAX	4,578,900

HOTEL/MOTEL EXCISE TAX. Chapter 64G of the Massachusetts General Laws, section 3A, states that any city or town has authorization to impose a local excise tax upon the occupancy fee of any room or rooms in a hotel or motel located within its limits. The fee shall not exceed four percent of the total amount of the room and shall not be imposed if the total amount of the room is less than fifteen dollars per day. The hotel operator is responsible for collecting the tax from the customer and the Massachusetts Department of Revenue has the legal responsibility for collecting the tax receipts from the hotel operator. Once collected, the state turns the tax receipts over to the City on a quarterly basis. Based on increased occupancy and room rates, FY05 revenues are projected to be $5.1 million which is $900,000 more than budgeted. However, based on recent history, where revenues were declining, the City has opted to budget these revenues conservatively in FY06.

FIVE YEAR HISTORY HOTEL/MOTEL TAX

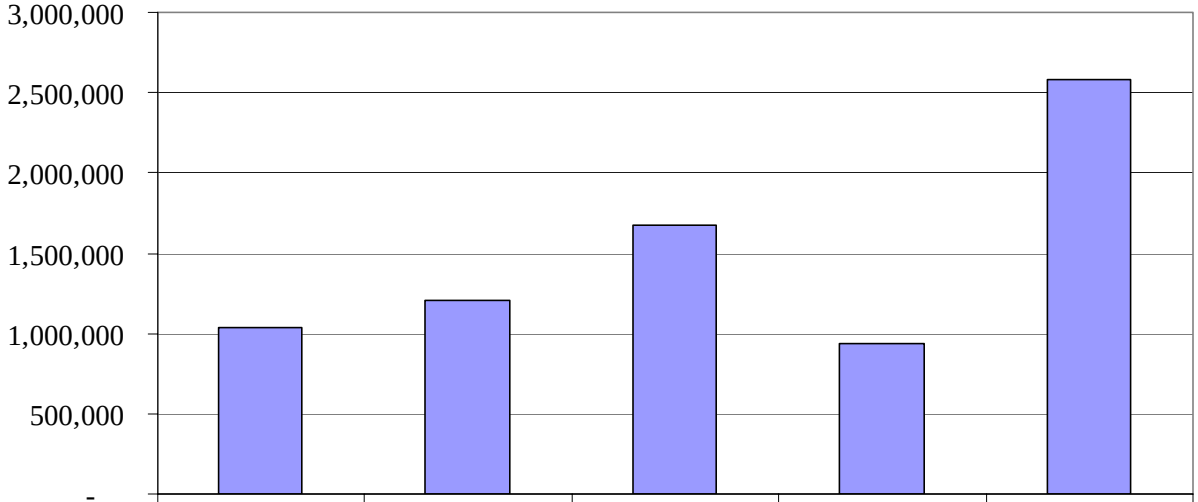


	FY00	FY01	FY02	FY03	FY04
Actuals	5,696,567	5,651,401	4,907,532	4,401,259	4,286,681

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
2,584,157	1,600,000	CORPORATION EXCISE TAX	1,600,000

CORPORATION EXCISE TAX. Chapter 121A, section 10 of the Massachusetts General Laws, states that each city or town is entitled to receive proceeds from the urban development excise tax paid on its local projects. This excise tax is only valid for an original 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. The City received an $800,000 payment in FY04 for FY03, which accounts for the large variance between FY04 actual and FY05 projected revenues.

FIVE YEAR HISTORY CORPORATION EXCISE TAX



	FY00	FY01	FY02	FY03	FY04*
Actuals	1,035,050	1,204,660	1,673,960	934,258	2,584,157

* The City received an $800,000 payment in FY04 for FY03 which accounts for the variance

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
664,020	700,000	PENALTIES AND DELINQ. INT.	500,000

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

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).

This revenue source was budgeted at $415,000 in FY05 and has been increased by $85,000 to $500,000 in FY06 based on projected FY05 revenues of $700,000. This increase is due to a continued emphasis on collecting outstanding real estate, personal property and excise taxes and sewer charges. However, these revenues are budgeted conservatively since there is some variability from year to year in these revenues.

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
3,745,018	4,881,885	IN-LIEU OF TAX PAYMENTS	4,281,885

IN-LIEU OF TAX PAYMENTS. Cambridge taxpayers are constrained by the fact that 51.9% of the total property value in the City is tax-exempt. The "in-lieu of tax" payments program was adopted in 1971 to partially offset the loss of tax revenue due to non-taxable property. The City Assessor's Office mails out requests each year for payments, calculated at 20 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 the Massachusetts Institute of Technology. While MIT has made voluntary PILOT payments for many years, this is the first time that this important commitment has been entered into in writing and has a 40-year term. In addition, the City also renewed its PILOT agreement with Harvard University in FY05, which has a 50-year term.

The MIT agreement for FY05 includes a base payment of $1,254,000 (FY04 voluntary payment plus 2.5%) and a permanent increase of $250,000 for a total base payment of $1,504,000. In addition, the agreement contains an escalation of the base payment of 2.5% per year during the term, beginning in FY06. The FY06 payment is scheduled to be $1,541,600.

The Harvard University agreement includes 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 escalation of the base payment of 3% each year. Additionally, Harvard's base PILOT payment will increase by an additional $100,000 every 10 years. The first regular PILOT payment in FY06 is $2,397,658 which is $389,920 higher than FY05, exclusive of the upfront $1 million payment.

Based on these new agreements, the City received a one-time payment of a $1 million from Harvard University and $250,000 in an additional payment from MIT in FY05 which accounts for the large increase in the FY05 projected figure. FY06 in-lieu of tax payments are budgeted at $4,281,885 which is $681,885 higher than the $3,600,000 budgeted in FY05.

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
1,915,955	2,021,835	LICENSE	1,990,605
6,157,285	6,144,640	PERMITS	3,832,010
8,073,240	8,166,475		5,822,615

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

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

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
6,747	6,500	MILK	7,000
740,175	733,000	ALCOHOLIC BEVERAGES	733,000
38,040	41,000	COMMON VICTUALER	41,000
9,036	9,700	BUILDERS/BUILDING	9,000
198,040	197,000	LODGING HOUSE	190,000
263,926	309,975	GARAGE/GASOLINE	291,000
4,566	4,570	SHOPS AND SALES	4,570
74,043	71,300	HACKNEY	71,300
82,838	83,000	MOTOR VEHICLE RELATED	83,000
189,455	194,000	ENTERTAINMENT	194,000
93,240	85,750	HEALTH RELATED	79,500
23,840	36,000	MARRIAGE	35,000
8,654	10,000	DOG LICENSES	10,000
14,900	15,000	STREET PERFORMERS	15,000
126,625	166,000	POLE AND CONDUIT	166,000
3,710	3,800	TOBACCO	4,000
1,750	2,235	DISPOSAL	2,235
19,662	21,000	MISCELLANEOUS	21,000
650	650	RECREATION CAMPS	2,000
14,669	16,355	NEWSPAPER BOXES	12,000
1,389	15,000	MULTI-FAMILY INSPECTIONS	20,000
1,915,955	2,021,835		1,990,605

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

ALCOHOLIC BEVERAGES. Under Chapter 138 of the Massachusetts General Laws, the City is empowered to grant licenses regulating the sale of alcoholic beverages. License fees vary depending upon the type of establishment, closing hours, number of days open and whether the license is for all types of alcohol or beer and wine. The following chart is an estimate of FY06 revenues from liquor licenses.

TYPE		NO.	FEE	REVENUE
All Alcoholic Brewery		2	3,160	6,320
All Alcoholic Restaurant,	7 days, 1 a.m.	86	3,160	271,760
All Alcoholic Restaurant,	7 days, 1:30 a.m.	1	3,530	3,530
All Alcoholic Restaurant,	7 days, 2 a.m.	37	3,905	144,485
Wine/Malt Brewery	7 days	1	2,000	2,000
Wine/Malt Restaurant	7 days	44	2,000	88,000
Wine/Malt Restaurant	6 days	1	1,632	1,632
All Alcoholic Package Store		22	2,000	44,000
Wine/Malt Package Store		18	1,500	27,000
All Alcoholic Hotels, over 100 rooms		11	6,300	69,300
All Alcoholic Veterans Club		4	1,945	7,780

Other All Alcoholic Clubs	13	2,700	35,100
All Alcoholic Private Club, 3 days	1	810	810
Wine/Malt Educational Institute	5	2,040	10,200
Total Fees generated from annual licenses			711,917
Fees generated from one day/transfer fees			21,085
Total Projected Alcohol Fees			**733,002**

COMMON VICTUALER. The common victualer license, issued by the License Commission, allows food and non-alcoholic beverages to be sold and consumed on the premises. Under special legislation, Cambridge is allowed to set the fee according to seating capacity: 1-25: $35, 26-49: $50, 50-99: $80, up to a maximum fee of $990 for 1,300 persons and over.

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

LODGING HOUSE. The License Commission issues lodging house licenses to property owners who rent rooms. The rate is $18.15 for the first four rooms (total) and $18.15 for each additional room. Colleges and universities must obtain a lodging house license for the purpose of maintaining student dormitories. There are currently 136 active lodging houses in the City, 111 being college/university dormitories and houses.

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

SHOPS AND SALES. The License Commission issues licenses for 35 antique stores ($91), 4 auctioneers ($60), and 18 second hand dealers ($60). One day auction sales, which are charged at a rate of $31 per day, are also covered by this category. The total revenue for these categories is estimated at $5,795.

HACKNEY. The annual hackney inspection fee ($165) accounts for 60% of the revenue in this category. Two hundred and fifty-five (255) taxis are inspected each April. Also included is the issuance/renewal of approximately 800 hackney drivers' licenses ($28/yr. or $66/3 yr.)

MOTOR VEHICLE RELATED. The License Commission issues licenses for 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 $25 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. This revenue has been increased by $2,200 to $10,000 in FY06 based on fee increases implemented in FY04.

STREET PERFORMERS. A $40 fee is required from each street performer to offset costs incurred by the Arts Council staff in ensuring compliance with the articles listed in the City's Street Performer Ordinance.

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

TOBACCO. Inspectional Services issues a license for the selling of tobacco products by commercial establishments ($25 per year).

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

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

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

NEWSPAPER BOX FEES. The City charges a newspaper box fee for all newspaper or publication boxes located on public ways. Each publisher is assessed a $200 annual fee plus $10 per box.

MULTI-FAMILY INSPECTION. Periodic inspections (5 year cycle) of multi-family structures were initiated in February 2000 as required by the Massachusetts State Building Code. Buildings with more than 3 units are charged a fee of $75 plus $2 per dwelling unit. There is no fee for buildings with three units.

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
5,063,529	5,000,000	BUILDING	2,800,000
43,069	46,500	GAS	45,000
250,523	165,000	WIRING	180,000
81,396	67,000	PLUMBING	60,000
109,862	111,775	STREET OPENING	100,000
283,486	278,265	STREET OBSTRUCTION	275,000
50,845	175,500	PLAN REVIEW	55,000
46,527	35,000	SPRINKLER	50,000
142,353	169,000	PLACE OF ASSEMBLY	167,210
14,524	15,000	OCCUPANCY CERTIFICATIONS	13,000
7,713	7,400	AIR RIGHTS/PUBLIC WAYS	7,300
5,062	3,500	FIREARM	4,000
200	700	SUNDAY	500
58,196	70,000	FIRE	75,000
6,157,285	6,144,640		3,832,010

BUILDING PERMITS. The Inspectional Services Department issues building permits to qualified individuals to do repairs, alterations, new construction, or demolition in the City. The cost of permits is based on the estimated cost of the project: $10 per thousand with a $20 minimum. The City traditionally conservatively estimates building permit revenue to guard against potential economic downturns.

GAS PERMIT. The Inspectional Services Department issues permits to licensed individuals to perform 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. The cost of the permit is dependent on the number of switches, lights, alarms and other electrical work included in the job.

PLUMBING PERMITS. The Inspectional Services Department issues plumbing permits to licensed plumbers to install and repair piping for a specific job. The fee is based on the amount and type of work being done. For example, a plumbing permit for new plumbing is $25 for up to five fixtures plus $5 for each additional fixture.

STREET OPENING 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 estimate for FY06 is based on approximately 1,000 excavation permits at $75. Sidewalk obstruction permits are expected to bring in an additional $30,000 in revenue.

STREET OBSTRUCTION PERMITS. The Traffic, Parking & Transportation Department issues over 5,000 permits to close a street or to occupy the street for special events, moving vans, dumpsters and other temporary uses.

PLAN REVIEW PERMIT. Special permit fees will be generated by the Community Development Department. Project applicants requesting a special permit from the Planning Board are required to pay a $0.10 per square foot fee to offset staff and other professional service costs associated with project review. FY05 revenues are projected to be $175,500 based on a high number of applications presented to the Planning Board. FY06 revenues are budgeted at $55,000, which is the same as FY05 since there is volatility for this revenue.

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 egresses, and other safety requirements. The fee is based on building capacity.

OCCUPANCY CERTIFICATION. The Inspectional Services Department issues Certificates of Occupancy (COs) after completion of construction or a change in use to certify that the structure complies with the Building Code and Zoning Ordinance. COs are also issued upon the owner's request for those older structures that predate the Building Code. The fee is $50 for residential building. An additional amount of $2 for each unit over five is charged.

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

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

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

FIRE PERMITS. The Fire Department issues fire alarm, fire suppression, sprinkler, fuel storage, and other types of permits as required by state law and local ordinance. Based on fee increases implemented in FY05, fire permit revenues have been increased to $75,000 in FY06 from $30,000 in FY05.

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
63,262	60,000	LIBRARY	60,000
8,203,782	8,300,000	PARKING	8,256,495
467,825	475,000	MOVING VIOLATIONS	475,000
98,655	97,000	FALSE ALARMS	82,500
3,200	2,400	ANIMALS	2,400
3,841	5,000	BICYCLE	4,000
8,840,565	8,939,400		8,880,395

LIBRARY FINES. A fine of $.10 per day is charged on overdue library books, audio cassettes, and CDs ($.02 per day on children's titles). $1 per day is charged on overdue videos and DVDs. Also included here is payment for lost or damaged items.

PARKING FINES. The largest revenue source for this category is Parking Fines which totals $8,256,495 in the FY06 Operating Budget which is an increase of $908,125 from FY05 Operating Budgeted revenues of $7,348,370. The $8,256,495 amount does not include $600,000 that is used as a funding source for Traffic and Parking related capital projects which when included brings the total projected parking fine revenue in FY06 to $8,856,495 for a total increase of $1,008,125 from the FY05 Budget, or a $556,495 increase from FY05 projected revenues.

The collection of parking fines continues to be an important source of revenue to the City. Parking fund revenues are used to partially fund the budgets of 13 City departments. 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 drivers' license, registration, or getting a resident permit until all outstanding tickets are paid in full.

Fines for parking tickets and the penalties for not paying on time were increased effective April 1, 2005. Although a few fines were increased in 2001, no significant changes have been made since 1982. Basic tickets will increase from $15 to $20. The public safety violations and parking without a resident sticker will increase from $20 to $30. The most serious public safety violations – blocking a hydrant will be $50 and parking in a fire lane will be $40.

The first penalty for failing to pay within 21 days will increase from $5 to $10. The second penalty will increase from $15 to $20. The third penalty, collected when a license or registration is put on hold at the Registry of Motor Vehicles, will remain at $20.

MOVING VIOLATIONS. Non-parking offenses result in fines for moving violations. Among the violations included in this category are speeding, passing in the wrong lane, and failing to stop at a traffic signal. These fines, collected by the Third District Court of Eastern Middlesex County, are

distributed to the City on a monthly basis and used as a revenue in the Police Department budget. This revenue has been budgeted $50,000 higher in FY06 based on FY05 projected revenues.

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 three in a calendar year. On the fourth police response, the following fines are assessed: fourth alarm ($50), fifth alarm and subsequent false alarm in a calendar year is $100 for each police response.

DOG FINES. The Animal Commission collects fines for unleashed and unlicensed dogs 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.

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
6,031,121	5,634,030	PARKING	5,700,000
16,783,356	17,140,000	WATER UTILITY REVENUE	16,519,245
25,528,272	27,402,605	SEWER SERVICE CHARGE	28,604,690
4,353,352	4,531,765	FEES	4,683,060
1,340,069	1,439,965	OTHER CHARGES FOR SERVICE	1,471,045
54,036,170	56,148,365		56,978,040

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 FY06, service charges and user fees will account for 15% of the total 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 FY06 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 FY04	PROJECTED FY05		BUDGET FY06
2,162,219	2,159,370	METER COLLECTION	2,225,350
265,735	216,930	PARKING LOTS	216,930
3,106,782	2,849,695	PARKING GARAGES	2,849,690
74,126	44,730	USE OF METERS	44,730
370,469	315,125	RESIDENT STICKERS	315,125
51,790	48,180	BOOT REMOVAL FEES	48,175
6,031,121	5,634,030		5,700,000

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 13 budgets. The following chart shows a three-year history of the distribution of parking fund revenues, excluding the Capital Budget:

PARKING FUND ALLOCATIONS	FY04	FY05	FY06
Finance	$ 23,950	$ 23,950	$ 23,950
Law	100,000	100,000	100,000
Police	3,543,045	3,643,045	3,841,845
Traffic, Parking & Transportation	7,636,345	8,175,095	8,328,990
Public Works	638,460	671,460	671,460
Community Development	421,895	421,895	421,895
General Services	4,000	4,000	4,000
School	100,000	100,000	100,000
Cherry Sheet Assessments	445,940	468,680	477,000
Executive	180,000	215,000	215,000
Employee Benefits	85,000	-	164,175
Debt Service	171,875	167,190	162,190
Electrical	-	22,935	22,935
	$13,350,510	**$14,013,250**	**$14,533,440**

ON-STREET PARKING METER COLLECTIONS. This revenue is derived from on-street meter collections. The rate is $0.25 per half hour. Time limits vary by location.

OFF-STREET PARKING LOT METER COLLECTIONS. The revenue received from nine off-street metered parking lots accounts for this source of revenue. The off-street rate is $0.25 per half hour and time limits vary by location. Plans to implement pay stations in these lots is under way. Rates will be revised when the pay stations are installed. There are 309 off-street metered parking spaces in the city.

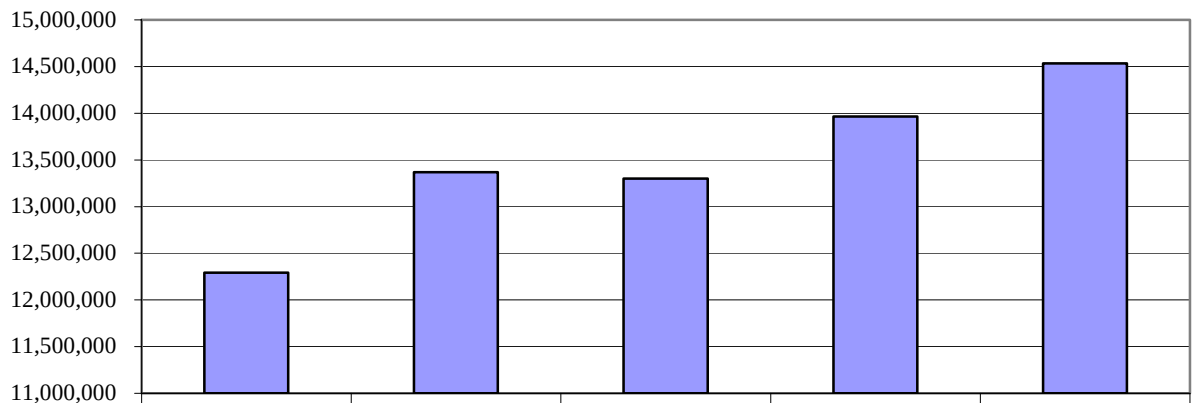
PARKING GARAGES. Revenue is raised from the following: Green Street Municipal Parking Garage ($1 per hour) and the East Cambridge Municipal Parking Garage ($2 first hour / $1 for 2nd & 3rd hours/$2 each remaining hour). There are 1,384 parking spaces in these facilities.

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

RESIDENT STICKERS. To control commuter parking in residential areas, the Traffic, Parking & Transportation Department issues resident parking stickers to Cambridge residents to allow them to park in permit only areas. The FY06 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)



	FY02	FY03	FY04	FY05	FY06
Budget	12,291,570	13,367,870	13,300,510	13,963,250	14,533,440

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
14,744,956	14,950,000	WATER USAGE	14,344,245
538,400	540,000	MISC. WATER CHARGES	525,000
1,500,000	1,650,000	RETAINED EARNINGS	1,650,000
16,783,356	17,140,000		16,519,245

WATER USAGE. The municipally owned and operated public water utility system provides water to the residents of Cambridge. The City currently bills users on a quarterly basis. An increasing block rate, for water and sewer use, is used to encourage water conservation and to provide a more equitable billing system. The FY06 rates, effective for all water consumed as of April 1, 2005, represent a 0.0% increase in water rates and a 7.5% increase in sewer rates producing a 4.8% overall water/sewer bill increase.

BLOCK	ANNUAL CONSUMPTION	WATER RATE	SEWER RATE
1	0-40 Ccf	2.73	5.96
2	41-400 Ccf	2.94	6.31
3	401-2 000 Ccf	3.11	6.77
4	2001-10 000 Ccf	3.31	7.30
5	over 10 000 Ccf	3.58	7.76

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

In addition to funding the Water Department Budget, Water Fund revenues will also be used in four City departments in FY06: Finance ($185,000); Conservation ($20,000); Public Works ($300,000); and Community Development ($30,000). Not included in the above amount is $820,000 in water usage used in the funding of City capital projects.

MISCELLANEOUS WATER CHARGES. The Water Department receives miscellaneous revenue from service renewals, hydrant rentals, cross connection inspections, and meter replacements, water works construction permits, fines and other services.

RETAINED EARNINGS. For the past several years, the City has allowed year-end retained earnings in the Water Fund to grow the fund balance with the expectation that the fund balance would be gradually drawn down to offset increased costs brought on by the debt service associated with the new water treatment plant. For FY06, $1,650,000 will offset costs.

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
25,382,465	27,200,000	SEWER SERVICE CHARGE	28,579,690
145,807	202,605	SEWER CONNECTION FEE	25,000
25,528,272	27,402,605		28,604,690

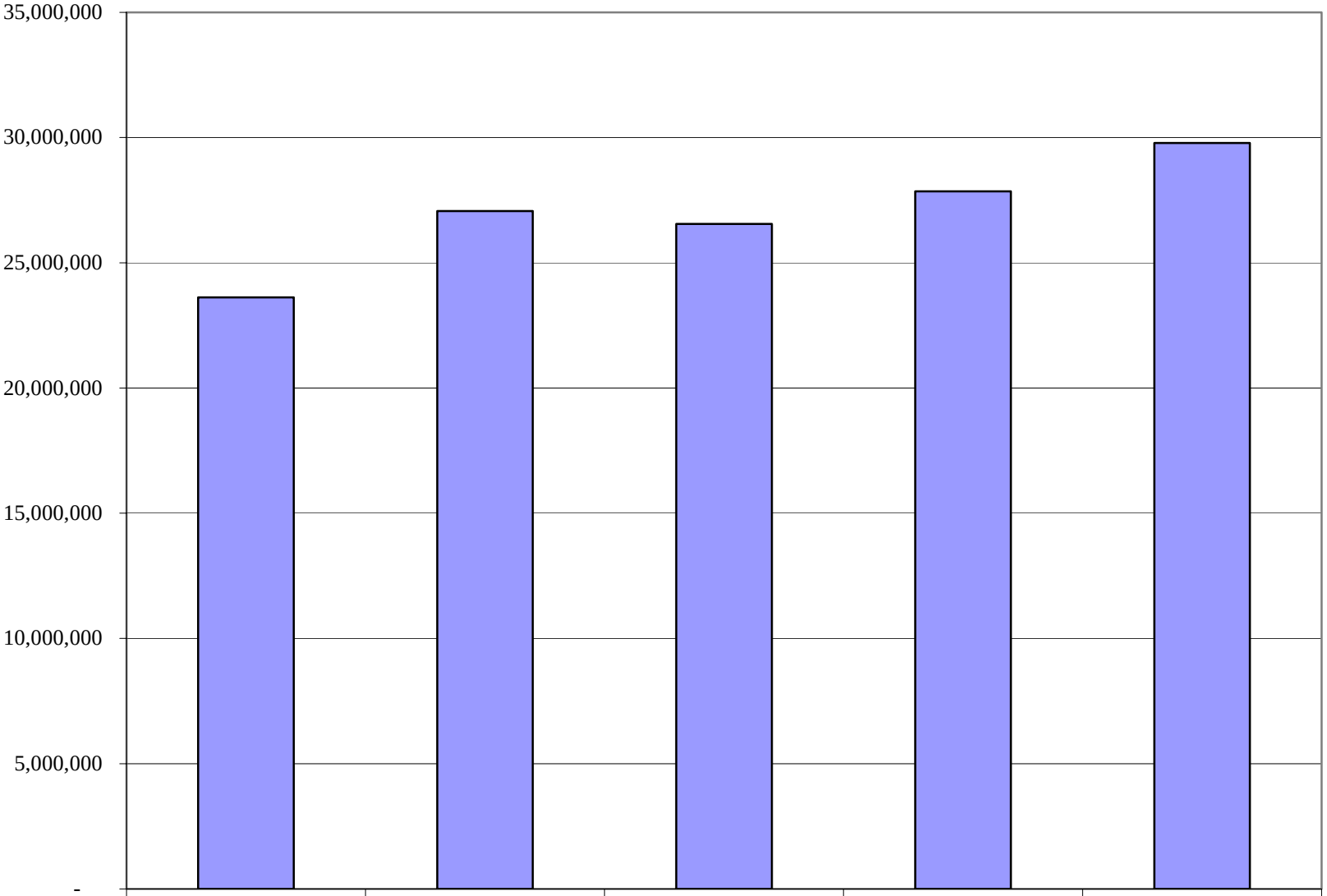
SEWER SERVICE CHARGE. Each year, the City authorizes a sewer service charge to shift sewer expenditures away from property taxes. Initiation of this charge makes the City eligible for sewer construction grants and low-interest loans from the Environmental Protection Agency and the Department of Environmental Protection. The sewer charge shifts some of the burden to the tax-exempt institutions in the city, which are among the largest water users. Not included in the above amount is $1,200,000 in sewer revenues used in the funding of City capital projects. The FY06 sewer rate can be found on the preceding Water revenue page. The sewer service revenue is allocated as follows:

SEWER SERVICE CHARGE ALLOCATIONS	AMOUNT
Finance	$ 185,000
Public Works	1,978,240
Debt Service	10,398,990
Massachusetts Water Resources Authority	15,987,460
Community Development	30,000
TOTAL	$28,579,690

SEWER CONNECTION FEE. The City charges a sewer connection fee for every new plumbing connection into the City wastewater system. The fee is based on the number of plumbing fixtures, such as sinks or toilets, within the structure that is being connected to the sewer. Due to fluctuations in the amount of this revenue generated each year, the City will continue its conservative revenue approach by estimating $25,000 in FY06.

The following chart reflects actual sewer revenues from all sources for FY02 through FY04, projected revenues for FY05 and budgeted revenues for FY06.

FIVE YEAR SEWER REVENUE ANALYSIS (OPERATING AND CAPITAL)

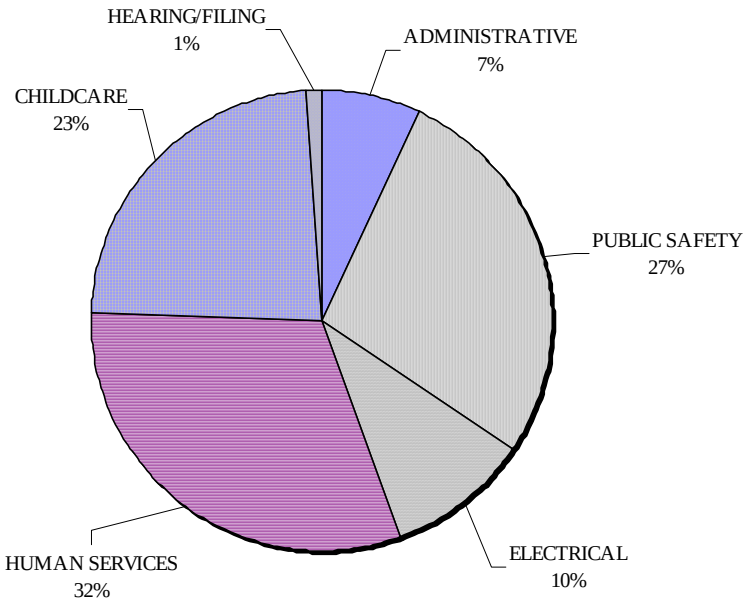


	FY02 Actual	FY03 Actual	FY04 Actual	FY05 Proj.	FY06 Bgt.
Actual	23,617,533	27,061,322	26,546,223	27,850,000	29,779,690

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
264,644	337,335	ADMINISTRATIVE	321,250
930,904	1,009,895	PUBLIC SAFETY	1,287,000
526,372	538,000	ELECTRICAL	468,595
1,461,850	1,496,855	HUMAN SERVICES	1,465,485
1,094,494	1,090,230	CHILDCARE	1,085,230
75,088	59,450	HEARING/FILING	55,500
4,353,352	4,531,765		4,683,060

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

FEES ANALYSIS



ACTUAL FY04	PROJECTED FY05		BUDGET FY06
125,977	198,000	CERTIFIED COPIES	198,500
14,481	2,400	MORTGAGE CERTIFICATES	100
73,420	90,000	MUNICIPAL LIENS	75,000
19,267	5,735	DOCUMENT SALES	7,200
11,433	10,200	PHOTOCOPY/REPRODUCTION	10,100
800	1,000	DOMESTIC PARTNERS	350
19,266	30,000	MISC. CLERK'S FEES	30,000
264,644	337,335		321,250

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 certificates, death, marriage certificates and domestic partnership certificates. Based on a fee increase ($5 to $10) implemented in late FY04, projected FY05 revenues are estimated to be $198,000 which is $93,000 more than budgeted. FY06 revenues have been budgeted at $198,500 to reflect these increased revenues.

MORTGAGE CERTIFICATES. The Uniform Commercial Code filings at the local level were eliminated on June 30, 2001. Reimbursement has been received from the State for Mortgage Certificates. However, this office still receives a small amount of revenue for the filing of Declaration of Trusts.

MUNICIPAL LIEN CERTIFICATES. The Finance Department issues a certificate indicating any amount owed on a particular parcel of property to an individual requesting the information, within 10 days of the request. The costs ranges from $25 to $100 depending on the type of property. It is estimated that $75,000 in revenue will be received in FY06 from municipal liens due to fee increases implemented at the end of FY04, which is an increase of $15,000 from the FY05 Budget.

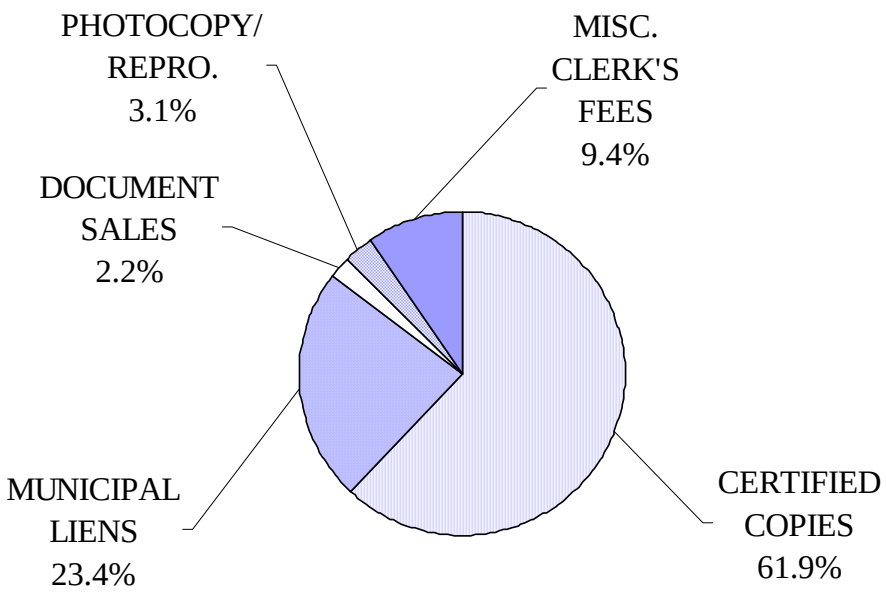
DOCUMENT SALES. The Public Works Engineering division is reimbursed for maps and other documents requested by the public. The Election Commission receives revenue from the sale of the annual street listing book. The total amount anticipated from this source in FY06 is $7,200.

REPRODUCTION SERVICES. A number of departments charge for the reproduction of department records and reports. In accordance with the regulations of the State Supervisor of Public Records (950 CMR 32.06, authorized by the Massachusetts General Laws Chapter 66, section 1, par. 10), the City limits the fee for photocopying public records to 20 cents per page, with certain exceptions. Exceptions include the Police and Fire Departments, which charge $5 for copies of official reports. This fee is in accordance with General Laws Chapter 477, Acts of 1982. The breakdown by department: Police $6,000; Fire $1,500; Inspectional Services $2,000; and License $600.

DOMESTIC PARTNERS. The City Clerk issues a certificate of Domestic Partnership. The FY06 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. The estimated revenue from these fees in FY06 is $30,000. A miscellaneous charge also includes service and sporting fees, zoning and municipal ordinance fees and filing fee for a zoning petition.

MAJOR ADMINISTRATIVE FEES ANALYSIS



ACTUAL FY04	PROJECTED FY05		BUDGET FY06
24,284	26,615	SEALING INSPECTION	26,500
73,943	75,000	TOWING SURCHARGE	75,000
354,546	400,000	POLICE DETAIL SURCHARGE	400,000
20,492	18,000	AGENCY FEE	18,000
	10,000	BOARDING/RAZING FEES	20,000
38,645	38,280	SMOKE DETECTORS	27,500
265,977	300,000	RESCUE SERVICE FEES	600,000
25,461	22,000	INSPECTIONAL DETAILS	30,000
127,556	120,000	FIRE DETAIL SURCHARGE	90,000
930,904	1,009,895		1,287,000

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 $7 of each towing charge paid in the City. The revenue is used in the Police budget and is estimated at $75,000 for FY06.

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. This revenue has been reduced by $50,000 from $450,000 to reflect lower projected revenues in FY05.

AGENCY FEE. This fee is paid by other agencies and private businesses for having Cambridge police officers assist in arrests made by their security personnel.

BOARDING/RAZING FEE. Inspectional Services charges property owners for the boarding and razing of a building.

SMOKE DETECTORS. A $25 fee is charged for a smoke 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 will utilize firefighters/paramedics from the Fire Department and Professional Ambulance to dramatically improve response capabilities throughout the City. This will allow the City to increase its third party payments for transport fees and advanced life support services. A portion of this increased revenue was reflected in the FY05 budget. An additional $200,000 has been added in FY06 for a total of $600,000.

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 FY04	PROJECTED FY05		BUDGET FY06
86,436	96,000	FIRE ALARM BOX CHARGE	80,000
422,186	430,000	SIGNAL MAINTENANCE FEE	376,595
17,750	12,000	CUT-OUT/PLUG-OUT FEE	12,000
526,372	538,000		468,595

FIRE ALARM BOX CHARGE. The Electrical Department receives an annual fee of $300 for every private master fire alarm box connected to the City's alarm system.

SIGNAL MAINTENANCE FEE. The Electrical Department assesses a fee to disconnect or reconnect a privately-owned master box on private buildings if the service was provided after hours. This fee reimburses the City for overtime costs. This revenue has been increased to $376,595 in FY06 based on historical and FY05 projected revenue. The FY05 Budget for this revenue was $225,000.

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 FY04	PROJECTED FY05		BUDGET FY06
49,230	66,000	SWIMMING POOLS	66,000
685,643	702,000	GOLF COURSE	672,500
64,906	67,000	RECREATIONAL ACTIVITIES	66,335
13,688	13,680	ATHLETIC LEAGUES	13,650
9,014	8,000	SPECIAL NEEDS	8,000
20,308	20,400	SENIOR ACTIVITIES	20,000
66,695	62,620	FIELD PERMITS	62,000
408,680	436,955	COMMUNITY SCHOOLS	442,000
20,234	20,200	SENIOR CENTER MEALS	20,000
35,212	30,000	YOUTH PROGRAMS	30,000
88,240	70,000	KING OPEN EXTENDED DAY	65,000
1,461,850	1,496,855		1,465,485

POOLS. The Department of Human Service Programs receives revenue for the use of the War Memorial and Gold Star swimming pools. The Gold Star, open in July and August, charges a flat rate of $0.75 cents per admission. The War Memorial pool fee schedule for FY06 is as follows:

	RESIDENT	NON RESIDENT
per swim (child)	$ 1.00	$ 1.25
per swim (adult)	3.25	3.75
yearly (child)	35.00	55.00
yearly (adult)	140.00	180.00
yearly (family)	185.00	265.00
monthly pass (adult)	40.00	45.00

GOLF COURSE. In FY06, 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 2005. Not included in the FY06 revenue estimates are Golf Course fees used in the Capital Budget: $27,500.

	RESIDENT	NON RESIDENT
weekdays (9 holes)	$ 17.00	$ 20.00
weekdays junior/senior (9 holes)	13.00	n/a
weekdays (18 holes)	27.00	30.00
weekends/holidays (9 holes)	24.00	24.00
weekends/holidays (18 holes)	36.00	36.00
monthly	325.00	550.00
yearly	630.00	990.00
juniors	250.00	395.00
seniors	300.00	990.00
senior plus	455.00	n/a

RECREATIONAL ACTIVITIES. The Department of Human Service Programs provides year-round evening adult classes and after-school childrens' activities at the War Memorial Fieldhouse. The revenue from this wide range of classes is used to pay instructors and cover minimum equipment costs.

ATHLETIC LEAGUES. In FY06, the Department of Human Service Programs will sponsor men's and women's softball leagues (42 teams) in the summer. The Recreation division charges $325 per softball team.

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

SENIOR ACTIVITIES. These funds are generated from ceramic classes, the Walking Club and various other senior recreational/ leisure activities. This also includes classes and activities at the Citywide Senior Center.

FIELD PERMITS. A fee of $75 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.

SENIOR CENTER MEALS. Funds are received from Somerville Cambridge Elder Services to support the breakfast and lunch program for seniors, which is operated by the Council on Aging 365 days a year.

YOUTH 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 FY04	PROJECTED FY05		BUDGET FY06
1,094,494	1,090,230	CHILDCARE TUITION	1,085,230

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, East Cambridge, Morse, Peabody and King Open and part-time at the Haggerty. After-school programs are located at the Morse, King, Fletcher/Maynard Academy and Peabody Schools. The fees projected for FY06 are $290 per month for after-school care and $705 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	FY06 RATE/MO.	PROJECTED ENROLLMENT
King Pre-School		
full-time	$705	34
King Open Pre-School		
full time	705	16
Haggerty		
pre-school (2 days)	160	7
(3 days)	210	7
(5 days)	325	10
East Cambridge Pre-School		
full-time	705	16
Morse Pre-School		
full-time	705	16
Peabody Pre-School		
full-time	705	16
All After-School Programs	290	170

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
43,464	33,000	BOARD OF ZONING APPEALS	30,000
2,325	2,450	CONSERVATION COMMISSION	1,500
29,299	24,000	LICENSE HEARING FEES	24,000
75,088	59,450		55,500

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.

LICENSE HEARING FEES. The License Commission charges a hearing and advertising fee for all applicants who apply for a hearing before the Commission. There are an estimated 200 hearings per year.

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
30,240	25,000	COMMERCIAL RUBBISH FEES	25,000
276,115	273,385	CEMETERY FEES	310,000
1,473	1,500	ANIMAL BOARDING	1,500
997,944	1,104,725	MUNICIPAL ACCESS FEES	1,096,880
31,334	33,365	WHITE GOODS	35,000
2,963	1,990	SALE OF COMPOSTING BINS	2,665
1,340,069	1,439,965		1,471,045

RUBBISH TICKETS. Commercial establishments in Cambridge pay a fee based on a sliding scale for rubbish pick-up by the Public Works Department.

CEMETERY FEES. The Public Works Department maintains the Cambridge Cemetery. The services provided by the department include the opening of graves for a standard fee of $820. Based on a fee increase, FY06 revenues have been increased by $35,000 from FY05.

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, costing $20 per appliance or $15 for senior citizens. There are approximately 47 appliances picked up each week.

SALE OF COMPOSTING BINS. The Recycling Division of the Department of Public Works sells home composting bins to residents for $25 each.

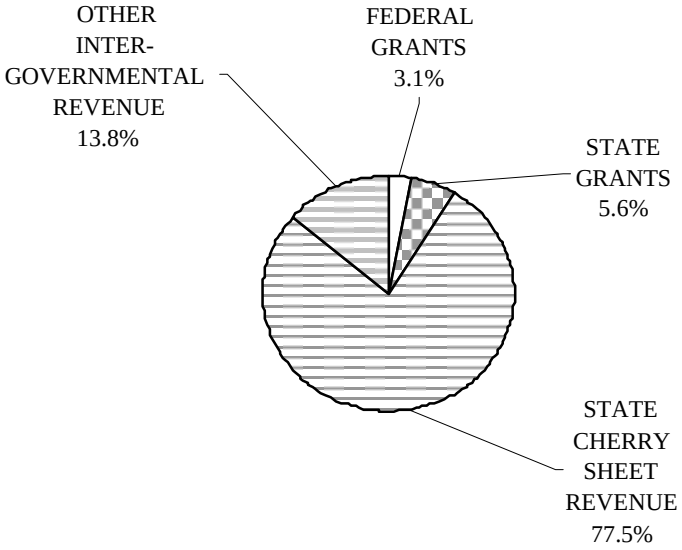
THIS SPACE RESERVED FOR COUNCILLORS' NOTES

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
3,836,555	3,886,970	FEDERAL GRANTS	1,690,115
3,610,065	3,440,300	STATE GRANTS	3,129,090
38,708,197	40,753,205	STATE CHERRY SHEET REV.	42,832,080
7,806,305	7,588,465	OTHER INTERGOV. REVENUE	7,627,055
53,961,122	55,668,940		55,278,340

GRANT FUND. In FY06, the City will continue to accept, appropriate, and expend grants in a special revenue fund. Grants are accepted and appropriated year-round by the City Council at the time of notification by the grantor to the City. However, a small number of federal and state grants, imperative to the operating budgets of some departments, will be appropriated in the General Fund budget process.

CHERRY SHEET REVENUE. State Cherry Sheet revenue funds are the primary intergovernmental revenue. Cherry Sheet revenue consists of direct school aid, local aid, and specific reimbursements and distributions such as aid to public libraries, veterans' benefits, police career incentives and a number of school related items. Due to a reduction in state revenues, state cherry sheet revenue to the City has declined in recent years. However, the revenue assumption used in the FY06 budget is based on the Governor's Proposed State Budget and House Budget which calls for a small increase in local aid (Chapter 70, additional assistance and lottery funds).

INTERGOVERNMENTAL REVENUE ANALYSIS



ACTUAL FY04	PROJECTED FY05		BUDGET FY06
3,313,432	3,816,970	COM. DEV. BLOCK GRANT	1,600,135
		HOME GRANT REIMBURSEMENT	31,580
519,223	65,000	EMERGENCY MGMT. REIMB.	53,900
3,900	5,000	VETERANS' REIMBURSEMENT	4,500
3,836,555	3,886,970		1,690,115

FEDERAL GRANTS. The following federal grants will be appropriated in the FY06 General Fund budget process. All other federal grants will be accepted and appropriated individually by the City Council upon receipt of notice of grant to the City.

COMMUNITY DEVELOPMENT BLOCK GRANT. The primary objectives of the federally funded Community Development Block Grant are the funding of programs that develop viable urban communities by providing decent housing, enhancing the City's physical environment, preserving the City's diversified employment base and improving the quality of public services. The FY06 allocation of the CDBG fund is as follows: Community Development, $1,014,490, Department of Human Service Programs, $580,645 and Historical Commission, $5,000. The FY06 budgeted amount represents only that portion of CDBG funds used in operating budgets; the Public Investment Budget includes an additional $2,014,135. The FY06 CDBG amount is $202,700 less than FY05.

HOME GRANT. In FY06, a HOME Grant reimbursement for a portion of the time spent by Community Development staff supporting the grant administratively and fiscally has been included for the first time. The HOME grant is a federal grant that supports affordable housing production.

EMERGENCY MANAGEMENT REIMBURSEMENT. The federal government reimburses the City for a portion of the total expenditure of this City agency through the Executive Office of Public Safety for approximately $53,900.

VETERANS' GRANT. In FY06, 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.

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
11,474	22,950	ADDITIONAL VOTING HOURS	
	163,290	REIMB/NON-CONTRIB PENSIONS	280,000
27,000	27,000	CONSUMERS' COUNCIL GRANT	39,000
3,540,511	3,195,080	STATE MWPAT SUBSIDY	2,778,110
11,080	11,980	MASS. CULTURAL COUNCIL	11,980
20,000	20,000	STATE GRANTS/NUTRITION	20,000
3,610,065	3,440,300		3,129,090

STATE GRANTS. The following state grants will be appropriated in the General Fund in FY06. All other state grants will be appropriated in the grant fund during the course of the fiscal year.

ADDITIONAL VOTING HOURS. In FY05, the state funded additional voting hours for the September 2004 State Primary and for the November 2004 Presidential Election. Since there are no state or federal elections in FY06, there will be no reimbursement.

STATE REIMBURSEMENT FOR NON-CONTRIBUTORY PENSIONS. The state reimburses the Employee Benefits budget for cost-of-living increases granted to non-contributory pensioners.The FY06 Budget amount is $280,000 which is an increase of $240,000 from the amount budgeted in FY05. Projected FY05 revenues are estimated to be $163,290. Adjustments were made by the state in FY04 and FY05 as a result of incorrect payments received in previous fiscal years. The actual FY05 adjustment was significantly smaller than initially estimated by the state as evidenced by the FY05 projected revenues.

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

STATE WATER POLLUTION ABATEMENT TRUST SUBSIDY. The City currently receives subsidies from the state for 11 sewer loans and two water loans. The subsidies on the sewer loans cover approximately 44% of the debt service costs with subsidies on water loans covering approximately 33% of the principal and interest on the two loans for the construction of the water treatment plant. These subsidies were scheduled to decrease from $3,195,080 in FY05 to $2,632,102 in FY06 due to the decrease in the balances of the existing loans. However, since four additional loans were signed in FY05, the total subsidy in FY06 will be $2,778,110.

MASSACHUSETTS CULTURAL COUNCIL (MCC). The Arts Council will apply for a two-year state grant to provide operating support to offset administrative and programming costs.

Because MCC grant amounts are reflective of state funding, the FY06 Projected Budget should match the FY05 grant amount if MCC is level funded in FY06.

BUREAU OF NUTRITION. Funds are received from the Department of Education's Bureau of Nutrition to pay for snacks for after school programs at the Youth Centers and School Age Child Care programs as well as breakfasts and snacks for the Pre-Schools.

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
31,567,432	31,567,430	SCHOOL/LOCAL AID	32,286,170
5,707,910	7,766,375	EDUCATION REIMBURSEMENT	8,987,435
1,432,855	1,419,400	GEN. GOVT REIMB/DISTRIB	1,558,475
38,708,197	40,753,205		42,832,080

CHERRY SHEET. Every year the Commonwealth sends to each municipality a "Cherry Sheet" named for the pink colored paper on which it was originally printed. The Cherry Sheet comes in two parts, one listing the state assessments to municipalities for MBTA, MAPC, air pollution control districts and the other state programs; the other section lists the financial aid the City will receive from the state for funding local programs. Each Cherry Sheet receipt is detailed on the following pages. Cherry Sheet revenue is used in the funding of 21 City departmental operating budgets and for Cherry Sheet Assessments.

DEPARTMENT	FY06	DEPARTMENT	FY06
Mayor's Office	32,000	Weights & Measures	17,925
Executive	163,865	Electrical	207,865
City Council	14,110	Public Works	2,281,130
City Clerk	19,300	Community Development	16,185
Law	50,000	Peace Commission	23,450
Finance	605,635	Library	422,150
Employee Benefits	4,680,360	Human Services	266,265
General Services	94,825	Women's Commission	9,960
Elections	82,250	Veterans' Benefits	193,755
Public Celebrations	16,500	School Department	26,125,915
Police	2,275,065	Cherry Sheet Assessments	5,233,570
		TOTAL	**42,832,080**

ACTUAL FY04	PROJECTED FY05		BUDGET FY06	STATE CHERRY SHEET REV. - School/Local Aid
6,791,105	**6,791,105**	**SCHOOL AID/CHAPTER 70**	**6,791,105**	**SCHOOL AID.** In FY06, the School Department anticipates receiving $6,791,105 in Chapter 70 school aid. This is based on a preliminary State budget proposal that level funds Chapter 70 school aid at the same amount received in FY05.
24,776,327	**24,776,325**	**LOCAL AID/LOTTERY & ADDITIONAL ASSISTANCE**	**25,495,065**	
31,567,432	**31,567,430**		**32,286,170**	

LOCAL AID. The two major state Cherry Sheet line items are "Additional Assistance" to communities, estimated to be $17,956,060 and Lottery estimated to be $7,539,005 in FY06. Again, based on preliminary state budget proposals, the City is projecting a small increase in FY06.

The City is estimating to receive $718,740 more in FY06 as it did in FY05 for these three major local aid categories. However, in FY05 the City received $494,860 in one-time revenues from the state which has been now included as part of the local aid distribution which makes the net revenue increase $223,880. These three local aid categories represent 8.5% of total Operating Budget.

Approximately 82% ($14,734,640) of additional assistance funds support the School Budget.

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
235,913		SCHOOL TRANSPORTATION	
5,183,958	5,808,720	SCHOOL CONSTRUCTION	4,572,715
31,840	29,595	SCHOOL LUNCH PROGRAM	27,455
256,199	1,928,060	CHARTER SCHOOL TUITION REIMBURSEMENT	4,387,265
5,707,910	7,766,375		8,987,435

STATE CHERRY SHEET REV. - Education Reimbursement

SCHOOL TRANSPORTATION. Prior to FY05, municipalities were reimbursed for prior year expenses for general pupil transportation. Reimbursement was provided only for pupils transported more than 1.5 miles, one way, to and from school. This category of reimbursement was eliminated by the State in the FY05 and FY06 Budget.

SCHOOL CONSTRUCTION. The School Building Assistance (SBA) Acts (Chapter 511) provides for the reimbursement of school construction projects that involve: the replacement of unsound or unsafe buildings; the prevention or elimination of overcrowding; prevention of the loss of accreditation; energy conservation projects; and the replacement of, or remedying of, obsolete buildings. The Law establishes formulas for reimbursement of costs that include fees, site development, construction, and original equipping of a school. This revenue decrease is due to the final reimbursement payment for the Baldwin (formerly Agassiz) School occurring in FY04-05. The State has made significant changes to the program in FY05, the largest being the administration of the program, which has been transferred from the Department of Education to the Office of the State Treasurer - School Building Authority. Payments are made through this new authority and not the cherry sheet. However, for FY06 the revenues have remained in this revenue category.

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/CAPITAL FACILITY REIMBURSEMENT. This is a revenue item that first appeared on the Cherry Sheet in FY05. Prior to that, it was treated as an offset to Chapter 70 School Aid for tuition costs. In FY05, the Cherry Sheet amount was $1,928,060. The FY06 initial Cherry Sheet estimate is $4,387,265, an increase of $2,459,205. This reflects the state aid formula which reduces to zero, over a four-year period, the reimbursement to local communities for the cost of Charter School tuitions assessed by the state on local communities. The state assesses communities, through the Cherry Sheet, at the full tuition rate per pupil of the sending District, and reimburses at a lower rate. In FY05, the reimbursement rate is 97.86% of entitlement.

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
102,434	114,830	LIBRARY AID	113,240
1,019,897	1,015,290	POLICE CAREER INCENTIVE	1,084,130
149,414	153,155	VETERANS' BENEFITS	183,345
120,950	95,965	REAL ESTATE ABATEMENTS	104,470
40,160	40,160	ELDERLY TAX EXEMPTIONS	73,290
1,432,855	1,419,400		1,558,475

LIBRARY AID. This sum includes a Library Incentive Grant of 50 cents per capita, a Municipal Equalization Grant apportioned according to the lottery distribution formula including equalized property valuation, and Non-Residents Recompense for each loan made to residents of other Massachusetts towns and cities. The rate for recompense per loan is determined by dividing the amount appropriated by the legislature by the statewide total of non-resident loans in the previous year and was $0.1068 per loan in FY05. 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.

VETERANS' BENEFITS AND AID TO NEEDY DEPENDENTS OF VETERANS. Under MGL, Chapter 115, section 6, each municipality can submit an application to the state Department of Veterans' Benefits for reimbursement of amounts expended for veterans' benefits. The State Secretary of Veterans' Services shall assign to the City the amount of three-quarters (75%) of the total expenditures of veterans' benefits.

REAL ESTATE ABATEMENTS. The State Cherry sheet reimburses the City for loss of taxes due to real estate abatements to veterans, surviving spouses and the legally blind. Under MGL, Chapter 59, section 5, Clauses 22, 22A, 22B, 22C, and Chapter 58, section 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 tax depending upon the extent of the veteran's disability. The Veterans Administration certifies eligibility. Once certified,

the veteran simply files an application each year with the Assessing Department. When a veteran dies, the widow must obtain a statement from the Veterans Administration certifying the veteran's eligibility at the time of death.

MGL, Chapter 59, section 5, clause 17D, provides tax relief to certain persons over age 70, minors, and surviving spouses. Under the provisions of this clause, the estate of the applicant must not exceed $47,054, with the value of that portion of the appli-cant'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 $236.30 for fiscal year 2005. 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.

ELDERLY EXEMPTION. Under Clause 41C, persons over age 65 with yearly maximum earnings of $20,000 for a single person or $30,000 for a married couple, minus minimum social security receipts, domiciled in the property for five years and in the state for 10 years, with assets, if single, not in excess of $40,000, or married, in excess of $55,000 excluding the first three dwelling units of the domicile, receive a base exemption of $1,000. This can be increased up to $2,000 depending upon the amount of the applicant's tax increase.

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
1,133,545	900,000	MEDICAID REIMBURSEMENT	900,000
6,672,760	6,688,465	CAMBRIDGE HEALTH ALLIANCE	6,727,055
7,806,305	7,588,465		7,627,055

SCHOOL MEDICAID REIMBURSEMENT. This revenue source reflects reimbursements of special education medical costs for Medicaid eligible students. In FY06, the reimbursement estimate is $900,000.

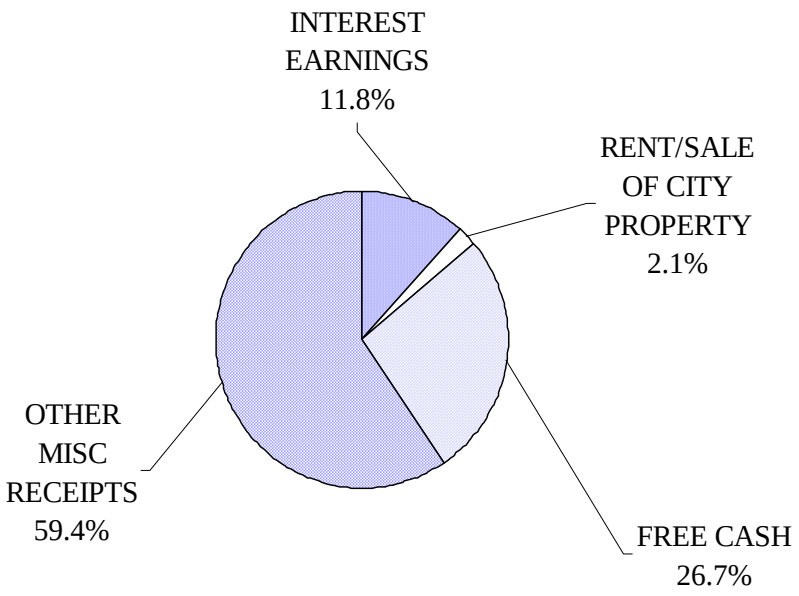
CAMBRIDGE HEALTH ALLIANCE. Bonds issued in the past for renovations to the Cambridge Hospital and construction of a new ambulatory care center are legal obligations of the City and principal and interest payments on these loans are included in the Debt Service budget. In FY06, this category includes the fourth debt payment for the construction of the new ambulatory care center. Reimbursement for its share of contributory retirement system costs is budgeted in the Employee Benefits Department. The detail distribution is: Employee Benefits, $4,349,555; and Debt Service, $2,377,500.

MISCELLANEOUS REVENUES - Summary

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
1,220,464	1,576,825	INTEREST EARNINGS	1,205,745
234,244	240,505	RENT/SALE OF CITY PROPERTY	218,445
1,950,000	2,150,000	FREE CASH	2,731,000
4,185,871	4,215,150	OTHER MISC. RECEIPTS	6,081,315
7,590,579	8,182,480		10,236,505

MISCELLANEOUS REVENUES. The General Fund includes a variety of revenues that cannot be categorized in the other five accounting designations. Interest earnings on investments, rental income from City property and transfers from non-operating budget funds comprise the bulk of revenues in this category. Miscellaneous revenues total 2.7% of the FY06 General Fund budget.

MISCELLANEOUS REVENUE ANALYSIS



ACTUAL FY04	PROJECTED FY05		BUDGET FY06
1,220,464	1,576,825	INTEREST EARNINGS	1,205,745

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 ($160,745) is included in the above estimate, but interest received from trust and agency fund investments are not included. Also included is interest on perpetual care. A person purchasing a lot in the Cambridge Cemetery may make a perpetual care contribution. These amounts are invested and the interest is used for the care and beautification of the cemetery. Interest on these funds is estimated at $45,000 in FY06.

An additional $200,000 in General Fund interest earnings revenue has been included in the FY06 Budget based on higher interest rates received on investments and additional income generated by the use of investment advisory services beginning in FY05, bringing the total amount budgeted in FY06 to $1,205,745. This amount includes $160,745 in interest earnings from the Parking Fund and $45,000 from interest on perpetual care accounts.

Interest income is used to offset expenditures in: Finance ($1,000,000); Community Development/ Parking Fund ($150,000); Traffic, Parking & Transportation ($10,745); and Public Works ($45,000).

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
169,994	155,855	RENT OF CITY PROPERTY	157,645
64,250	84,650	SALE OF CITY PROPERTY	60,800
234,244	240,505		218,445

RENT OF CITY PROPERTY. In FY06, the City will receive rent from the newsstand in Harvard Square in the amount of $66,445 which is a three percent increase from FY05. These funds are used as an offset to the Public Works budget. In addition, the City will receive $91,200 from the rental of the retail space located at the First Street garage.

SALE OF CITY PROPERTY. Revenue is received from the sale of lots and graves at the City cemetery. The price of a single lot is $800 and an individual must be a resident of Cambridge at the time of death. Revenue from this source is estimated at $60,000 in FY06. 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 FY06 revenue estimate is $500. In addition, the Cable Office charges for the tape duplication of various municipal programs. The $35 charge ($30 if video tape provided) covers the duplication and tape cost and will generate approximately $300 in FY06.

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
1,950,000	**2,150,000**	**FREE CASH**	**2,731,000**

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 in operating budgets. The surplus prevents short-term borrowing, bolsters the City's bond rating and earns interest that is used to fund programs. In FY06 a portion of free cash will be used as a revenue in the Police Department ($1,700,000), Employee Benefits Department ($150,000), Debt Service ($581,000) and the School Department ($300,000) budgets. Not included in the above amount is $1,330,000 in revenue used in the funding of City Capital Projects, which is a decrease of $170,000 from FY05.

The FY06 Budget reflects an increase of $581,000 that will be used to fund the interest costs for the $31 million Bond Anticipation Notes (BANs) to be issued in FY05 to fund the purchase of a building to house the police station as well as architectural costs. Permanent financing will be included in the bond sale scheduled for early 2006.

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
3,403	1,000	RESTITUTION	1,000
8,351	9,000	TELEPHONE COMMISSIONS	9,000
8,489	8,500	ROYALTIES	17,500
5,396		MISC. SCHOOL RECEIPTS	
3,860,000	3,860,000	CLAIMS TRUST TRANSFER	3,860,000
		DEBT STABILIZATION TRANSFER	2,000,000
45,472	44,650	SECTION 108 LOAN PAYMENT	43,815
50,000	50,000	TRAFFIC MITIGATION FUNDS	50,000
20,000		HODAG PROGRAM INCOME	
184,760	242,000	RECYCLING	100,000
4,185,871	4,215,150		6,081,315

RESTITUTION. This revenue source represents restitution payments made by defendants to the court and is based on an average of $40.57 per hour for court time costs for a police officer.

TELEPHONE COMMISSIONS. Verizon pays the City a commission on public telephones. The Electrical Department receives the revenue for all outdoor public telephones and the revenue from indoor public phones goes to the department in which the phone is located.

ROYALTIES. The Historical Commission offsets expenditures with royalties received from outside sales of its publications. The Commission anticipates earning an additional $10,000 in revenues from sales of the East Cambridge oral history book, *All in the Same Boat*. Income is also earned from fees for paint color and research consultations, the sale of photographic prints from the archives, and photocopying.

MISCELLANEOUS SCHOOL RECEIPTS. This revenue is not budgeted for the FY06 School financing plan.

CLAIMS TRUST TRANSFER. In an effort to lessen the impact of Employee Benefit increases on the property tax levy, $3,860,000 in interest earnings and employee contributions from the Health Claims Trust Fund will be used as a revenue to offset health insurance, dental, and life insurance costs. The use of these funds is in accordance with the objective of the fund to be used as a contingency against higher than anticipated health insurance costs.

DEBT STABILIZATION TRANSFER. In FY06, $2,000,000 in Debt Stabilization Funds is being used as a revenue source to offset increases in debt service costs. In each of the past two budgets, $1 million allocations have been made to this Stabilization Fund. This planned use of reserves was 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 $9.1 million as of June 30, 2005.

SECTION 108 LOAN REPAYMENT. During FY94, the City entered into a loan guarantee agreement with the Department of Housing and Urban Development (HUD) for $1,000,000, which was loaned to Brookline Street Limited Partnership to cover a portion of the costs of the Brookline Street Housing Development. As principal and interest payments come due, the Partnership will repay the City, which will then repay HUD. The loan will be repaid over 20 years. Interest payments began in FY96 and principal payments in FY97. The amount shown as a revenue in this section will cover payments due in October 2005 and January 2006.

TRAFFIC MITIGATION FUNDS. The New England Development Company and their subsidiaries will contribute approximately $50,000 to the City in FY06 to implement traffic mitigation measures set forth in their development agreement with the City.

HODAG PROGRAM INCOME. The City received a $20,000 payment on a rental housing construction loan granted by HUD. As part of a re-negotiated agreement with the grantee, the $20,000 payment was leveraged in order to provide four permanent affordable units at the development. Therefore, the payment is no longer necessary beginning in FY05.

RECYCLING. The City receives revenue for the recyclable materials collected in our curbside collection and drop-off programs. The amount the City receives is based on the market prices per ton of the paper and cardboard collected minus a $36 per ton processing fee. $100,000 is budgeted for FY06 based on prior year revenues and the forecast for strong worldwide demand for paper and cardboard. This is an increase from the $25,000 budgeted in FY05.

SUMMARY: GENERAL GOVERNMENT

FY04 ACTUAL	FY05 PROJECTED	PROGRAM EXPENDITURES	FY06 BUDGET
387,070	425,880	Mayor	457,890
1,307,195	1,314,335	Executive	1,469,655
908,085	966,220	City Council	1,017,705
650,885	727,000	City Clerk	732,185
2,118,725	1,708,505	Law	1,840,190
8,243,260	8,851,295	Finance	9,326,250
14,325,450	16,756,200	Employee Benefits	21,314,565
836,085	996,645	General Services	996,395
762,785	786,900	Election	732,855
778,225	663,445	Public Celebrations	778,595
		Reserve	37,500
30,317,765	33,196,425		38,703,785

FINANCING PLAN	FY06 BUDGET
Taxes	22,060,330
Licenses & Permits	52,500
Fines & Forfeits	480,675
Charges for Service	699,900
Intergovernmental Revenue	10,400,380
Miscellaneous Revenue	5,010,000
	38,703,785

OFFICE OF THE MAYOR

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
299,570	330,380	ADMINISTRATION	361,330
20,465	20,000	GOVERNMENTAL RELATIONS	20,500
63,380	70,500	CEREMONIAL FUNCTIONS	70,500
3,655	5,000	COMMUNITY LEADERSHIP	5,560
387,070	425,880		457,890

PURPOSE & OVERVIEW: Upon organization of each new City Council, the Councillors elect one of their members to serve as Mayor. The Mayor serves as chief legislative officer, presiding over all meetings of the Council. The Mayor also serves as chair of the School Committee. The Mayor provides leadership to the community.

The Mayor's Office serves as a resource for residents seeking information and addresses concerns regarding City government and municipal services. Offering immediate assistance to these inquiries is a top priority of the Mayor and his staff. The Mayor takes many of these issues on personally and works hard to return every phone call.

The Mayor and his staff have a broad range of duties and responsibilities. These include the organization, sponsorship and implementation of diverse citywide public events and celebrations throughout the year, conducting public policy research, drafting legislation and serving as a liaison between City, federal and state agencies, community groups and citizens. The Mayor serves as the City's official receiver of visiting dignitaries and distinguished visitors.

FY05 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

EDUCATION/LITERACY PROGRAMS

- Focused the Mayor's Office resources in conjunction with those of the Kids' Council and the Agenda for Children to promote literacy initiatives, including the "Let's Talk" Campaign, "Share A Book Anytime Anywhere" Initiative and the Back Pack Express mailing encouraging home based literacy. To support these initiatives the Mayor read at numerous pre-school programs and invited students to City Hall, giving books to all the children to take home.

- Worked closely with the Kids' Council to develop and propose an inclusionary policy to ensure access to programs and services for all of the City's children, which was unanimously supported by the City Council and School Committee.

- Worked to achieve the School Committee's statement on goals to provide the foundation for future policy development.

- Promoted review of school lunch and food vending programs to ensure healthy meals and address childhood obesity.

- Sponsored and promoted a citywide book club encouraging people of all ages to read the same book, participate in book club discussions and visit the Cambridge Public Libraries & School Libraries.

- Continued to hold joint City Council and School Committee meetings to address educational issues and budgetary matters.

- Worked with the Superintendent to develop a world-class science initiative in partnership with the Cambridge biotechnology sector and universities.

- Promoted school art programs by sponsoring an art contest inviting students to submit their work for display in the Mayor's Office. Hosted an event in the Mayor's Office for artists and their parents and guardians.

HOUSING

- Worked with the Housing Authority to promote the Section 8 Program through recognition of participating Cambridge landlords; collaborated to successfully fight further federal cuts in this program.

- Assisted with the groundbreaking and dedication of new affordable housing units, as well as assisted residents with the completion of their applications for public housing.

- Pushed for reinstatement of the Cambridge Fire Fund to assist victims of fires.

- Continued to work with members of the City Council on efforts to establish both affordable and moderate, middle and low income housing for families and individuals.

LIVABLE COMMUNITY

- Focused on neighborhood and quality of life issues through attendance at a variety of community forums. Followed up action items with the appropriate City administrators.

- Sponsored and attended numerous civic celebrations that support Council policy goals and enrich diversity, including support for marriage equality and Destination Cambridge.

- Coordinated with Office of Workforce Development the most successful Mayor's Summer Work Program, employing 750 Cambridge youth in summer jobs.

- Actively sought audience with representatives of the Cambridge business community—both large and small—to promote good corporate citizenship and to address issues of mutual concern.

- Assisted Cambridge senior citizens in addressing issues of concern and followed up with the City administration on implementation of solutions. Also assisted in lobbying efforts regarding housing, medical care and prescription drug policy.

- Worked closely with the City Council and the administration to bring together concerned residents, area businesses, and universities to discuss matters of development and successfully negotiate zoning changes.

TOWN GOWN AND INTER-GOVERNMENTAL RELATIONS

- Continued to host Cambridge state legislative delegation with Cambridge City Council and various administrators to discuss budgetary concerns and legislative priorities.

- Collaborated with other Massachusetts Mayors to stress municipal concerns to the Governor and Lt. Governor; Maintained membership in Massachusetts Municipal Association, National League of Cities, and U.S. Conference of Mayors.

- Worked with members of the City's Congressional delegation on a series of issues, including: fighting federal cuts to housing and human services programs, as well as the Community Development Block Grant Program.

- Continued to work with the City Council Committee on University Relations to create a positive dialogue to bring into focus long-term planning, educational initiatives**,** and philanthropic policies**,** as well as the Administration's successful negotiation of in lieu of taxes agreements with Harvard and MIT.

- Worked with Council members to provide support and assistance around Council policies and goals.

FY06 GOALS

- *GOAL 1:* *Continue to evaluate the schools involved in the school consolidation plan and provide feedback to the community.*

- *GOAL 2:* *Continue to assist the Superintendent by involving the entire Cambridge community - residents, businesses, and educational institutions - in the educational services available to our children.*

- *GOAL 3:* *Continue to assist school personnel to ensure development and implementation of school wide curriculum in all core academic subjects.*

- *GOAL 4:* *Develop and implement a full literacy program that promotes family literacy and helps children learn to read.*

- *GOAL 5:* *Continue work with City Council and the Administration around ensuring public safety with specific focus on the siting of a new Police Station.*

- *GOAL 6:* *Continue to develop and implement policies on University Relations.*

- *GOAL 7:* *Collaborate with our state and federal legislative delegation on mutual concerns.*

- *GOAL 8:* *Improve workforce development opportunities with our local businesses by continuing to meet and encourage local employers to provide employment opportunities for Cambridge residents.*

- *GOAL 9: Continue to work with Cambridge seniors and the City Manager in an effort to address their areas of concern while maintaining the high level of services provided through our Senior Centers and other resources.*

- *GOAL 10: Continue to work as a liaison between the City Council and School Committee on issues involving both bodies.*

- *GOAL 11: Coordinate and facilitate review of public policy issues facing the City, including education, housing, transportation, economic development and employment and use of Mayor's Office to coordinate the analysis and development of important public policy initiatives.*

- *GOAL 12: Continue to provide superior constituent services based on respect, attention to detail, and timely resolution.*

- *GOAL 13: Advocate for further expansion of the City's recreational facilities and opportunities, specifically continuing to collaborate with the Commonwealth to secure the Gore Street Rink.*

FINANCING PLAN. This budget is supported by $412,490 in property taxes, $13,400 in hotel/motel taxes, and $32,000 in cherry sheet revenue.

STATUTORY ANALYSIS. Salaries and Wages, $325,950; Other Ordinary Maintenance, $111,440; and Travel and Training, $20,500.

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
855,780	780,310	LEADERSHIP	874,275
305,000	305,000	TOURISM	355,000
146,415	142,665	PUBLIC INFORMATION OFFICE	148,415
	86,360	AFFIRMATIVE ACTION	91,965
1,307,195	1,314,335		1,469,655

PURPOSE & OVERVIEW: The City Manager is the Chief Executive Officer of the City and is responsible for providing leadership to and administration of all City departments and services. The Manager and his staff are responsible for the enforcement of all relevant laws and City ordinances; the appointment of department heads and members of the numerous boards and commissions; and for the submission of the Annual Budget to the City Council. The City Manager also recommends policies and programs to the City Council and implements Council decisions. The City Manager and his staff respond to citizen inquiries and requests regarding City services and departmental policies and conduct numerous neighborhood meetings regarding community concerns.

Included in this department are the Affirmative Action Office and the Public Information Office. The Cambridge Office for Tourism, which is a non-profit agency, receives City funds budgeted in this department; the Deputy City Manager also serves as a Board member.

SIGNIFICANT BUDGET MODIFICATIONS: The FY06 Tourism Budget has been increased by $50,000. This increase will allow the Office of Tourism to develop a discount partnership program with Cambridge attractions, enhance an international marketing effort in collaboration with the Greater Boston Convention and Visitors Bureau as part of a matching grant program and expand advertising and public relations efforts.

FY05 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Conducted a Citizen's Opinion Survey this past fall, which yielded some very positive results. Ratings for most City services continued to improve as compared with prior surveys conducted in 2000 and 2002. Over 89% of the participants rated the "Overall Quality of Life in Cambridge" and "Cambridge As a Place to Live" either good or excellent.

- Collaborated with the MIS Department to develop the Cambridge Request System, a Web-based interdepartmental process that tracks resolution of a variety of requests reported by the public and City employees. This is in keeping with the City Council goal to provide high quality service to

residents and improve access to these services.

- As part of the City Council goal to utilize new technology to improve public access to services, collaborated with the MIS Department to create and launch *Cambridge E-Line*, a weekly e-mail newsletter and City information service. E-Line subscribers can sign up for snow emergency parking ban notifications, street cleaning reminders, resident permit renewal reminders, etc.

- Continued public meetings of the Community Preservation Act (CPA) Committee; made formal recommendations to the City Council for additional funding of affordable housing, historical preservation and open space acquisition under the Community Preservation Act. With the latest appropriation for fiscal year 2005 of $11 million, the City has been able to appropriate/reserve $35.1 million in CPA funds, of which $15 million has resulted from the state match.

- In an effort to provide higher quality service to our residents by ensuring a prompt response, the City has purchased streetlights from NSTAR and will be handling all maintenance.

- Worked closely with the Cambridge Affordable Housing Trust to: fund production of new home ownership and rental opportunities such as those at Trolley Square and Scouting Way; provide financial backing for the first-time homebuyer Financial Assistance Program; advance proposals for the reuse of closed church properties; and provide policy support of the Inclusionary Zoning ordinance.

- The City Hall Annex received the 2005 Kenneth E. Pickard Memorial Innovation Award from the Massachusetts Municipal Association and the Grand Annual Reconstruction Award from *Building Design and Construction* magazine. The Annex, which reopened in February 2004 following an extensive renovation, was a unique project in which a historic public building was preserved and restored utilizing the most modern technologies in environmental design.

- Continued participation, in cooperation with chief executives from neighboring communities and the Metropolitan Area Planning Council (MAPC), in a planning process to determine areas for future mutual coordinated efforts such as emergency management planning and response, energy consumption, and group health insurance.

- Completed construction of Squirrel Brand Park on the corner of Broadway and Boardman Streets in Area IV. The park includes new shading and fruit trees, a lawn area, pathways and interactive sculptural elements adjacent to a reconfigured community garden.

- Completed renovations to Donnelly Field in the Wellington Harrington area which included improvements to the Little League and softball fields, an updated tot lot with water play features, new turf with improved drainage, new bleachers, lighting and other public amenities.

- Completed final design for the expanded 238 Broadway/Harvard Street Park, which involves the demolition of the 238 Broadway buildings and parking lots and the closure of a portion of Clark Street in order to provide park improvements. These will include an expanded lawn area, a new tot lot and water play features, resurfacing of the existing tennis courts, improvements to the existing community garden and new plantings and furnishings. The project will also include utility improvements, sidewalk reconstruction on the Harvard Street side, and sidewalk and roadway improvements on Dickinson Street. Park construction is expected to begin in summer 2005.

- Completed renovations to Dana Park in the Cambridgeport neighborhood. While an expanded great lawn remains the centerpiece of the park, new and improved features include: a 90-ft. basketball court, two half courts, a gated playground area with new play structures and waterplay features, and wheelchair accessible sitting areas with game boards.

- Renovations to Lowell School Park in West Cambridge included an open lawn area, a hard surface area with two basketball backstops, improved pedestrian and vehicular access, new benches and park furniture, a children's climbing structure and artwork element with water.

- The Library Design Team completed final construction documents and is planning a mid-July 2005 start date for the new Main Library Construction Project. An early site preparation contract has begun to relocate or remove a number of trees in order to enable construction of a new underground garage, a library addition and a 350,000-gallon storm water retention tank. The Main Library officially closed in mid-March 2005 and has moved its operations to the Longfellow School for the duration of the construction of the new library, expected to be completed in fall 2007.

- Represented Cambridge on the Tri-Community Watershed Council, a committee of Cambridge, Arlington and Belmont representatives and citizens, whose purpose is to jointly address flooding issues in the Alewife Brook watershed.

- The new William Maher Park and ecological restoration project for the Northeast Sector of Fresh Pond Reservation, adjacent to Neville Manor, is expected to go out to bid in May 2005. Construction of a youth soccer field, community garden, constructed wetland, natural habitat area, and passive recreation pathways is scheduled to be completed in spring/summer 2006 with a total estimated cost of $3.2 million. The construction costs associated with the ecological restoration,

habitat improvements and passive recreation components have been funded by the Community Preservation Act (CPA) Open Space Fund ($1.8 million).

- Began construction of the Russell Field renovation project which is expected to be substantially complete by late summer 2005. The comprehensive project includes environmental remediation, renovation of the football field with artificial "Field Turf," renovation of the multi-use field and two little league fields, construction of a new tot lot, improvement of pathways, lighting and parking, and construction of a new field house, providing locker rooms, training rooms and a concession area for Cambridge athletes and visitors. A $200,000 grant was awarded to the project by the NFL Grassroots Football Field Program.

- Coordinated planning for all City departments and other local agencies in the area of emergency preparedness and Homeland Security.

- Organized the ninth Annual Danehy Park Family Day. Many City employees generously volunteered their Saturday to help make this event a success. Family Day provides Cambridge residents an opportunity to enjoy free 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.

- Solicited and received over 90 nominations for the Annual Outstanding Employee Awards and presented awards to nine City employees from an array of City departments.

- Worked with the City Council and other City departments in coordinating community events and programs during the 2004 Democratic National Convention. Promoted under the umbrella theme *Destination Cambridge: The Unconventional City*, major public events included the Citywide Dance Party, a Taste of Cambridge, a concert by Salsa legend Willie Colon, an Arts Fair in Harvard Square, a Community Parade, Central Square World's Fair, celebrity events, educational symposia, historic walks, etc.

- In keeping with the City Council goal to continue to improve public information functions, took over production of the biannual magazine, *The Cambridge Life*, published in September and March. The magazine includes feature articles on City departments programs and services and a City resource and reference section for newcomers and residents. *The Cambridge Life* is distributed via news boxes in the main squares, all library branches, at City Hall, and other municipal buildings.

- Additional resident outreach efforts continued through the publication of the 8-page community newsletter, *CityView*, which is direct-mailed in the fall and in the spring to over 47,000 Cambridge households and residential buildings.
- Collaborated with the MIS Department to redesign the home page of the City's Web site in order to include a larger area to post the latest City news and information, a new calendar display area for public meetings and other improvements to help users find the information they need quickly and easily. The Public Information Officer updates and maintains the page on a daily basis.

- Produced a new online version and hard copy manual of the City's Boards and Commissions.

- Produced the FY04 City of Cambridge Annual Report.

- Participated in planning meetings for the newly redesigned City Intranet site, *Common Ground.* The new site includes employee news and information, departmental forms, training calendar, the weekly *PIO Update* newsletter, and a Photo Gallery of City events. The Public Information Officer began posting employee information on the Common Ground home page on a regular basis.

- Continued to produce the *PIO Update*, the weekly employee e-mail bulletin.

- The Office of Affirmative Action assisted major City departments in establishing specific affirmative action goals.

- Collaborated with the State Human Resources Division and several City departments to promote the Municipal Police examination, launching recruitment campaigns targeting under-represented, protected status groups. Also prepared Cambridge residents in test taking skills for the exam.

- The Affirmative Action Officer continued attendance at diversity-focused job fairs for recruitment of City employees.

- The Tourism Office worked with a public relations firm to develop editorial/advertising campaign with gay publications to spotlight Cambridge's lead role in legalizing gay marriages.

- Through a partnership with WLVI TV-56, the Tourism Office developed several television spots that aired during the 10 p.m. news and during the Harvard/Yale football game.

- Worked with local businesses, attractions and hotels to design and implement the Cambridge Connection discount card.

- Redesigned the Tourism Office Web site to include a new Meetings and Convention section that provides more comprehensive, user-friendly information for meeting planners.

- Identified additional matching funds/revenue sources (up to $25,000) through grant application with the Greater Boston Convention & Visitors Bureau for international marketing.

- The Tourism Office Director was elected to position of Treasurer of the Executive Board for SKAL International, Boston Chapter. She is the third female ever to serve on the board of the Boston chapter of this prestigious, international organization of top tourism professionals.

FY06 GOALS

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

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of requests tracked in automated complaint system	856	900	1,000	1,000
2. Number of requests resolved	750	800	920	950
3. Number of requests outstanding	106	100	80	50

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

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

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

- *GOAL 5: Oversee the Annual Budget and Capital Budget processes, ensuring that departmental budgets and benchmarks are in accordance with City Council goals.*

- *GOAL 6: Work with the Finance Department annually to prepare presentations for the major credit rating agencies with the goal of maintaining the City's AAA credit ratings.*

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

This year, the Cambridge Office for Tourism marks its tenth anniversary. The outlook for tourism in 2004/2005 has improved significantly compared to the previous four years. While there remains a lasting impact from the state budget cuts implemented in 2001/2002, In FY05, $2 million in funding was approved to assist Massachusetts with international marketing. The issue of how this funding is to be managed and disbursed is currently being considered at the state level. Travel has increased as confidence returns and travelers become acclimated to the new security procedures that have been implemented across the board. Rates have also begun to slowly stabilize within the hospitality industry. The Cambridge Tourism Office has begun to direct its marketing efforts once again to the corporate meetings market with primary focus on small meetings business. Several strategic partnerships with the Greater Boston Convention and Visitors Bureau and the Massachusetts Office of Travel and Tourism have proven fruitful and allowed us to increase our outreach to these markets through e-mail marketing and print ads. The Tourism Office also continues to form strategic alliances with restaurants, hotels and attractions to develop enticing packages for all markets.

The Democratic National Convention and the return of the MacWorld convention to the Boston/Cambridge area, while not the economic windfall many hoped it would be, did provide excellent press exposure and identified many opportunities for future event planning and marketing programs. The Cambridge Office for Tourism had a strong role on the planning committee for a series

of events throughout the month of July 2004 to showcase the rich culture, diversity, history and public art of our city. The Office also assisted in the development of a *Destination Cambridge* Web site for updated information and related links for events occurring during the DNC timeframe.

Over the past five years, the Tourism Office has been fortunate to appropriate additional funding from outside grant sources that have enabled us to produce many useful marketing tools for Cambridge. Projects funded this year from outside sources include a Visitor's Guide to the City, an updated Guide to Dining in Cambridge, and the development of a Meeting Planner section on our Web site to promote the Cambridge Conference Collection. These funds also enabled us to hire a marketing consultant to continue to promote Cambridge in the meetings and conventions market and to develop advertising campaigns for local and national exposure.

This year, the Executive Director of the Cambridge Office for Tourism continues to serve on numerous Boards including SKAL International Boston, the Greater Boston Convention & Visitors Bureau, and the Cambridge Chamber of Commerce, which offer incomparable networking opportunities and exposure for our office. Cambridge Tourism has also increased its community outreach by coordinating with the Cambridge hotels to adopt a local charitable organization, Cambridge Family & Children's Services, and work on a variety of projects for them throughout the coming year.

COT has been very successful in securing extensive press coverage for Cambridge. Through a partnership with WLVI TV-56, the office developed several television commercials which aired during the 10 p.m. news as well as during the Harvard/Yale football game. The Cambridge tourism Web site continues to gain popularity with over 2.5 million hits in FY05 and serves as a major source of visitor requests for the City.

FY06 GOALS

- *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	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Total number of visitor requests for information via telephone, e-mail, and at information booth	92,000	95,000	95,000	97,000

- *GOAL 1: (continued)*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
2. Number of brochures distributed at state visitor centers and area hotels	133,000	142,000	140,000	140,000
3. Number of Calendar of Events distributed to visitors and local residents	48,000	48,000	48,000	48,000
4. Number of journalists, travel agents, and tour operators who participated in a tour	172	165	225	225
5. Total number of hits on the Tourism Web site	3,029,533	2,700,000	2,700,000	2,800,000

- *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 drawn. It provides prompt, fair and impartial processing of complaints of discrimination and provides counseling as needed in an effort to mediate interpersonal disputes or conflicts with Equal Employment Opportunity implications.

The Affirmative Action Director assists department heads in setting and achieving affirmative action goals, specifically in recruiting, hiring, promoting and retaining qualified employees. The director also reviews and signs-off on all employment transactions; submits annual workforce analysis reports to the Massachusetts Commission Against Discrimination (MCAD); and prepares biannual reports for the Equal Employment Opportunity Commission (EEOC).

The Affirmative Action Director monitors construction contracts in excess of $50,000 to ensure that a minimum of ten percent of sub-contract business is awarded to minority owned businesses that are certified by the State Office of Minority & Women Business Assistance (SOMWBA).

The City's Affirmative Action recruitment goals are linked with local labor market statistics. The City of Cambridge workforce should have, as a legally defensive goal, a mirroring of the local labor force, taking into account state and federal guidelines on affirmative action plans and on the definition of underutilization contained in those guidelines.

Goals are set for each of the eight Equal Employment Opportunity (EEO-4) categories based on the local labor market pool of available applicants with the requisite skills. When a goal in any of the EEO-4 categories is met or exceeded the emphasis is redirected to those areas where there is significant underutilization.

FY06 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	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Percent people of color in Cambridge workforce*	25.0%	25.5%	31.0%	27.0%
2. Percent people of color employed by the City	28.0%	25.5%	29.0%	27.0%
3. Percent women in Cambridge workforce	49.9%	49.9%	50.4%	49.5%
4. Percent women employed by the City	43.1%	49.9%	44.0%	49.5%
*Reflects the Goals of the City's Affirmative Action Plan				

■ *GOAL 1: (continued)*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
5. Percent people of color in EEO categories: Officials & Administrators	13.2%	16.3%	16.0%	19.6%
6. Percent people of color in EEO categories: Professionals	18.5%	18.2%	19.0%	22.5%
7. Percent people of color in EEO categories: Technicians	20.0%	20.7%	21.0%	27.0%
8. Percent people of color in EEO categories: Protective Services	28.3%	25.5%	28.0%	28.0%
9. Percent people of color in EEO categories: Paraprofessionals	38.0%	37.2%	37.6%	38.0%
10. Percent people of color in EEO categories: Administrative support	38.3%	36.8%	38.0%	33.8%
11. Percent people of color in EEO categories: Skilled craft	18.1%	16.4%	18.0%	23.3%
12. Percent people of color in EEO categories: Service Maintenance	39.0%	25.5%	45.0%	42.0%

■ *GOAL 2: Work with departments to determine Affirmative Action goals for the hiring of people with protected status in their departments; this analysis will take labor market statistics and the anticipated number of vacancies into consideration. Assist departments in recruiting and hiring processes to ensure a diverse pool of qualified applicants.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of departments met with to set goals	21	20	20	20
2. Meet with all departments that are hiring Department Heads, Professionals and Administrators	100%	100%	100%	100%

PUBLIC INFORMATION OFFICE

PURPOSE & OVERVIEW: The Public Information Officer (PIO) serves as the City's main liaison to the media, helps promote City programs and services, and manages the information on the front and main pages of the City's Web site. The PIO produces various City publications, including the Annual Report, the biannual community newsletter *CityView*, and the biannual magazine, *The Cambridge Life*. The PIO also communicates relevant internal City information to employees and various external audiences on a regular basis.

FY06 GOALS

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

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Develop news releases, Web site informational pieces	234	150	200	210
2. Produce CityView semi-annual community newsletter	2	2	2	2
3. Produce the Cambridge Life Biannual City Magazine	n/a	n/a	2	2

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

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

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Publish PIO Update, weekly E-mail bulletin for employees	64	65	65	66
2. Post employee related items on the Common Ground Intranet Page	n/a	n/a	n/a	25

- *GOAL 4: Respond to media inquiries in a timely manner.*

- *GOAL 5: Manage daily flow of information on the main pages of City's Web site and identify improvements to the main information sections for residents, businesses, and visitors. Encourage departments to utilize the Citywide Calendar on Web site.*

- *GOAL 6: Respond to community inquiries via Web, e-mail and telephone in a timely manner. Identify community relations opportunities or customer service improvements that can be made.*

- *GOAL 7: Maintain City publications and information in the City Hall Information Area.*

- *GOAL 8: Work with the Finance Department to improve marketing efforts related to the City Scholarship Program.*

FINANCING PLAN. This budget is supported by $489,000 in property taxes; $163,865 in cherry sheet revenue; $601,790 in hotel/motel tax; and $215,000 in parking fines.

STATUTORY ANALYSIS. Salaries and Wages, $999,740; Other Ordinary Maintenance, $435,450; and Travel and Training, $34,465.

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
698,085	741,830	POLICY MAKING/LEGISLATION	783,805
172,515	179,325	COUNCIL SERVICES	188,400
37,485	45,065	GOVERNMENTAL RELATIONS	45,500
908,085	966,220		1,017,705

PURPOSE & OVERVIEW: The City Council, the policy setting arm of the City, derives its powers from the City Charter and the laws and Constitution of the Commonwealth of Massachusetts. It authorizes public improvements and expenditures, adopts regulations and ordinances, levies taxes, controls the finances and property taxes of the City, and performs many related legislative tasks.

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

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 supports the Council's efforts to secure federal and state aid to supplement the City's funds for special projects. The City Council believes that strong personal lobbying is an effective tool in the City's campaign to maximize assistance from the federal and state governments. This allotment also allows the members of the City Council to attend conferences and seminars on urban policy and relevant legislative topics, and supports the professional development of the City Council staff.

FY05 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Assisted in the planning and coordination of events to celebrate and highlight Cambridge around the time of the Democratic National Convention (DNC).

- Conducted search to assemble knowledgeable volunteers from seniors, City staff and residents to deal with the information tables that were placed at the various squares throughout the city during the DNC.

- Provided staff support to the City Council in goal setting sessions and coordinated the publication of new City Council goals.

- Coordinated all arrangements in collaboration with the City Manager's Office to ensure that the entire City Hall complex was appropriately decorated and had a festive atmosphere in keeping with the spirit of the historic event of same sex marriage celebration.

- Worked with the City Clerk's Office to ensure that City Hall opened at 12:01 a.m. on the first legal day for accepting same sex marriage applications and helped to ensure welcoming service to all marriage applicants throughout the night and thereafter.

FY06 GOALS

- *GOAL 1:* *Evaluate City expenditures with a view of maintaining a strong fiscal position and awareness of the impact on taxpayers.*

- *GOAL 2:* *Value and support the racial, socioeconomic, cultural and religious diversity of our city. Cambridge will continue to be a city that welcomes, values and respects people of all abilities.*

- *GOAL 3:* *Provide high quality services, including excellent customer service, effectively and efficiently and continually strive to update the public on City issues and services.*

- *GOAL 4:* *Deliver high quality public safety services and maintain a high level of public confidence in these services.*

- *GOAL 5:* *Preserve and create affordable housing for low, moderate and middle-income residents.*

- *GOAL 6:* *Strengthen and support public education and other learning in Cambridge for the benefit of residents of all ages.*

- *GOAL 7:* *Foster community and support neighborhood vitality. Support opportunities for citizens to know each other within their neighborhoods and across the city.*

- *GOAL 8:* *Promote a healthy environment by adopting environmentally sound and energy efficient practices throughout the community.*

- *GOAL 9:* *Promote the advantages of "doing business in Cambridge" and work to strengthen our mutually beneficial community partnerships with businesses and universities. Highlight the unique benefits of Cambridge as a community in which to live and work; focus on transmitting the values and identity of Cambridge.*

FINANCING PLAN. This budget is supported by property taxes, $1,003,595; and cherry sheet revenue, $14,110.

STATUTORY ANALYSIS. Salaries and Wages, $930,305; Other Ordinary Maintenance, $41,900; and Travel and Training, $45,500.

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
650,885	727,000	CITY CLERK	732,185

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 recordation required by statute. Cambridge is home to two birth hospitals, which serve a diverse population, and in keeping with the City Council's goal of valuing and supporting our diversity, the Clerk's Office is proud to be able to offer assistance with birth and other vital records certificates in Spanish, Portuguese, French and Haitian Kreyol, as well as English. The City Clerk's Office also provides records, information and 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.

FY05 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Continued to provide efficient and welcoming service to all marriage applicants, including same sex applicants as part of the history-making event in 2004, when the City of Cambridge City Clerk's Office became the first clerk's office in the country to legally accept marriage intentions from same sex applicants. The City Clerk's Office opened at 12:01 a.m. on the first legal day to accept marriage intentions and worked with the City Council, the City Manager's Office and other City departments to provide an appropriate celebration to mark this historic event.

- Provided staff support for 16 City Council committees, including the Economic Development Committee as it led the development and implementation of a series of events to celebrate and highlight Cambridge around the time of the Democratic National Convention in Boston; the Government Relations Committee as it led the City Council in a biannual process to establish the City Council Goals for the next two fiscal years; and the Human Services Committee as it presented the first-ever Senior Town Meeting.

- Worked with the MIS Department to implement a Web-based system for issuing, recording and indexing marriage records.

- Increased the availability of historical zoning maps to the public for zoning research.

FY06 GOALS

- *GOAL 1:* *Accurately establish, maintain, correct, index, and certify all vital records, business records, and other important City records, and provide accessibility to the public.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of records recorded and certified	16,206	26,600	21,410	21,400
2. Number of certified records issued	17,973	22,500	20,680	20,680
3. Number of licenses issued	1,600	3,000	2,265	1,920

- *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	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Agenda ready for distribution 72 hours prior to regular City Council meeting	100%	100%	100%	100%
2. Notification of Council actions completed 38 hours after meeting	100%	100%	100%	100%
3. Permanent bound record produced within 18 months after completion of legislative year (percent completed)	10%	50%	50%	50%
4. Update the Municipal Code and distribute updates to subscribers; number of updates	1	2	2	2
5. Eliminate City Council record backlog	70%	90%	80%	95%

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

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. City Council agenda published accurately on the City's Web site 72 hours prior to meeting	100%	100%	100%	100%
2. Each member of the Clerk's Office attends at least one professional development program each year (total # of programs attended)	10	10	7	10

■ *GOAL 4: Explore alternative storage and binding options for City Council bound volumes to improve acccess and retrieval of these records.*

FINANCING PLAN. This budget is supported by property taxes, $448,935; marriage licenses, $35,000; fees, $30,000; certified copies, $198,500; domestic partnerships, $350; mortgage certificates, $100 and cherry sheet, $19,300.

STATUTORY ANALYSIS. Salaries and Wages, $671,655; Other Ordinary Maintenance, $59,780; and Travel and Training, $750.

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
1,585,305	1,458,505	LEGAL COUNSEL	1,590,190
533,420	250,000	DAMAGES	250,000
2,118,725	1,708,505		1,840,190

PURPOSE & OVERVIEW: Established by Chapter 2.26 of the Cambridge Municipal Code, the Law Department is charged with the prosecution and defense of all suits in which the City is a party in state and federal courts, and in administrative agencies. The Department now employs eight full-time attorneys, an office manager, one administrative assistant, one clerk-typist, and a part-time investigator. The Department functions as a full-time law office, handling nearly all of the City's litigation in-house. In addition to this primary litigation function, Department attorneys furnish legal opinions on a daily basis on matters referred to them by the City Manager, Mayor, City Council, School Committee, and Department Heads. Attorneys regularly attend meetings of the City Council and its sub-committees, and attorneys counsel City departments frequently on legal issues related to operational and project-related matters as they arise. 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.

FY05 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Continued representation of the City in all pending and newly filed litigation matters. Attorneys have appeared regularly in the courts and agencies of the Commonwealth and the United States for hearings on motions, including many significant dispositive motions, and trials, as well as having briefed and argued a number of appeals. Attorneys have successfully defended decisions of the City's Boards and Commissions, for example: the Board of Zoning Appeals' grant or denial of special permits and variances; successful defense against a challenge to the validity of the City's Historical Commission Ordinance; and successful defense against a challenge to the validity of provisions of the Human Rights Commission Ordinance. Other substantial litigation this year included successful resolution of several significant public works and public construction cases and a substantial personal injury case, and successful minimization of the amount of judgments and settlements in negligence cases and contracts actions.

- Undertook a major initiative together with the Finance Department to enforce collection procedures against delinquent taxpayers.

- Continued outreach and training to various departments regarding measures to improve risk analysis and control.

- Focused significant resources on analysis, review, and advice relating to: major proposed zoning amendments; cable television license renewal and compliance; large project developments; sewer/storm drain reconstruction; truck issues; utility infrastructure issues; substantial environmental issues; contracting issues related to all major public construction projects; acquisition and disposition of real estate and layout of public ways; and numerous legal instruments such as contracts, leases, licenses, easements, and deeds in connection with such transactions.

FY06 GOALS

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

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of cases referred to outside counsel*	0	-	2	-
2. Number of written opinions and City Council Order responses issued*	16	-	6	-
3. Number of claims filed against City*	266	-	249	-
4. Number of lawsuits filed against City*	63	-	22	-
5. Hourly rate for direct internal attorney services (based upon attorney salaries assuming a 37.5 hour work week)	n/a	$52.91/hr.	$52.91/hr.	$56.04/hr.
6. Hourly rate for department legal services (based upon total departmental salaries, assuming a 37.5 hour work week, and operating expenses)	n/a	$71.37/hr.	$71.37/hr.	$74.13/hr.
*FY05 Projected figures are actuals as of 4/1/05				

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

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of training sessions conducted	4	5	4	4
2. Number of employees in attendance	31	50	35	35
3. Number of departments affected	7	10	6	6

FINANCING PLAN. This budget is supported by $97,500 in parking funds; $2,500 in street permits; $50,000 in cherry sheet revenue; and $1,690,190 in property taxes.

STATUTORY ANALYSIS. Salaries and Wages, $1,071,290; Other Ordinary Maintenance, $509,225; and Travel and Training, $259,675.

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
491,645	477,765	ADMINISTRATION	444,750
315,935	327,790	BUDGET	343,675
1,342,475	1,467,360	PERSONNEL	1,566,185
1,485,510	1,580,260	ASSESSORS	1,560,740
525,785	560,105	PURCHASING	600,250
552,885	616,650	AUDITING	621,725
488,565	568,550	REVENUE	697,970
457,815	527,920	TREASURY	555,700
2,582,645	2,724,895	MANAGEMENT INFORMATION	2,935,255
8,243,260	8,851,295	SYSTEMS	9,326,250

PURPOSE & OVERVIEW: The Finance Department, under the direction of the Assistant City Manager for Fiscal Affairs, is responsible for the planning, implementation, oversight, integrity and reporting of the City's operating and capital finances. The Finance Department is comprised of the Budget, Personnel, Assessing, Purchasing, Treasury, Revenue, and Management Information Systems functions. The Auditing Department also appears in this section, although the Auditor is appointed by the City Council.

SIGNIFICANT BUDGET MODIFICATIONS: The FY06 Finance Department Budget includes changes to various divisions, including the following: Personnel- increase of $20,000 to cover the cost of an actuarial study for Other Post Employment Benefits (primarily for retiree health insurance and life insurance costs) as part of the new GASB 45 accounting standards which will require these costs to be reflected in our financial statements beginning in FY07. In addition, $17,500 has been included to fund an actuarial study related to the new Medicare prescription drug benefit (Medicare Part D), which goes into effect on January 1, 2006. An actuarial study is required for employers who maintain retiree drug coverage who intend to file for the federal subsidy. This amount also includes funds for consultant services to help the City develop effective plans for outreach and information sharing to retirees on the changes to Medicare Part D. Assessors- decrease of $46,000 in other ordinary maintenance accounts for inspection and valuation services due to the increased ability for this work to be completed by City Assessing staff and the successful completion of the state mandated tri-annual revaluation process in FY05. Treasury- increase of $30,000 to cover the full year cost for investment advisory services, which was implemented in FY05 and has increased interest income significantly. MIS- an addition of $23,200 to temporary salaries account to hire a GIS intern to assist in the mapping of streetlight, firebox and conduit information into the City's GIS system. This project will be done in collaboration with the Electrical and License Departments as well as the GIS staff in the MIS Department and is funded from the reduction of a Network Manager position in the Electrical Department Budget.

FY05 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Completed upgrade of PeopleSoft Financials 8.8 on schedule and on-budget. Provided training on new system to all departments.
- Undertook a major initiative together with the Law Department to enforce collection procedures against delinquent taxpayers.
- Continued to manage City Scholarship program, providing $62,500 in college financial assistance to Cambridge residents.
- Began implementation of new receivable system.
- Implemented investment advisory services, which resulted in increased interest earnings on funds invested by approximately 20%.
- Monitored the collection and disbursement of CPA funds. Through FY05, the City has appropriated/reserved a total of $35.1M in CPA funds, of which approximately $15M is attributable to state matching funds.
- Increased public awareness of due dates related to various tax billings through use of Web site, Cable TV and Tax Facts Newsletter.
- Designed and implemented a new online benchmarking system that allows departments to enter and track year-to-date progress toward goals more easily, provides City management with a quarterly break down of performance data, and eliminates manual re-entry of data into the budget document.
- Began meetings to design and develop a new online, interactive budget development system to enhance the flow of information between the Budget Office and departments and decrease the amount of data entry associated with current year projections and future year requests.
- Successfully converted budget reports frequently used by departments to PeopleSoft 8.8, organized them under a common menu heading, and assisted in several training sessions with end users.
- Prepared all documents for $46,085,000 Bond Sale for the financing of Library Construction, Street Construction, Building Renovations, Sewer Reconstruction, Open Space Improvements, Yerxa Road Underpass Construction, and Automated Meter Reading System. The City's AAA bond rating allowed the City to sell these bonds at the low interest rate of 3.39%.

- Prepared the following financial documents: FY2004 CAFR, FY2004 Financial Statements, Bond Rating agency presentation document, and Official Statement for February 2005 Bond Sale.
- Assisted the Auditing Department in changing the method of accounting for capital projects to comply with Department of Revenue (DOR) requirements.
- Conducted an open enrollment for basic and optional life insurance, allowing employees to increase their levels of coverage.
- Created and updated documents as a result of several new requirements in the areas of COBRA, HIPAA, USERRA, and Social Security, thus ensuring the City remains in compliance with these regulations.
- Published an information sheet on the Federal tax implications of same sex marriages, to be distributed to interested employees.
- Expanded the City's capacity to communicate with benefits vendors via the Internet, which allows for more immediate access to information to help answer employee and retiree questions.
- Negotiated change in City work hours with Teamsters for indefinite time period.
- Developed a six-month Providing Stellar Customer Service Training Program for participants to maximize their customer service skills and abilities.
- Established an ongoing Management Mentoring Program where participants attend monthly in-services as well as work with a mentor around a chosen project.
- Developed an ongoing advanced Diversity Awareness Training called Valuing Differences. This program is geared towards participants learning about their own assumptions and biases, how biases affect behavior and attitude, benefits of valuing diversity and how to become diversity change agents.
- Collaborated with the Office of Workforce Development (OWD) staff to expand outreach to City of Cambridge applicants who qualify for OWD services.
- Designed and implemented valuation models for apartments, residential and commercial properties.
- Successfully processed and considered over 1,500 residential abatement applications.

- Continued to upgrade the Assessing Department Property Database on the Web to use the new data available in CAMA, which includes additional property characteristic data and building sketches.
- Updated listing and valuation of all tax-exempt property as required by DOR.
- Built a digital photograph database of over 90% of the taxable and exempt parcels and posted them on the City's Web site.
- Successfully completed the tri-annual revaluation process and received the DOR certification for full and fair cash market values.
- Enhanced reporting relationship with agencies that provide affordable housing in the City of Cambridge to identify new units and their agreements so they can be valued in a timely manner.
- Continued working on upgrading the Purchasing Department's Web site to become interactive for users and vendors.
- Continued a proactive campaign advocating the purchase of environmentally preferred products and the tracking of those products.
- Encouraged all departments under the sound business practice threshold to do business with local and minority owned businesses.
- In collaboration with the MIS Department, implemented a new Purchasing bid and contract tracking system.
- Strategically expanded participation of City departments and the School Department on bids for goods, services and capital projects in an effort to leverage increased volume for better value.
- Collaborated with other members of the Metropolitan Mayor's Coalition to do cooperative bids for recycled paper, lamps and ballasts, office products and vehicles.
- Completed field surveys of properties throughout the City and developed a central database that stores up-to-date inventory of surveyed addresses for use with Global Information Systems (GIS) mapping, E-911 services, and updates to the new Asset Management System.
- Launched new Cambridge E-Line service on the City's Web site, which allows the public to sign up for weekly newsletters, publications and alerts to be sent to their e-mail address automatically on topics such as street cleaning, snow emergencies, and school closings.

- Developed and implemented a strategy to detect computer viruses in a way that limited their ability to shutdown the network and allow technical staff to repair damage with the least disturbance to end users.

- Implemented a prototype wireless connection for City users and public access at City Hall, 344 Broadway and the Senior Center at 806 Massachusetts Ave., which allows portable devices to access the Internet.

- Implemented an online search engine that enables visitors to the City's Web site to access and read current restaurant inspection documents for Cambridge.

- Implemented a Permits and License Directory on the City's Web site, which allows users to view and print forms and instructions necessary for submission. All Traffic Department and some Fire Department and Finance Department forms can be submitted directly online.

FINANCING PLAN	DETAIL	SUMMARY
TAXES		
Property Tax	(3,476,045)	
Motor Vehicle Tax	5,700,000	
Hotel/Motel Tax	2,927,710	
Corporation Excise Tax	1,600,000	
Penalties & Delinquent Interest	500,000	**7,251,665**
CHARGES FOR SERVICES		
Parking Fund Parking Usage	23,950	
Sewer Service Charges	185,000	
Municipal Lien Certificates	75,000	
Water Fund Transfer	185,000	**468,950**
INTERGOVERNMENTAL		
Cherry Sheet Local Aid Distribution	427,875	
Cherry Sheet Loss of Taxes (abatements)	104,470	
Cherry Sheet Loss of Taxes (elderly exempt)	73,290	**605,635**
MISCELLANEOUS	1,000,000	**1,000,000**
Interest Earnings		**9,326,250**

STATUTORY ANALYSIS. Salaries and Wages, $6,822,310; Other Ordinary Maintenance, $2,263,640; Travel and Training, $162,500; and Extraordinary Expenditures, $77,800.

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
292,680	267,765	LEADERSHIP	234,750
198,965	210,000	INDEPENDENT AUDIT	210,000
491,645	477,765		444,750

PURPOSE & OVERVIEW: The Administration Division of the Finance Department provides leadership to the operating divisions of the Department, as well as policy direction for staff and coordination with other City departments, state and federal regulatory agencies. In addition, the annual independent audit of the City's financial records is budgeted in this division. The audit is performed in accordance with generally accepted accounting principles, and assures potential purchasers of the City's notes and bonds of the City's fiscal soundness; the independent auditor also makes recommendations to improve the City's financial management.

FY06 GOALS

- *GOAL 1: Assist Water Department with the implementation of the Automated Meter Reading (AMR) system and ensure that AMR integrates with billing and collection system. Assist Water Department in monitoring and resolving water bill variances during conversion to AMR system.*

- *GOAL 2: Manage the City Scholarship program by soliciting donations, promoting the program, processing applications, and ensuring timely payments of scholarship awards. Implement additional outreach in order to increase the number of applicants.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Amount of donations received	$95,367	$85,000	$96,000	$97,500
2. Number of donations received	1,472	1,000	1,475	1,500
3. Number of applications received	110	125	95	125
4. Number of days to send thank you to donor	n/a	3	3	3
5. Number of scholarship recipients	29	25	25	25

- *GOAL 3: Improve customer service and management information reporting through the implementation of a new billing, collection and revenue reporting system.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Implement new billing and collection system for taxes, utility charges and department receivables	n/a	n/a	25%	75%

- *GOAL 4: Improve the quality and quantity of information available to the public via the Finance Department's Web site, including frequently asked questions and finance-related forms (abatement and exemption forms, change of address forms, and the scholarship application form). In conjuction with implementation of new receivable system, allow citizens to access real estate account information online.*

- *GOAL 5: Route online questions and requests for service by linking visitors on the Department Web site into the new Remedy system as a way to provide better customer service and track types of inquiries by category and quantity.*

- *GOAL 6: Work with newly appointed special committee to review legislative methodology by which property tax is determined and increase awareness of potential abatements and exemptions among Cambridge homeowners.*

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
315,935	327,790	BUDGET	343,675

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

FY06 GOALS

- *GOAL 1: Develop a performance based budget which contains quantifiable performance measures and concise statements of services.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Average number of meetings per department while developing the annual budget	9	8	12	12
2. Number of citywide training classes for online benchmarking system	n/a	n/a	3	2
3. Design, develop and implement online budget development system (percent complete)	n/a	n/a	40%	100%

■ *GOAL 1: (continued)*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
4. Number of citywide training classes for new online budget development system	n/a	n/a	n/a	6
5. Date budget submitted to Council	04/26/2004	04/25/2005	04/25/2005	04/24/2006

■ *GOAL 2: Maintain the City's long-term financial viability by forecasting the City's funding sources; creating successful strategies for capital acquisitions; monitoring revenue and expenditures for operating, project grant, and capital budgets; identifying potential financial problems; researching operational issues for resolution or improvement; and sharing best practices.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Coordinate annual general obligation bond sale to finance capital projects with the City's fiscal advisors and bound counsel to prepare required documents presented to credit rating agencies	$35.2M	$71.3M	$46.1M	$92.8M
2. Number of individual meetings with departments to review grant and capital project balances	18	n/a	12	12
3. Conduct comprehensive citywide analysis of departmental fees and develop a centralized rate structure (percent complete)	n/a	n/a	25%	75%
4. Number of transfers processed	645	600	590	600
5. Number of City Council appropriation recommendations and/or transfer requests prepared	n/a	115	130	115

■ *GOAL 3:* *Provide training for City departments and individual employees on inquiry and reporting functions of People Soft Financial System in order to enhance the capacity of departments to manage their budgets.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of PeopleSoft training classes conducted citywide	4	n/a	12	6
2. Number of PeopleSoft training classes conducted for individual departments	n/a	n/a	3	2
3. Total number of City employees receiving training on PeopleSoft financial system	48	n/a	104	58

■ *GOAL 4:* *Provide information about Budget Department operations, policies, procedures and publications online.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of online systems, policies/procedures, and other informational documents posted on the City's internal Web site for departments	2	n/a	5	7
2. Number of days from submitted budget to transmission on the Web	1	1	1	1

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
965,590	1,078,190	ADMINISTRATION	1,126,005
224,060	236,670	INSURANCE	244,380
152,825	152,500	EMPLOYEE BENEFITS	195,800
1,342,475	1,467,360		1,566,185

PURPOSE & OVERVIEW: The overarching responsibility of the Personnel Department is to support other operating departments in ensuring that their staffs are qualified, prepared and committed to providing the highest level of service possible to residents and visitors to the City as well as fellow employees.

FY06 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	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of community agencies and organizations contacted regularly to "get the word out" regarding City job opportunities	243	250	250	250
2. Total applicants, all positions	5,269	5,400	5,400	5,400
3. Total job postings	163	125	125	125
4. Track applicants for source of job/position information; percent tracked	83%	90%	90%	90%
5. Number of outreach events, such as career fairs, meetings with community groups, civil service exam preparation, in which Personnel representatives participate	24	18	18	18

■ *GOAL 2:* *Assist the City Manager, Affirmative Action Director, and departments in meeting the goal of building a City workforce which is representative of the diversity within the City of Cambridge. Assist departments in making appropriate and effective hiring decisions to ensure qualified employees.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Provide training sessions citywide and to specific departments on Personnel policies and procedures	13	8	8	8
2. Number of Cambridge residents submitting applications or resumes (excluding Labor Service)	1,032	900	900	900
3. Percent of new hires who are Cambridge residents	80%	70%	70%	70%
4. Number of (voluntarily self-identified) people in racially protected groups submitting applications or resumes (excluding Labor Service)	242	300	300	300
5. Number of (voluntarily self-identified) women submitting applications or resumes (excluding Labor Service)	261	275	275	275

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

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Total attendance at all training events (includes internal workshops and external programs paid through Personnel budget)	1,274	1,000	1,000	1,000
2. Percentage of participants rating internal workshops "very useful" or "extremely useful"	n/a	80%	80%	80%

■ *GOAL 3: (continued)*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
3. Number of attendees at management development workshops and performance management training	442	280	373	280
4. Number of courses offered on improving customer service skills of City employees	13	8	8	8
5. Provide and/or participate in providing diversity training events and activities (number of events/activities)	15	12	12	12
6. Number of courses, consultations, and workshops offered in general skills development, business skills, technical skills, mentoring career development opportunities, and health, safety and lifestyles	136	80	90	80
7. Number of employees receiving tuition assistance or funding for professional conference attendance (funded through Personnel Department account)* *Conference, tuition, and travel is also funded separately through several departments	84	100	100	100

■ *GOAL 4:* *Successfully manage employee relations in a manner that facilitates employee productivity and satisfaction within City wage guidelines, promoting labor stability in the City. Assist the schools with collective bargaining. Settle all expired labor contracts within the fiscal year.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of City collective bargaining agreements open/settled	0/5	0/4	0/5	0/5
2. Number of City collective bargaining agreements unsettled one year after expiration	0	0	0	0
3. Number of City grievances reaching third step	32	30	30	30
4. Number of City grievances resolved by arbitration	2	8	8	8

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

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Percentage of Medicare eligible retirees in HMOs	43%	42%	44%	44%
2. Cost per contract (employees and retirees)	$6,350	$7,407	$7,407	$7,942
3. Provide and/or participate in providing wellness training events and activities (number of events/ activities)	9	4	6	4
4. Review and implement health insurance modifications as needed due to Medicare Part D regulations	n/a	n/a	n/a	100%

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
1,485,510	1,580,260	ASSESSORS	1,560,740

PURPOSE & OVERVIEW: The Assessing Department is responsible for establishing full and fair cash value for all Cambridge real estate and business personal property. These values are the means for the distribution of the City's property tax levy on an equitable basis, as mandated by state laws. To accomplish its mandate, the Department must list all taxable property, maintaining accurate ownership and property information. The Assessing Department must be prepared to reasonably adjust or to defend values which are challenged through the appeal process. The Assessing Department also administers the motor vehicle excise tax. It is the mission of the Assessing Department to provide quality service to taxpayers and ensure fair and equitable administration of property appraisal laws as defined by the general laws of the Commonwealth of Massachusetts.

FY06 GOALS

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

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of 1, 2 & 3 family houses with attempted inspections	4,784	4,000	3,600	3,500
2. Number of 1, 2 & 3 family houses with interior inspections	2,049	1,100	1,400	1,400
3. Number of interior apartment building inspections attempted	120	250	100	100
4. Number of interior apartment building inspections accomplished	30	70	75	75
5. Number of condominium unit inspections attempted	3,082	1,800	1,800	2,700

■ *GOAL 1: (continued)*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
6. Number of condominium unit inspections accomplished	2,328	1,200	800	1,100
7. Number of commercial buildings inspected	1,000	250	250	250
8. Number of Tax Exempt properties inspected	n/a	250	1,086	200

■ *GOAL 2: Collect market data for annual revaluation of property. The fiscal year residental property values are based on the prior year's calendar sales. A sales analysis is conducted each year for houses and condos. The income approach and 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 the income approach to value.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of deeds processed	3,500	3,500	3,500	4,000
2. Number of residential sales verification mailers	807	1,270	1,500	2,400
3. Number of commercial sales verification mailers	35	40	20	20
4. Number of apartment building Income & Expense requests mailed	1,000	980	1,100	1,000

- *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 2004 are valued and billed for FY06.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of existing accounts inspected	140	900	1,051	800
2. Number of new accounts listed and inspected	110	165	209	250

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

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of residential overvaluation applications filed*	533(3%)	1,000(6%)	1,531(9%)	1,000(6%)
2. Number of commercial overvaluation applications filed*	162(10%)	200(13%)	284(18%)	200(13%)
3. Number of Statutory & Residential Exemption applications	1,060	1,000	1,155	1,000
4. Number of motor vehicle excise applications	2,196	2,000	2,200	2,200
5. Number of personal property applications	220	230	210	230
*Represents percentage of the total population of that class of property				

- *GOAL 5:* *Improve customer access to Assessing Dept. data by enhancing information available via the Web based mapping database, increasing the number of applications and other forms available on the Web site, and maintaining the public access terminals located in the Assessing office.*

- *GOAL 6: Continue to improve the statistical model for valuing residential property and implement 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 the libraries and senior citizen centers.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of taxpayer assistance/ general property valuation information work-shops annually	6	6	6	6
2. Number of taxpayers attending work-shops	n/a	96	155	125

- *GOAL 8: Make enhancements to existing commercial valuation model and continue adding new and existing property files to computer database.*

- *GOAL 9: Work with newly appointed special committee to review legislative methodology by which property tax is determined and increase awareness of potential abatements and exemptions among Cambridge homeowners.*

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
525,785	560,105	PURCHASING	600,250

PURPOSE & OVERVIEW: The Purchasing Office implements and administers the purchasing policies and practices of the City. It ensures that all purchases of goods and services, including public construction, are made in accordance with State law and City ordinance and are open, fair, competitive and obtained at the lowest possible cost without sacrificing best quality. The Purchasing Office encourages the participation of and outreach to minority businesses in the bidding process through the City's Minority Business Enterprise (MBE) program, and 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.

FY06 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	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of formal bids	56	80	57	80
2. Number of informal bids/quotes	120	123	123	135
3. Number of construction bids	30	35	35	35
4. Number of Request-for-Proposals (RFP's)	27	30	25	23
5. Number of purchase orders issued	12,661	14,225	12,500	12,500

■ *GOAL 2: Improve existing municipal purchasing practices to increase the use of recycled paper and environmentally preferable products.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Percent of environmentally preferred purchases made from the available categories	30%	40%	80%	85%
2. Percent of paper purchased that has 30% post-consumer content or higher	n/a	100%	100%	100%
3. Percent of light bulbs, florescent tubes and ballasts purchased that are energy efficient	n/a	90%	93%	95%
4. Number of outreach efforts (memos, workshops, etc.) to inform and encourage City departments regarding green purchasing	n/a	5	5	5
5. Percent of outside print jobs printed on recycled paper	n/a	92%	94%	94%

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

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Purchase orders issued within 2 days	85%	85%	87%	87%

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

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Quotes received within 3 weeks	97%	97%	98%	98%

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

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Timely mailing of notices of bid expiration to affected departments	97%	97%	98%	97%

- *GOAL 6: Distribute and update construction bid documents on the Purchasing Department's Web site.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Bid documents on the Purchasing Department's Web site	25%	100%	80%	100%

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

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Implementation of new Web site (percent complete)	30%	100%	70%	100%

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
552,885	616,650	AUDITING	621,725

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.

FY05 ACCOMPLISHMENTS

- Auditing staff played a lead role in upgrading to a Web-based PeopleSoft financial system.
- Continued to teach basic training for other departments in procedures related to PeopleSoft accounting/bill paying functions.
- Assisted the Economic Development, Training, and Employment Committee in planning and coordinating the Destination Cambridge events during the Democratic National Convention in Boston.
- Completed all Massachusetts Department of Revenue required reports.
- Continued to assist the internal and external request for Accounts Payable and vendor inquiries.
- Worked with Community Development Department to maintain and monitor the financial requirements for various affordable housing programs.
- Prepared City's annual financial statements entirely in-house, including the requirements of GASB 34. This report is available on the City's Web site for easy public access to the financial status of the City.
- Assisted in the preparation of the City's Comprehensive Annual Financial Report (CAFR).

FY06 GOALS

- *GOAL 1: Modify and enhance accounting and financial reporting standards (GASB 34) for the City's Comprehensive Annual Financial Report.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Modify and enhance system (% complete)	95%	97%	97%	100%

- *GOAL 2: Develop financial training and policies that are proactive, interdepartmental in approach, and based on customer/citizen service requirements.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Develop financial policy and procedures manual Citywide	95%	100%	98%	100%

■ *GOAL 3:* *Provide independent financial oversight for the City's accounting system so that financial transactions are recorded timely and accurately. Develop indicators to measure unit costs of the Department's operations. Continue to prepare 90% of postings in one day.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of accounting adjustments	2,246	1,700	2,000	1,850
2. Percent posted within one day	90%	90%	90%	90%
3. Numbers of purchase orders processed*	20,737	22,000	22,000	22,000
4. Percent approved within one day	90%	90%	95%	95%
*Includes School and City purchase orders				

■ *GOAL 4:* *Prevent loss of funds by reviewing contracts for goods and services, purchase orders, and bills for payment.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of invoices processed	60,344	63,000	63,000	63,000
2. Percent posted within one day	80%	80%	80%	80%

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

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of fund statements prepared according to GAAP	11	11	11	11
2. Number of days to prepare Comprehensive Annual Financial Report	156	150	134	120
3. Number of days to prepare Schedule A	76	80	145	80

- *GOAL 6: Pursue advanced technological methods for conducting City business. Explore the possibility of using Web based products and scanning documents into a shared drive for access by users of the financial system.*

- *GOAL 7: Conduct internal audits of the cash control procedures of City departments.*

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
488,565	568,550	REVENUE	697,970

PURPOSE & OVERVIEW: The Revenue Division's responsibility is to collect and record all of the City's receivables in a timely and accurate manner and to provide a high level of customer service to taxpayers requesting assistance. During the course of a year, the Division issues approximately 185,000 bills and notices and processes over $356 million in receipts. The office files for title accounts with the Legal Department to initiate tax title and foreclosure procedures for severely delinquent properties in order to protect the City's legal interests.

FY06 GOALS

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

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Percent of real estate levy collected	98%	99%	99%	99%
2. Percent of personal property levy collected	80%	97%	97%	97%
3. Percent of motor vehicle excise tax collected	90%	90%	90%	90%
4. Percent of water/sewer bills collected	97%	97%	97%	97%

■ *GOAL 2: Enforce the timely collection of delinquent real estate taxes through the issuance of demand notices and warrants, and when necessary, by tax title procedures.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of demands issued	2,020	1,700	1,700	2,000
2. Number of accounts transferred to tax title	0	375	0	1,200

- *GOAL 3: Enforce collection of delinquent motor excise tax bills by the issuance of demand notices and warrants, and by the timely Registry of Motor Vehicles notification to initiate the Registry Hold Program.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of excise accounts marked at Registry	4,692	4,000	3,857	4,000

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

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of municipal lien certificates issued	5,865	5,000	4,500	4,500
2. Percent issued within 10 days	99%	99%	99%	99%

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

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Percent of real estate bills paid through automated clearing house	33%	33%	15%	15%
2. Percent of real estate bills paid via lockbox	44%	44%	60%	60%
3. Percent of real estate bills paid through in-house cashier	23%	23%	25%	25%
4. Percent of personal property tax bills paid via lockbox	90%	90%	90%	90%
5. Percent of motor excise tax bills paid via lockbox	80%	81%	60%	60%

■ *GOAL 5: (continued)*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
6. Percent of motor excise tax bills paid via Web site	5%	5%	10%	10%
7. Percent of water/sewer bills paid via lockbox	83%	83%	80%	80%
8. Percent of water/sewer bills paid via Web site	2%	2%	2%	2%

■ *GOAL 6: Increase customer awareness of the City's schedule for mailing tax bills through annual mailing of a more comprehensive TAX FACTS Newsletter, notices on the City's Web site and cable channel. Educate public about abatements, exemptions, and the senior citizen discount program for water and sewer charges through periodic newsletters to Cambridge residents.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Newsletters mailed to residents	n/a	n/a	2	4

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
243,070	299,130	CASH MANAGEMENT	324,490
214,745	228,790	PAYROLL MANAGEMENT	231,210
457,815	527,920		555,700

PURPOSE & OVERVIEW: The Treasury Division is comprised of two cost centers: Cash Management and Payroll. Cash Management is responsible for all City banking, including the City's banking services contract, identification of all wire transfers into City bank accounts, investment of City cash, management of the City's trust funds, reconciliation of all cash, timely payment of all debt service obligations and prompt payment of all approved obligations to vendors and contractors. Payroll's primary responsibility is the timely weekly payment of approximately 3,000 employees. Payroll is also responsible for paying federal, state and medicare withholdings, health and life insurance, deferred compensation, retirement, MBTA pass purchases, and administering garnishments and attachments to employees' wages. At year-end, Payroll prepares and distributes approximately 5,500 W2's.

FY06 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	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of individual loan payments	30	31	31	31
2. Issue payments on time	100%	100%	100%	100%

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

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Percent of bank accounts reconciled within 20 days upon receipt	100%	100%	100%	100%
2. Percent of cash and investment accounts reconciled within 45 days after close of calendar quarter	100%	100%	100%	100%
3. Percent of state grant funds recorded within 60 days of receipt	100%	99%	100%	100%

- *GOAL 4:* *Conduct semi-annual meetings with Community Development staff and City fiscal staff to monitor Affordable Housing Loan program, including bank accounts, cash reconcilement and financial reporting.*

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

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of payroll checks issued	120,000	165,000	156,296	160,000
2. Number of W2's issued	5,200	5,500	5,407	5,400
3. Number of 1099s issued	379	400	511	500

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

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of updates tested	n/a	6	6	6

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
2,582,645	2,724,895	MANAGEMENT INFORMATION SYSTEMS	2,935,255

PURPOSE & OVERVIEW: The Management Information Systems (MIS) Department provides centralized technology services to approximately 1,000 users working in 42 departments located in 40 municipal buildings across the City. MIS is responsible for maintaining all enterprise-wide municipal computer applications. The largest applications include Finance, Human Resource, Computer Assisted Mass Appraisal (CAMA), and Geographical Information System (GIS). The Department manages a $1.5M fiber optic network that links all City locations, thousands of users and major infrastructure services such as Schools, Fire and Police. MIS is continuously developing and improving the City's Web site, which provides remote access to important City resources and information. These include the ability to transact business with online payment options, permit and license application services, access to City Council meeting agendas and information, Property search capability and City mapping information via the GIS systems. Overall, MIS serves as technical consultants to all City departments and provides desktop, network and systems management services.

SIGNIFICANT BUDGET MODIFICATIONS

FY06 GOALS

- *GOAL 1: Maintain a high level of computer availability, application development, and user support.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of user support requests completed by MIS only	4,946	5,500	2,732	2,500
2. Complete departmental requests for application changes within agreed time	98%	98%	98%	99%
3. Convert department legacy databases to improve access to data for staff and City residents and include potential for self-service via the Web (# of conversions)	7	8	8	3

■ *GOAL 2:* *Develop a Citywide GIS service center to provide product producing services to all departments. Services will include stock and custom map production, spatial data analysis and data visualization.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of GIS User Group meetings	4	4	4	4
2. Number of GIS Training classes and workshops	8	8	8	6
3. Meet end user requests and expectations	98%	98%	98%	98%
4. Create operational GIS firebox layer and network for Electrical Department	n/a	n/a	n/a	75%

■ *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	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Percent of "uptime" for the City network	99.5%	99.5%	99.5%	99.5%

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

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Provide content management tool and improve navigation and usability for Internet home pages and key departments	75%	85%	88%	95%
2. Provide content management tool for Intranet for key services and departments (# of new departments)	3	3	5	5

■ *GOAL 5: Implement and standardize computer equipment and training to City employees that allows them to deliver efficient services to the staff and residents of the City of Cambridge.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of desktop upgrades	204	100	150	100
2. Number of new PC's installed	55	175	80	80
3. Number of MIS classes conducted on Content Management, MS Exchange and PeopleSoft	51	33	130	75

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

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Implement MUNIS replacing AUC Property, Water, Excise, Billing and Collection System	n/a	n/a	25%	100%
2. Upgrade PeopleSoft HR	100%	n/a	n/a	100%
3. Upgrade Budget Prep System	n/a	n/a	25%	100%
4. Select and implement Citywide CRM (Cambridge Request System) solution to replace legacy Hansen system	30%	100%	90%	100%
5. Implement Cambridge Request System (Hansen replacement) in other City departments that are not currently using Hansen	n/a	n/a	20%	100%

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

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Implement Permit and License applications online	n/a	100%	50%	100%
2. Implement Permit and License pay online for all departments other than Traffic	n/a	50%	15%	25%
3. Implement pay online for Traffic Permits	n/a	n/a	10%	100%
4. Implement Arts Council Calendar allowing access to Arts community to submit events to be published on the Web site	n/a	50%	75%	100%
5. Develop an Intradepartmental Ticket and Invoicing System	n/a	n/a	10%	50%
6. Implement Boards and Commisions directory on the City Web site	n/a	n/a	10%	100%
7. Integrate additional departments to participate in the Cambridge E-Line (e-mail notification) service for the general public providing alerts about City essential services such as School Closing, Parking Ban, Street Cleaning and weekly newsletter	n/a	n/a	3	3
8. Increase awareness and usage of the E-Line program and measure growth by percentage of new users	n/a	n/a	n/a	15%

■ *GOAL 8: Explore new opportunities and conduct cost benefit analysis related to advancements in the areas of WiFi, Voice Over IP, and other cutting edge technologies for possible implementation.*

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
11,826,875	14,703,290	PENSIONS	16,537,900
2,299,455	1,841,025	INSURANCE	2,137,160
199,120	211,885	COLLECTIVE BARGAINING	2,639,505
14,325,450	16,756,200		21,314,565

PURPOSE & OVERVIEW: The primary purpose of this allotment is to provide funding for all employee benefit programs which are not included in departmental budgets and for costs related to the non-contributory retirement system and health insurance costs for retirees. In addition, all funds budgeted in the individual departments are transferred to cost centers within this department at the beginning of the fiscal year to facilitate payments to the Cambridge Retirement System and various health insurance carriers. The Collective Bargaining unit of this budget includes funds to cover salary increases for all collective bargaining units that have not yet settled and additional costs related to certain salary items that are not included in departmental budgets.

SIGNIFICANT BUDGET MODIFICATIONS: The total Employee Benefits budget has increased from its FY05 budgeted level of $20,499,920 to $21,314,565 in FY06. The primary reasons for this 4.0% increase are the increase in the Cambridge Health Alliance portion of the retirement appropriation as well as additional Medicare reimbursement costs for retirees. In addition, the Collective Bargaining component has been adjusted to reflect the budgeting of all FY06 cost-of-living-allowances (COLA) in departmental budgets, with the exception of the five units that have not yet settled, and the inclusion of funds to cover an additional payroll for certain departments that will have 53 pay dates rather than the normal 52, sick/vacation leave buyback costs, sick leave incentive payments, MBTA pass reimbursements, and living wage increase costs.

HEALTH COSTS INCREASE. As can be seen from the chart below, health costs for active employees have increased $8,998,642, or 44.4%, from FY02 to FY06. Of this amount, $4,279,064 is attributable to the increase from FY05 projected costs to FY06 budgeted amounts and reflects the increase in health care costs that is currently taking place in the Commonwealth.

	FY02 Actual	FY03 Actual	FY04 Actual	FY05 Budget	FY05 Projected	FY06 Budget	Variance FY02-06
Blue Cross / Medex	14,094,939	15,368,250	14,461,902	17,314,130	15,872,741	21,545,070	7,450,131
HCHP	3,956,207	4,540,385	4,693,107	5,541,005	5,452,260	4,625,165	668,958
Tufts	2,223,407	2,923,125	3,384,702	3,827,595	3,669,130	3,102,960	879,553
TOTAL	**20,274,553**	**22,831,760**	**22,539,711**	**26,682,730**	**24,994,131**	**29,273,195**	**8,998,642**

The chart above reflects only those costs attributable to active employees. When the $9,525,205 budgeted for retirees' health costs is included, the total budget increases to $38,798,400.

EARLY RETIREMENT INCENTIVE COSTS INCLUDED. The chart below shows a comparison of pension costs for the various components of the Cambridge Retirement System for FY05 and FY06. It is important to note that the amounts required to cover additional costs incurred as a result of the implementation of the Early Retirement Incentive (ERI) program for December 2002 and December 2003 are included in both the FY05 and FY06 City allotments.

	FY05	FY06	Variance
City	15,567,668	15,895,089	327,421
Cambridge Health Alliance	4,243,465	4,349,552	106,087
Schools	2,672,805	2,739,625	66,820
Water	533,870	546,545	12,675
Cambridge Housing Authority	919,925	1,005,486	85,561
Cambridge Redevelopment Authority	40,142	41,025	883
TOTAL	**23,977,875**	**24,577,322**	**599,447**

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	12,383,640	8,614,215	547,215	7,010,555	28,555,625
Harvard Pilgrim	2,658,445	1,849,245	117,475	1,504,980	6,130,145
Tufts	1,783,515	1,240,635	78,810	1,009,670	4,112,630
TOTAL	**16,825,600**	**11,704,095**	**743,500**	**9,525,205**	**38,798,400**

	City Departments	Schools	Water	Cambridge Health Alliance	Employee Benefits	Total
Pensions						
Contributory	14,581,950	2,739,625	546,545	4,349,552	1,313,139	23,530,811
Non-Contributory	-	-	-	-	1,350,000	1,350,000
TOTAL	**14,581,950**	**2,739,625**	**546,545**	**4,349,552**	**2,663,139**	**24,880,811**

FINANCING PLAN. This budget is supported by the following revenues: property taxes, $3,548,590; in-lieu-of-tax payments, $4,281,885; parking fines, $164,175; reimbursement for non-contributory cost-of-living allowances, $280,000; Cambridge Health Alliance reimbursement, $4,349,555; State Cherry Sheet revenue, $4,680,360; Claims Trust Fund Transfer, $3,860,000; and free cash, $150,000.

STATUTORY ANALYSIS. Salaries and Wages, $20,612,685; and Other Ordinary Maintenance, $701,880.

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
4,921,920	5,516,685	RETIREMENT FUND	5,662,695
1,262,120	1,350,000	NON-CONTRIBUTORY PENSION	1,350,000
5,642,835	7,836,605	RETIREES' HEALTH INSURANCE	9,525,205
11,826,875	14,703,290		16,537,900

PURPOSE & OVERVIEW: The Pensions budget is divided into three sections: Retirement Fund, Non-Contributory Pensions, and Retirees' Health Insurance. As previously mentioned, funding for the Retirement Board is provided through the investment earnings of the system with no appropriation required by the City Council. Non-contributory pensions are a separate category of retirement allowances that are totally financed with City funds. The Retirees' Health Insurance cost center contains funds for all health insurance costs related to retirees, including Medex.

RETIREMENT BOARD

PURPOSE & OVERVIEW: The Cambridge Retirement System was established in 1939 and is governed by Massachusetts General Laws, Chapter 32 for the purpose of administering a Massachusetts Retirement System for the employees of the City of Cambridge, Cambridge Health Alliance, Cambridge Housing Authority and Cambridge Redevelopment Authority. The administration includes but is not limited to Massachusetts General Laws, Chapter 32, the Public Employee Retirement Administration Rules and Regulations 840 CMR 1.00 through 25.00. These laws and rules include the fiduciary responsibility of the System's portfolio and the rights and benefits of employees, retirees and beneficiaries.

The Retirement Board consists of five members: the City Auditor as an Ex-Officio member; two elected members, elected by active, inactive and retired members of this retirement system; one member appointed by the City Manager; and one member appointed by the other four members. The responsibilities of the Board and staff include management of members' annuity savings accounts, and retired members' pension payments which include Superannuation, Ordinary and Accidental Disabilities, Survivor and Beneficiary payments. On a monthly and annual basis, the system must report to the Public Employee Retirement Administration Commission, the regulatory authority; such reports include daily investment transactions, monthly accounting reports, retirement calculations and all accounts pertaining to active, inactive, retired and terminated employees/members. The Public

Employee Retirement Administration Commission performs an audit and actuarial valuation of the system every three years.
Prior to FY98, the budget for the Retirement Board was funded through the various components of the system. In the past seven years, the budget for the board has been funded through the excess investment earnings of the Contributory System with no further appropriation by the City Council required. The Retirement Board is required to file a copy of its budget with the City Council for its review.

FY05 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Conducted over 170 private and group retirement sessions, meetings, and seminars.

- Processed 41 retirement applications, added 421 new members to the system, refunded contributions to 267 members, and counseled 38 disabled employees and surviving beneficiaries of deceased members.

- Enhanced Web site for members and retirees.

RETIREMENT FUND. In accordance with the provisions of Massachusetts General Law Chapter 32, Section 22, (7) (c), the Commissioner of the Public Employee Retirement Administration Commission has determined that the amount the City of Cambridge is required to appropriate for contributory pensions in FY06 is $23,530,811. These funds are included in the departmental budgets. In addition, the Cambridge Housing Authority and Cambridge Redevelopment Authority contribute $1,005,486 and $41,025 respectively to cover the required appropriation of $24,577,322.

The breakdown is as follows:

	FY05	FY06	Variance

City	15,567,668	15,895,089	327,421
Cambridge Health Alliance	4,243,465	4,349,552	106,087
Schools	2,672,805	2,739,625	66,820
Water	533,870	546,545	12,675
Cambridge Housing Authority	919,925	1,005,486	85,561
Cambridge Redevelopment Authority	40,142	41,025	883
TOTAL	**23,977,875**	**24,577,322**	**599,447**

The assets of the Cambridge Retirement System, as of December 31, 2004, were reported at approximately $585,635,991.

NON-CONTRIBUTORY PENSION. There are 56 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 Medex, a supplemental insurance program primarily covering the 20% of medical expenses not covered by Medicare for retirees over 65. In addition, the City offers several Senior Care plans that provide preventative and wellness care.

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
482,945		BLUE CROSS/SHIELD	
(10)		HARVARD PILGRIM	
1,017,785	1,154,395	MEDICARE	1,345,480
(17,130)		MEDICARE PAYROLL TAX	100,000
408,085	391,820	LIFE INSURANCE	391,820
	20,000	ACCIDENT INSURANCE	20,000
194,230	200,000	UNEMPLOYMENT COMP.	200,000
60,005	74,810	DISABILITY INSURANCE	79,860
153,545		TUFTS	
2,299,455	1,841,025		2,137,160

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

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

MEDICARE. Medicare, through the Social Security Administration, becomes the primary insurer for our pensioned, eligible employees over age 65. For those employees and their spouses, the City reimburses a significant portion of the premium cost for Part B. The Medicare rate has increased by 15% for FY06 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 Employment and Training.

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

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
168,310	173,305	SALARY ADJUSTMENT	2,591,565
30,810	38,580	DENTAL PLAN	47,940
199,120	211,885		2,639,505

PURPOSE & OVERVIEW: The primary purpose of this division is to provide a place in the City budget where estimates for cost-of-living allowances and benefits for both union and non-union employees can be set aside without being allocated to departmental budgets. Also, since most vacant positions in this budget are shown at the minimum level of funding, it is sometimes necessary to supplement the budgeted salaries with additional funds in order to attract qualified candidates for certain positions. This allotment includes funds for this purpose that are transferred to the departments only if needed.

SALARY ADJUSTMENT. Estimated cost-of-living-allowances (COLA) for FY06 for the five bargaining units not yet settled (Local 25 Teamsters, Childcare, Inspectional, Traffic Supervisors, Water) are included in this allotment. The second component of this budget is the pre-paid legal services allotment for all Local 25 employees ($103,060). It is important to note that the only expenditures made directly against this appropriation are for the pre-paid legal services. The third component of this budget is an allotment to provide an incentive for early retirement for school teachers ($78,205). Other components include funds to cover an additional week of payroll for certain departments due to have 53 pay dates occurring in FY06, sick/vacation buyback for employees who are retiring, MBTA pass reimbursements, and living wage increases.

DENTAL PLAN. In the FY06 budget, most dental costs have been allocated to the departmental budgets. The amount shown above represents that portion of the costs that are not included in departmental budgets.

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
368,570	480,620	TELEPHONE	471,120
200,040	237,260	MAILING	237,820
267,475	278,765	PRINTING	287,455
836,085	996,645		996,395

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.

FY05 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Upgraded telephone equipment of the Longfellow/Kennedy School and the King Open School.
- Began exploring voice over internet technology, which included working with MIS, Purchasing, Finance and other City departments.
- Printed and bound FY06 Annual Budget Book.
- Printed Assessors FY05 Commitment Book with leatherette foil stamped cover.
- Printed the Water Department's Annual Water Quality Report.
- Printed a "magazine" illustrated by the children in the Morse After School Program.
- Upgraded software on the Print Shop office computer to better handle the changing needs of our customer base.
- Upgraded the Print Shop's high speed digital printer to enhance the services currently offered with new technology.

TELEPHONE

PURPOSE & OVERVIEW: The Telephone budget includes funds for the central telephone operator at City Hall and for telephone operating costs for all City departments. There are six City departments that budget for, and reimburse this budget for actual telephone usage. This division continues to work with Verizon and other vendors to improve the quality of service and to maintain or reduce overall costs.

FY06 GOALS

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

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of calls for repair	267	250	265	260
2. Initial response within 24 hours	90%	90%	90%	90%

- *GOAL 2: Explore options and potentially develop a multi-year plan to implement Voice Over Internet for all City departments.*

MAILING

PURPOSE & OVERVIEW: The Mailing division is responsible for preparing and processing postal mail for all City departments as well as for distributing all interdepartmental mail. In addition to postage and postal scale and meter maintenance, this budget funds one full-time staff member.

FY06 GOALS

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

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Process mail the same day in which it is received	99%	99%	99%	99%

PRINTING

PURPOSE & OVERVIEW: The four-person staff is responsible for providing the City's printing needs such as basic graphic services, binding, collating, duplication and punching/finishing. The weekly City Council package, letters, flyers, brochures, training manuals for Personnel, Police, Public Works and the Water Department, newsletters, letters to taxpayers, publications posters, postcards, monthly training opportunities for employees, guides, public meeting notices, and abutter notifications for City departments, as well as the recycling brochure and the Water Quality report, are printed by the Print Shop. These and other publications provide access to services and facilitate participation in government (weekly council agenda, fliers, brochures, postcards, public meeting notices, letters to taxpayers). The Print Shop's printing of public notices provides public access to services and participation in City government. In addition, the Print Shop provides varied printing services to both the School Department and the Cambridge Health Alliance.

FY06 GOALS

- *GOAL 1: Continue to respond to City departments' basic printing needs.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of bids, letterhead and newsletters printed in-house	1,445	1,460	2,000	2,100
2. Number of major documents printed and bound using new fastback system	60	100	165	200
3. Number of business cards printed	n/a	30	65	100
4. Number of pads, labels, envelopes and routine copy jobs	n/a	500	800	1,000

- *GOAL 2: Develop a marketing brochure to inform City departments of the services provided by the Print Shop.*

- *GOAL 3: Hold an Open House to exhibit the print jobs done by the Print Shop.*

- *GOAL 4: Conduct offsite visits with a portfolio presentation to the Cambridge Health Alliance and the School Department to further expand our customer base.*

FINANCING PLAN. This budget is supported by $897,570 in property taxes; $4,000 from parking fines; and $94,825 in cherry sheet revenue.

STATUTORY ANALYSIS. Salaries and Wages, $403,840; and Other Ordinary Maintenance, $592,555.

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
171,125	201,675	POLICY AND ADMINISTRATION	193,205
329,235	348,035	OFFICE OPERATIONS	348,105
52,510	67,995	ANNUAL CENSUS	59,920
5,550	12,765	VOTER REGISTRATION	8,515
	65,870	PRIMARY ELECTION	
	90,560	GENERAL ELECTION	
142,190		MUNICIPAL ELECTION	123,110
62,175		PRE-PRESIDENTIAL ELECTION	
762,785	786,900		732,855

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 reduction of $48,000 in election costs due to only having one election (municipal) in FY06 as opposed to a primary and general election in FY05.

FY05 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Conducted State Primary and State General Elections and successfully implemented mandated provisions of the Help America Vote Act (HAVA), including provisional balloting, ejection of overvotes, and ensuring full accessibility of polling places to persons with disabilities. The number of poll workers at each polling location and training sessions for inspectors was increased in anticipation of the November 2 election which resulted in a record 90% active voter turnout, the highest of the last five presidential elections. An unprecedented number of absentee voters, 4,319 in all, applied for and received absentee ballots. Board conducted absentee voting at Designated Health Care Facilities.

- Brought all polling places into compliance with HAVA standards of accessibility for persons with disabilities. Relocated three polling places that did not meet standards. Continued to monitor all polling places for accessibility in conjunction with the City's Commission for Persons with Disabilities and the Office of the Secretary of the Commonwealth.

- Worked with the MIS Department and Municipal Cable to develop templates for reporting election

results on the City's cable and Web sites to the media in a timely and effective manner.

- Invited 90 organizations to participate in two community voter registration training sessions.
- Held hearings after both elections to review and count provisional ballots as mandated by HAVA. Two hundred and sixty voters were permitted to cast provisional ballots in the presidential election. After a thorough investigation, 51 voters were deemed eligible to have their ballots counted.
- Re-notified all voters of their polling places, including maps of polling locations and election information. A link was established between the City's Web site and the Secretary of the Commonwealth's Web site which gives information on elected officials and where to go to vote.
- Displayed signage at 15 locations throughout the City reminding residents to register and vote. Lawn signs and sandwich boards were posted in the major squares, at entrances to subway stations, and at announcement stations at major intersections. Expanded signage at polls significantly, both outside and inside polls to assist voters in finding polling locations; improved signage to handicapped entrances for persons with disabilities.
- Expanded training for wardens, clerks, and inspectors for both elections to include major changes mandated by HAVA reforms. Added a second training session for inspectors in November. Updated training manuals with emphasis on new procedures to deal with provisional ballots and ejected ballots with blanks and overvotes. Clarified election night closing procedures.
- Increased voter registration education sessions at community events and sidewalk voter registration sessions held at the Cambridgeside Galleria, Central, Harvard, Inman, and Porter Squares.
- Processed 14,347 voter registrations in 2004. Between July 1 and the fall elections a total of 9,816 persons registered to vote. In addition to new voters, there were many changes of information for those already registered. Acknowledgement notices were mailed in a timely manner. Produced voting lists for elections.
- Conducted the 2004 Annual City Census. Mailed individual census forms to 44,000 households including residents of multi-units (dwellings of 9 or more units). The universities and nursing homes were required to submit information for their residents. In addition to contacting residents of multi-units directly, additional information was requested from the managers, owners, and condo association officers. The revised approach intends to give all residents the opportunity to provide their own information while ensuring as complete a response from multi-units as was previously available. Produced the 2004 Street Listing Book.
- Administered and enforced the City of Cambridge Ethics Ordinance. Achieved 100% responses from persons required to file Statements of Financial Interests from City officials whose names

were submitted by the City Manager. Continued to make online filing capability available through the City's MIS Department.

- Administered year-end Campaign and Political Finance Reporting for School Committee candidates and political committees. Conducted review of reports for completeness and accuracy. Arranged for posting of reports on City Web site.
- Participated with the Mayor's Special Events Committee to sponsor a symposium, "Winner Take All: Proportional Representation and Instant Runoff Voting as Models for the Future of American Democracy" during the Democratic National Convention in July. A mini PR Election and Count was conducted to demonstrate the process.
- Increased usefulness of the Election Commission Web site by linking to the Office of the Secretary of the Commonwealth to enable voters to find their ward, precinct, and polling place online and to learn about their legislative districts and elected officials. Posted election calendar, voter registration and election information, including absentee ballot applications, and ward and precinct maps.

FY06 GOALS

■ *GOAL 1:* *Conduct Annual City Census required by State law to maintain accurate voter lists and to provide resident information to the Jury Commission by: 1) contacting directly all 44,000 households in the City (with the exception of universities and nursing homes); 2) improving quality and quantity of information from multi-unit dwellings (those with 9 or more units) and from condominiums through individual household mailing; 3) analyzing responses to census to assess efficacy of individual mailings to multi-unit households; 4) maintaining reduced data collection costs through two mailings; 5) obtaining lists of students from local universities and lists of residents from nursing homes; 6) completing data entry in a timely manner; and 7) producing Annual Street Listing and July 1 Voting List by statutory deadlines.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of individual households contacted	44,480	44,840	43,814	43,850
2. Number of street list books produced	100	125	100	100
3. Census cost per individual household	$0.98	$1.47	$1.47	$1.47
4. Cost per street list book	$55.00	$45.00	$55.00	$55.00
5. Percent of Households Responded	71%	n/a	75%	75%

■ *GOAL 2:* *Implement the spirit and letter of the Motor Voter Law by extending opportunities to eligible residents to register to vote through: 1) distribution of voter registration information and mail-in affidavit forms to 70 sites citywide including: post offices, public libraries, schools, universities, health clinics, public housing, community organizations; 2) voter registration outreach at community events, special occasions and sidewalk sessions in the three major squares; 3) promotion of voter registration opportunities through the Annual City Census; 4) expansion of public awareness of voter registration deadlines through use of City's Web site and citywide signage prior to all elections; 5) outreach to community organizations through training opportunities; and 6) publication of opportunities to register through the media, cable television, and community organization newsletters.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of Registered Voters*	59,545	64,000	63,800	55,000
2. Number of persons eligible to vote	76,480	76,480	76,480	76,480
3. Percentage of eligible persons who are registered	78%	83%	81%	81%
4. Number of persons registered at sidewalk sessions and community events	145	100	299	200
5. Number of mail-in and RMV registrations	11,587	10,000	9,900	8,000
6. Number of census registrations	692	500	536	500
7. Cost per mail-in and RMV registrations	$0.39	$0.39	$0.39	$0.39
8. Cost per census registration	$0.78	$0.78	$0.78	$0.78
9. Cost per registration at sidewalk sessions and community events	$2.45	$3.08	$2.78	$2.50
*Number of registered voters drops by approximately 6,000 as Inactive Voters are purged after Presidential Elections.				

- *GOAL 3:* *Increase voter turnout through: 1) mailing to all voters notifying them of their polling places, list of candidates and, how to vote in a PR election; 2) widespread public distribution of maps of wards and precincts; 3) signage in major residential buildings, particularly those with seniors, indicating polling place and availability of absentee voting; 4) outreach to voters through Meals on Wheels Program; and 5) posting election information on cable, the City Web site, the City newsletter, and through press releases; 6) produce bookmarks with voter registration and election information.*

- *GOAL 4:* *Expand use of available Web technology to: 1) extend information and services to voters; 2) increase voter awareness of City government; 3) make forms available online, such as absentee ballot applications; 4) post Election Calendar, sample ballots, and relevant information for prospective candidates; 5) publicize links to Office of the Secretary of the Commonwealth's Web site which provides information on polling places and elected State legislators; 6) post unofficial election results on Election night; 7) post Campaign Finance Reports for School Committee candidates and create links to State site for Campaign Finance Reports for candidates for City Council; and 8) continue to enable electronic filing of Statements of Financial Interests.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of visits to Election homepage	n/a	1,000	4,500	5,000
2. Number of visits to Web page on PR Voting in Cambridge	n/a	240	2,000	2,500

- *GOAL 5:* *Work with Office of Secretary of the Commonwealth and concerned residents to implement those reforms in HAVA (Help America Vote Act) that are progressive in nature, such as 1) ensuring that all polling places meet the strictest standards of access for voters with disabilities; 2) reducing voter error by ejecting ballots with overvotes and blanks; 3) liberalization of absentee voting requirements; 4) provisional balloting; 5) continuing voter education; and 6) expanding understanding of PR voting with emphasis on reducing number of invalid ballots through ejection of overvotes.*

- *GOAL 6:* *Conduct Proportional Representation (PR) Municipal Election using precinct-based computerized optical scanning system and continuing to: 1) improve timeliness of tabulating and reporting unofficial results for City Council and School Committee on election night; 2) produce voter-friendly ballot and provide visual aids at polls; 3) aggressively ensure compliance with Americans with Disabilities Act for all polling places; 4) enhance and strengthen poll worker training to develop sensitivity to voters with disabilities; 5) utilize press releases, media, citywide signage to increase awareness of upcoming elections; 6) work with MIS, Cable, the Public Information Officer and local media outlets to ensure real time publication of election results; 7) implement programming to eject blank ballots and overvotes to decrease number of invalid ballots; 8) adapt provisional voting to a PR election.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Cost per Municipal Election	$142,190	n/a	n/a	$123,110
2. Voter Turnout	38%	n/a	n/a	38%

- *GOAL 7:* *To conduct a seminar on Proportional Representation (PR) for candidates, new voters, and interested public in order to increase understanding of system and to motivate higher voter turnout.*

FINANCING PLAN. This budget is supported by $2,000 in document sales; $648,605 in property taxes; $82,250 in cherry sheet revenue.

STATUTORY ANALYSIS. Salaries and Wages, $536,020; Other Ordinary Maintenance, $194,565; and Travel and Training, $2,270.

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
533,300	431,685	CAMBRIDGE ARTS COUNCIL	431,145
27,080	28,560	HOLIDAY CELEBRATIONS	29,250
200,000	200,000	MULTICULTURAL ARTS CENTER	200,000
3,195	3,200	EMPLOYEES' COMMITTEE ON DIVERSITY	3,200
14,650		CITY COUNCIL INAUGURAL	15,000
		DESTINATION CAMBRIDGE	100,000
778,225	663,445		778,595

PURPOSE & OVERVIEW: The Cambridge Arts Council (CAC) exists to ensure that the arts remain vital for people living, working and visiting Cambridge. CAC accomplishes its mission by stimulating public awareness and support for the arts, celebrating the City's diverse cultural heritage, displaying art in public places, convening conferences and symposia to promote the arts, designing arts education initiatives, producing high-quality arts programming and developing artistic Collaborations and other opportunities to improve the overall aesthetic experience for residents and visitors of Cambridge.

In carrying out this mission, CAC staff work with the Advisory Board, a non-profit board, and the Public Art Commission to develop and initiate core programs and services following four basic principles: 1) community involvement; 2) collaboration; 3) arts education; and 4) selection of participating artists by art professionals with community input.

SIGNIFICANT BUDGET MODIFICATIONS: The FY06 Public Celebrations Budget contains a $100,000 allocation to fund the continuation of the "Destination Cambridge" program of arts and cultural events, which was initially launched in FY05. Also, the Arts Council Budget contains a reduction of a vacant administrative assistant position offset by an increase in non-positioned salaries to hire part-time assistance for fundraising and marketing activities for Arts Council events as well as funds to support the operations of the new gallery at 344 Broadway for a net budget savings of $29,790.

FY05 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Collaborated with various City departments to develop site responsive public artworks through the City's Percent-for-Art program. Major projects developed included: Green Street Garage and the Squirrel Nut Brand building on Broadway as well as Vellucci Community Plaza, Valente Library Park and Lowell Street Park. Significant progress in planning and design was also made on the Main Library Renovation Project, Taylor Square Fire Station, Danehy Park and the Porter Square and Harvard Square Re-Design projects.

- Presented seven exhibitions in the new CAC Gallery. Major highlights included, "Self Sufficient" in September/October 2004, a group exhibition combining local emerging and nationally renowned artists from San Francisco and New York; "Reaching Water" in December/January 2005, featuring a mini-retrospective of public artworks by Cambridge artists Mags Harries and Lajos Heder placing their public artwork at Fresh Pond in a context with their large-scale water projects in other US cities; and an exhibition by Cambridge artist Ellen Driscoll previewing her artwork honoring women, which will be installed in the main CPL branch in 2007.

- Designed and produced the "Art Fair in Harvard Square" as a component of *Destination: Cambridge – The Unconventional City* for the Democratic National Convention in July. Located on the historic Cambridge Common, this first-time, two-day event attracted over 100 painters, potters, jewelry-makers, folk & traditional artists and furniture craftsman. The event included live music by the Boston Landmarks Orchestra and tours of historic neighborhood sites led by the Cambridge Historical Society. An estimated 10,000 people visited the Art Fair over two days, a tribute to the high visibility and heavy foot-traffic that characterizes the centrally located Cambridge Common.

- Established and produced *Unite For Arts* on December 1, 2004 at Sanders Theatre in Harvard Square. Conceived as a benefit event for the Arts Council's 30th anniversary as the City's lead arts organization, *Unite for Arts* was designed to increase visibility for CAC and raise funds for the CAC Grant Program, which provides financial grants to individual artists and cultural organizations throughout Cambridge. Featured performers included prior CAC grant recipients Underground Railway Theatre, Snappy Dance Theatre and Cambridge native and internationally renowned jazz vocalist Nnenna Freelon. A key result of *Unite for Arts* was collaboration between CAC and prominent local business, Cambridge Seven Architects, to create a named artist fellowship in memory of C7A founding principal and CAC Board member Paul Dietrich.

- Completed the development phase and implemented an educational curriculum called *"Art at Your Feet"* designed to provide first-hand opportunities for Cambridge youth and seniors to experience art in public spaces and learn the process for how this artwork is created. Supported by a grant from the Massachusetts Cultural Council, *"Art at Your Feet"* offered a flexible curriculum for multi-generational and diverse audiences comprised of participants from Community Schools, youth centers, senior centers and libraries.

- Developed and implemented educational workshops and events related to the City's public art collection including a citywide bicycle tour with a docent, two summer programs presented in collaboration with the Mayor's Summer Youth Employment Program, public art tours of Porter and Central Squares as part of the Cambridge Historical Collaborative and a variety of artists' talks, panel discussions and public art performances in the CAC Gallery, youth and senior centers,

after school programs and in various squares and open spaces including a performance at the Walter J. Sullivan Water Purification Facility at Fresh Pond. In addition, the development of printed materials on the public art collection, including maps and cards, continued and will be produced and distributed in fall 2005.

- Produced the 13th season of *Summer in the City* from late June through mid-August 2004. 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 2004, the total audience increased by a margin of 40% from the previous year, attracting almost 3,000 people over the course of an 8-week period. New promotional efforts included a mailing to every household with children in the Cambridge elementary schools and an attractive brochure designed by students at the Art Institute of Boston.

- With funding from the Massachusetts Cultural Council and the City, the Arts Council distributed approximately $50,000 in funding through the CAC Grant Program to support arts initiatives that have a direct benefit to Cambridge citizens and the cultural life of the City. CAC awarded 27 grants representing 43% of the applicant pool. Examples of funded projects include: Tunefoolery scholarship program servicing people struggling with psychiatric disabilities to provide access to music lessons; creation of a new dance piece involving seven senior dancers ages 55-90 by Prometheus Dance; a documentary film on the renowned photographer Abelardo Morell; and a series of events focused on La Negritude, a literary and ideological movement led by black intellectuals, writers, poets and politicians from the Caribbean and West Africa.

- The Cambridge River Festival returned in June 2005 for a 26th year with a renewed focus on community involvement. Brainstorming meetings to solicit ideas and recruit active volunteers began in January 2005. In addition to artistic and musical performances, family art-making activities and Chalk on the Walk, a showcase was designed for visual artists, in partnership with businesses with storefront locations, to install artworks inspired by the festival theme "Ripple" in neighborhoods throughout the City for the weeks leading up to the event. The showcase supported increased exposure for visual artists, heightened foot traffic for businesses, and provided broad promotional exposure for the festival.

- Served as collaborator and/or sponsor for citywide arts events and initiatives including the Cambridgeport Artists Open Studios (CAOS), the North Cambridge Artists Open Studios (NoCA), the "Small Works" exhibition at the Sacramento Street Gallery, “Joyful Noise -- A Celebration of the Life & Work of Dr. Martin Luther King, Jr.” produced by the Cambridge Multicultural Arts Center; the Dragon Boat Festival, the “DIYDS National Youth Video and Film Festival”, and “Festival 47” celebrating the 47th anniversary of Passim Folk Music and Cultural Center.

FY06 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	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of applications	84	100	63	75
2. Number of grant awards	26	30	27	25
3. Number of people who benefit	39,000	45,000	40,500	37,500
4. Number of grant-writing workshops and community meetings	94	50	70	50

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

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Estimated audience at events	10,000	100,000	75,000	85,000
2. Number of artists presented	107	300	310	300
3. Number of arts organizations participating	21	45	45	45
4. Number of Summer in the City concerts produced for children and families	14	12	12	14
5. Foster and support educational forums and collaborations that educate residents on the arts	n/a	10	12	10
6. Number of community meetings to promote partnerships and advocacy	69	25	50	50

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

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of Street Performer Permits issued	382	400	475	400
2. Number of monitor hours	790	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	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of permanent projects completed	4	7	7	7
2. Total number of artworks in the City collection	141	151	149	156
3. Number of ongoing permanent projects	14	7	6	7
4. Number of meetings with community representatives	25	25	13	20
5. Number of artworks restored by artist or conservator	3	2	5	2
6. Total number of artworks receiving consistent maintenance	103	103	100	100

■ *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	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of temporary art installations	0	6	3	3
2. Number of public art dedications	2	6	6	6
3. Number of education workshops and programs	14	30	20	20
4. Number of educational resources and materials created	4	20	15	20
5. Number of Web pages prepared	25	60	37	35
6. Number of Web pages maintained	164	150	150	185

■ *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	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of artists exhibited	n/a	20	15	15
2. Number of exhibitions	n/a	6	6	6
3. Number of educational activities and events	n/a	15	11	15
4. Number of participants attending gallery-related exhibitions and events	n/a	2,000	2,450	2,500

HOLIDAY CELEBRATIONS. This budget allocation supports Halloween activities in the public schools as well as the City's Independence Day Celebration. Funds are also provided for the annual Danehy Park Family Day, which includes a wide variety of activities for both children and adults.

MULTICULTURAL ARTS CENTER. In 1980, in an effort to stimulate economic development in East Cambridge, the City, the Cambridge Multicultural Arts Center and the Commissioners of Middlesex County entered into a series of long-term agreements regarding the renovation of the old Middlesex County Courthouse complex. One part of that agreement calls for the Multicultural Arts Center, a tenant in the complex, to receive an annual payment from the City, subject to approval by the City Council. The allotment for this year is $200,000.

EMPLOYEES' COMMITTEE ON DIVERSITY. During the course of the year, the City of Cambridge Employees' Committee on Diversity sponsors events promoting diversity in the workforce. This cost center supports activities for these events.

CITY COUNCIL INAUGURAL. Funds are provided in this cost center for activities related to the biennial inauguration of the City Council. Funds for this purpose are required in FY06.

FINANCING PLAN. This budget is supported by $635,115 in property taxes; $100,000 in hotel and motel taxes, $16,500 in cherry sheet revenue; $11,980 in state grant; and $15,000 in street performer permits.

STATUTORY ANALYSIS. Salaries and Wages, $374,670; Other Ordinary Maintenance, $402,800; and Travel and Training, $1,125.

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
		RESERVE	**37,500**

RESERVE

PURPOSE & OVERVIEW: State law allows each city to establish a fund "to provide for extraordinary or unforeseen expenditures." For FY06, the City has allocated $37,500 for this purpose.

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

STATUTORY ANALYSIS. Other Ordinary Maintenance, $37,500.

SUMMARY: PUBLIC SAFETY

FY04 ACTUAL	FY05 PROJECTED	PROGRAM EXPENDITURES	FY06 BUDGET
215,800	228,885	Animal Commission	240,945
28,210,570	30,114,125	Fire	31,003,945
29,476,035	31,989,875	Police	33,161,605
7,709,365	8,314,205	Traffic, Parking & Transportation	8,328,990
31,305	77,270	Police Review & Advisory Board	78,100
2,153,905	2,422,190	Inspectional Services	2,421,495
706,740	716,730	License	740,230
94,360	98,830	Weights & Measures	104,020
2,271,555	2,309,830	Electrical	2,077,335
132,765	142,815	Emergency Management	141,800
3,009,220	3,143,650	Emergency Communications	3,214,815
74,011,620	79,558,405		81,513,280

FINANCING PLAN	FY06 BUDGET
Taxes	57,299,545
Licenses & Permits	5,603,115
Fines & Forfeits	8,027,530
Charges for Service	6,126,890
Intergovernmental Revenue	2,593,755
Miscellaneous Revenue	1,862,445

81,513,280

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
86,575	91,465	ADMINISTRATION	96,240
129,225	137,420	ANIMAL CONTROL	144,705
215,800	228,885		240,945

PURPOSE & OVERVIEW: The Cambridge Animal Commission, established by ordinance in 1979, continues to work towards making Cambridge a safe environment for people, domestic pets and other animals. The Animal Commission is dedicated to developing, promoting and maintaining programs related to animal control and welfare. Programs include enforcement, education and rescue services.

FY05 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- The Animal Commission began active participation with the Local Emergency Planning Committee. Animal Control Officers have also attended a Bio-terrorism Workshop, sponsored by the Bureau of Animal Health, Massachusetts Department of Agriculture.
- Collaborated with the Water Department in the distribution of informational fliers concerning dog regulations at the Fresh Pond Reservoir. Also, in partnership with the Water Department, the Animal Commission sponsored a License Day at the Fresh Pond Reservation.
- In conjunction with the Cambridge Police Department, attended several community meetings, which included a discussion of neighborhoods that have problems with animals.
- Through an active dog license campaign, the Animal Commission licensed over 2,200 dogs within the 2004 licensing period.
- Animal Control officers continued to visit various sites around the city to better educate domestic pet owners regarding applicable rules and regulations, as well as providing technical assistance services.

FY06 GOALS

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

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of dog licenses issued	2,248	2,200	2,250	2,250
2. Citations issued for failure to restrain, dispose, license, display license	237	225	230	225
3. Number of dogs picked up	75	85	82	75
4. Number of dogs impounded	51	65	62	63
5. Number of dogs returned to owner	64	70	72	65
6. Number of dogs and cats adopted	11	15	10	10
7. Cost per day to kennel an unclaimed dog	$15.00	$15.00	$16.00	$16.00

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

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of calls/inquiries	3,852	3,800	3,810	3,800
2. Number of quarantine in-house inspections	188	200	220	220

- *GOAL 3: Provide low cost rabies vaccination clinics for cats and dogs. Continue to make low cost spay/neuter programs accessible for cats and dogs.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of animals vaccinated	92	125	100	110
2. Number of clinics	1	2	2	2
3. Number of certificates issued	18	20	12	10

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

- *GOAL 5: Continue to transport sick, injured or surrendered animals to the Massachusetts Society for the Prevention of Cruelty to Animals, for rescue or humane euthanasia.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of animals (dogs, cats, raccoons, skunks, bats, squirrels, other wildlife and exotic pets) transported	143	145	145	145

FINANCING PLAN. This budget is supported by $10,000 in licensing fees; $500 from the sale of animals; $2,400 in fines; $1,500 in boarding fees; and $226,545 in property taxes.

STATUTORY ANALYSIS. Salaries and Wages, $228,230; Other Ordinary Maintenance, $12,565; and Travel and Training, $150.

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
11,920,880	13,294,355	HEADQUARTERS	14,060,575
3,205,435	3,367,690	LAFAYETTE SQUARE	3,792,435
3,347,060	3,333,115	EAST CAMBRIDGE	3,404,185
1,589,935	1,724,210	PORTER SQUARE	1,650,575
1,578,460	1,755,320	INMAN SQUARE	1,731,740
1,572,745	1,673,235	RIVER STREET	1,682,280
3,362,825	3,337,755	SHERMAN STREET	3,199,205
1,633,230	1,628,445	LEXINGTON AVENUE	1,482,950
28,210,570	30,114,125		31,003,945

PURPOSE & OVERVIEW: While the primary purpose of the Cambridge Fire Department is to prevent and suppress hostile fires, the Department's functions and responsibilities have broadened to meet a wide variety of public safety challenges facing many municipalities today. Charged with protecting the sixth most densely populated City in the country, the Department's area of operation includes four miles of underground subway track, and deep bore tunnels over six miles of riverfront, and more than 100 high-rise buildings and densely constructed wood frame districts. Varied terrain demands varied services; therefore, in addition to fire protection, the Fire Department is trained and equipped to handle emergency medical services, ice, water, and confined-space rescue, and hazardous material incident response. In addition to emergency services, the Department educates the public on fire safety, inspects and enforces fire codes, reviews plans for new construction or major renovations, monitors officer safety, and conducts fire equipment performance tests. Although the Fire Department has been a leader in preparing for specialized emergencies, the world issues we now face have resulted in even greater responsibilities. Participation in grant committees and regional collaborations has resulted in a number of successful grant awards to further bolster the Department and City's needs. The Cambridge Fire Department is involved with statewide interoperability communications, regional mutual aid districts, and supplies testimony on various fire related issues to our legislative representatives. Cambridge is now part of the Urban Area Security Initiative, which receives significant funding for Homeland Security issues. The Fire Department's motto is: "Our Family Helping Your Family."

FY05 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Received a supplemental Homeland Security Grant of $53,183 for training and exercises in addition to $138,180 already received. This grant provides for training on new equipment for public safety personnel. This grant also funded a large multi-discipline training exercise that was held in 2004.

- Implemented new fire detail system to improve billing and collection process.
- A new Emergency Medical Services (EMS) paramedic plan was approved. The Region 4 medical panel has approved a model plan for improving Advanced Life Support services in the City of Cambridge. The approved system will utilize firefighters/paramedics from the Fire Department, and Professional Ambulance to dramatically improve response capabilities throughout the City. Additional equipment, two new van style ALS squad units, and newly hired paramedics are now in place. The system is being implemented this spring. This system will deliver faster Advanced Life Support service to those critical medical situations throughout the city.

- Conducted additional training with the two mobile decontamination trailers that are available for deployment throughout the City and both Emergency rooms at the Cambridge and Mount Auburn Hospitals. The decon units provide large-scale capacity to decontaminate persons who may have been exposed to chemical or biological agents. Extensive training has been provided to establish protocol, set up locations, and organize practical sessions at both hospitals, as well as develop simulated training exercises. Training has also been conducted with our surrounding fire departments to provide additional capacity and mutual aide responses.

- Received grant funding through the Metro Boston Urban Area Security Initiative (UASI) in the amount of $958,000. These funds provided personnel protective gear and respiratory equipment for police officers and firefighters, as well as equipment for public health, and the Health Department. Funding also serves to cover public safety member's positions to allow attendance at Office of Domestic Preparedness training programs. Over 70 members have attended these out-of-state weeklong advanced Hazmat, explosive and radiological programs.

- Hired 19 additional firefighters to replace vacancies from retirements. The new recruit firefighters are unique in that they are all paramedics from the Civil Service list. These members are now all Fire Academy trained and nationally certified as Firefighter 1/II. They will play an integral part in providing advanced medical life support to our citizens.

- Awarded a grant from FEMA, Firefighters Assistance Grant Program in the amount of $139,650. This grant is a thirty percent matching grant that will fund emergency medical turnout coats that meet the new safety standards, and enhancement upgrades to the two fire ground radio frequencies used by the Fire Department. The purpose of this grant program is to provide funding for safety related issues that promote the well being of firefighters in the performance of their duties.

- Awarded a grant from the Commonwealth of Massachusetts Firefighters Equipment Grant in the amount of $102,000. This grant is being used to replace equipment such as fire hose, extrications saws, radio accessories, interoperable radio equipment, and batteries.

- Awarded a grant from the Commonwealth of Massachusetts in the amount of $10,236 for the continuation of the SAFE program. The SAFE program is Student Awareness and Fire Education program that is taught to the elementary school children by certified fire instructors Cambridge was able to continue this program this year, in spite of the fact that no state funding was allocated.

- Prepared and staffed for the Democratic National Convention (DNC). This high profile national security event was a challenge on numerous levels. Some of the provided resources included staffing and building high level communications systems, providing enhanced medical services and available deployment of CDC medical resources as needed. A Hazardous materials strike force was assembled in the City and was comprised of local and regional assets available for deployment. Specialized Rescue teams and equipment trained to handle tactical rescue situations and deployment of fire forces to respond in an efficient manner.

FIRE SUPPRESSION

PURPOSE & OVERVIEW: Situated on the front lines of firefighting, the Fire Suppression Division's primary responsibilities include prevention and suppression of fires, pre-hospital emergency medical care, and rescue of persons entrapped by building collapse, elevator, vehicle, ice or water accidents. This division also conducts annual fire hose tests, pumper service tests, fire hydrant inspections and flow tests, cleans snow and ice from hydrants, and provides hazardous materials incident response.

FY06 GOALS

■ *GOAL 1:* *Deploy fire suppression resources to contain and extinguish fires in order to minimize injuries and property loss. Continue to achieve a four-minute response time for the first arriving Fire Department unit 95% of the time, and an eight-minute response for the entire fire alarm assignment 90% of the time.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. First response to fire emergency within four minutes	97%	98%	98%	98%
2. Number of fires*	497	-	316	-
3. Number of structural fires*	125	-	72	-
*FY05 Projected are as of 2/28/05				

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

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Respond to requests for emergency medical services within four minutes, 90% of the time	98%	98%	98%	98%
2. Number of EMS service calls*	4,744	-	2,970	-
*FY05 Projected are as of 2/28/05				

■ *GOAL 3:* *Provide rapid deployment of emergency rescue services for a variety of emergencies including persons entrapped by building collapse, vehicle, elevator, ice and water accidents.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Respond to and mitigate special rescue emergency requests for service	100%	100%	100%	100%

■ *GOAL 4: Protect the public and the environment from fires, explosions or toxic exposures resulting from hazardous materials accidents.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Respond to hazardous materials emergencies	100%	100%	100%	100%
2. Number of hazardous materials emergencies*	334	-	161	-
3. Number of hazardous materials follow-up investigations to determine cause and responsible parties*	204	-	78	-
*FY05 Projected are as of 2/28/05				

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

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of active hydrants tested	1,670	1,655	1,600	1,600
2. Number of annual service tests on pumping engines	0	12	12	12
3. Test 100% of fire hoses (in feet)	39,950	44,000	39,000	39,000

FIRE PREVENTION

PURPOSE & OVERVIEW: The Fire Prevention Division strives to prevent hostile fires from erupting in Cambridge. By educating building owners, shopkeepers, and other members of the public in fire safety, this Division provides an invaluable public safety service. The Fire Prevention Division also protects the public by enforcing high-rise sprinkler laws, and conducting state-mandated fire inspections of schools, hotels, hospitals, nursing homes, and theaters.

FY06 GOALS

■ *GOAL 1: Perform fire prevention inspections in all neighborhoods of the City.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of state mandated inspections of facilities including hospitals, schools, nursing homes, and theaters	406	380	450	425
2. License Commission compliance inspections	94	90	95	90
3. License Commission Task Force inspections	365	300	400	400
4. Complaint investigations	63	50	65	50
5. Residential smoke detector compliance inspections (MGL Ch. 148, Sec. 26F)	1,619	800	1,650	1,600

■ *GOAL 2: Issue assorted permits.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Annual storage of flammable liquids and gases, # of permits	532	440	450	450
2. Installation of fire protection systems (fire alarm systems, sprinkler systems, special suppression systems)	754	500	500	500
3. Cutting/welding operations	404	300	400	400
4. Miscellaneous permits, i.e. sale of Christmas trees, use of portable heat devices, tar kettles, etc.	14	25	20	20
5. Storage tank compliance permits including installation, removal and safe operation	62	40	75	80

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

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Major projects and developments	48	25	25	25
2. Renovations and improvements	147	250	250	250

TRAINING DIVISION

PURPOSE & OVERVIEW: The Training Division's goal is to field the best-trained firefighters possible, and to ensure that members of the Department carry out duties in a safe and responsible manner. This division provides firefighters with CPR, defibrillator, EMS, and other training opportunities, supervises vaccinations against various diseases, and monitors fire personnel to ensure adherence to strict safety requirements during major incidents. Evaluating new fire equipment and supervising annual service tests of all pumping fire engines round out the Training Division's responsibilities.

FY06 GOALS

■ *GOAL 1: Promote firefighter safety by conducting training courses and issuing periodic training bulletins.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Cumulative number of training hours	76,912	83,906	80,000	82,000
2. Number of training hours for uniform personnel	307	300	300	320
3. Number of training bulletins issued	28	25	30	30

SARA OFFICE

PURPOSE & OPERVIEW: Established by the Superfund Amendment and Reauthorization Act (SARA) of 1986, this office is responsible for the safe storage and use of hazardous materials. In addition to providing hazardous material storage and incident mitigation training, the SARA office

conducts fire safety training sessions in elementary schools and elderly housing, thereby educating those who are most at risk. The SARA office also coordinates the Local Emergency Planning Committee (LEPC), which assures that various City, regional and state public safety organizations respond to emergencies in a coordinated manner. The City of Cambridge is one of only three cities in the Commonwealth of Massachusetts with a certified LEPC.

FY06 GOALS

- *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	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of personnel trained	240	250	250	250
2. Number of Hazmat Exercises held	3	10	10	5

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

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of fire safety programs held	356	450	450	450
2. Elderly housing residents attending fire safety programs	160	250	250	250
3. School students attending fire safety programs	5,757	5,000	5,000	5,000
4. Industry personnel attending fire safety programs	210	150	210	210
5. Total number of individuals attending all classes	6,367	6,500	6,500	6,500

TECHNICAL SERVICES

PURPOSE & OVERVIEW: The Technical Services Division (TSD) ensures smooth fire operations within Cambridge by providing valuable support services ranging from maintaining and modernizing

Fire's equipment and buildings to procuring and repairing communication equipment for all City departments. The TSD also supplies the mechanics that provide high quality repair to Fire equipment, and prepares specifications for renovations and major system repairs to Fire Department buildings.

FINANCING PLAN. This plan is supported by $30,197,445 in property taxes; $75,000 in fire permits; $90,000 in fire detail surcharge; $1,500 in reproduction fees; $600,000 in rescue unit service; $27,500 in smoke detector inspection fees; and false alarm ordinance, $12,500.

STATUTORY ANALYSIS. Salaries and Wages, $29,774,055; Other Ordinary Maintenance, $803,140; Travel and Training, $331,750; and Extraordinary Expenditures, $95,000.

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
2,027,395	1,640,720	LEADERSHIP DIVISION	1,452,995
21,377,560	22,748,425	OPERATIONS DIVISION	23,748,770
6,071,080	7,600,730	SUPPORT SERVICES	7,959,840
29,476,035	31,989,875		33,161,605

PURPOSE & OVERVIEW: The Cambridge Police Department is committed to providing the citizens of Cambridge with the highest level of professional law enforcement, services through community policing proactive strategies and efficient emergency responses. The Department will provide this high level of service while respecting the constitutional rights of every person living 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.

SIGNIFICANT BUDGET MODIFICATIONS: The FY06 Police Department Budget includes the net reduction of two positions, an identification technician position and a clerk/typist position. The net savings of these two position reductions were used to cover the cost of wireless maintenance services that was previously funded through a Bureau of Justice Block Grant program, which has been reduced. This wireless service allows patrol officers and other public safety personnel to access Criminal Systems History Board information and CAD (computer-aided dispatch) via their lap tops located in public safety vehicles. In addition, a portion of the salary savings was used to fund increased lease costs for a parking lot for police cruisers. Also, this Budget includes $100,000 (coupled with $50,000 in existing Police Capital Budget funds) for the purchase of 14 motorcycles, which will institute the process of a planned rotation for the entire fleet every three years. This plan will result in higher trade-in values for replacement motorcycles in three years as well as reduced maintenance costs. $120,000 has been added to the existing budget to fully fund a vehicle rotation schedule for all police vehicles that include marked, unmarked and specialty vehicles. The existing vehicle budget of $238,000 covers the replacement of approximately 8 marked vehicles every three years. This additional allotment will allow the Department to replace unmarked vehicles and specialty vehicles (police wagon, accident van, enforcement vehicles) on a more regular schedule without impacting the replacement schedule for marked vehicles. Funding in the amount of $18,800 has been included to train and support new peer officers as part of the existing Stress/Peer Officer Program.

FY05 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- For the first time in 20 years and for only the second time in 45 years, a murder was not recorded in the City of Cambridge in 2004. This was a result of collaborative efforts with community organizations, health professionals in Cambridge/Boston area and the efforts of the entire Cambridge Police Department.

- In December, the Operations and Support Services Units initiated a Problem Oriented Policing (POP) project to combat the street robberies in the Cambridgeport neighborhood. After planning, surveillance and execution of plans three suspects were arrested and the crime spree ended.

- The Department was awarded $403,750 for the FY05 Executive Office of Public Safety Community Policing grant to promote community policing initiatives and neighborhood programs. In addition, the Bureau of Justice Assistance awarded the Department Block Grant funds in the amount of $38,000. These funds are used to support mobile computing in the police cruisers.

- Detective Joanne McEachern was awarded by District Attorney Martha Coakley, the Annual September 11 Award for her work as a Domestic Violence Detective. The District Attorney's Office established the annual award in December 2001 to recognize individuals in or outside the Middlesex District Attorney's Office who have demonstrated extraordinary bravery and/or selflessness in the wake of the September 11, 2001 terrorist attacks or who have contributed significantly to violence prevention and public safety. In one recent case, the victim, a refugee from Sudan, was subject to years of physical, emotional, and psychological abuse by her husband. Detective McEachern went above and beyond, serving as the victim's support system and confidante by helping the victim with groceries, locating furniture, and finding a job.

- The Democratic National Convention (DNC), the first presidential nominating convention since 9/11, was held in Boston, MA from July 26 to 29, 2004. The expectations were that 35,000 out-of-towners and $154.2 million would be pumped into the Boston area economy. The City of Cambridge had five hotels housing delegates. In addition, various media and political dignitaries, including former President Clinton, were housed at the Charles Hotel. The Department participated in planning and executing plans to address any problems that may arise during the DNC, including the closing of major roads. This was the largest departmental undertaking since the riots in the late 60's and early 70's. Officers worked their normal duties, then were assigned security duty beyond their work hours to maintain a safe environment for the citizens and visitors to Cambridge. Bike Officers were assigned as "intelligence gatherers" for the Command Post as well as a quick response team for any group gatherings that were intent upon civil disobedience. The Selective Enforcement Motorcycle Officers were assigned to numerous escorts to and from Boston and the metropolitan area. Their secondary mission was to respond to civil disobedience of small to medium groups who were planning or engaging in those acts. They were also our first line of defense before deploying the Tactical Patrol Force (TPF). These were extraordinary assignments conducted with precision and professionalism. The Department was physically exhausted after that week but it was able to demonstrate its ability to address any situation through the combined efforts of all of its units. The residents of Cambridge should rest easy knowing that they have dedicated professionals providing safety and security to their City.

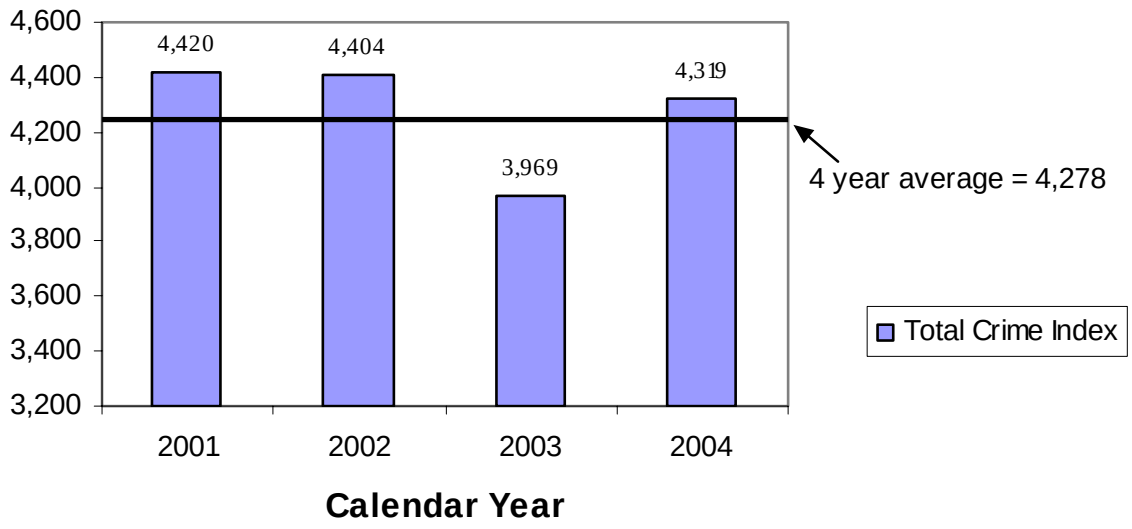
2004 CAMBRIDGE CRIME OVERVIEW: The Crime Index is composed of selected offenses used to gauge fluctuations in the overall volume and rate of crime reported to police. The offenses included are the violent crimes of murder, rape, robbery, and aggravated assault, as well as the property crimes of burglary, larceny, and auto theft. The Crime Index was developed by the Federal Bureau of Investigation's Uniform Crime Reporting program to standardize the way in which law enforcement agencies report crime statistics.

Table 1. The table below identifies selected offenses comparing the 2003 to 2004 Crime Index.

Crime	2003 Jan-Dec.	2004 Jan.-Dec.	Percentage Change
Murder	**3**	**0**	**-100%**
Rape	**7**	**10**	**+43%**
Stranger	1	0	-100%
Non-Stranger	6	10	+67%
Robbery	**229**	**245**	**+7%**
Commercial	41	60	+46%
Street	188	185	-2%
Aggravated Assault	**271**	**248**	**-8%**
Total Violent	**510**	**503**	**-1%**
Burglary	**651**	**724**	**+11%**
Commercial	134	139	+4%
Residential	517	585	+13%
Larceny	**2,389**	**2,654**	**+11%**
From Building	518	572	+10%
Motor Vehicle	657	734	+12%
From Person	331	381	+15%
From Bicycle	212	229	+8%
Shoplifting	358	383	+7%
From Residence	183	226	+23%
Of MV Plate	75	67	-11%
Of Services	24	30	+25%
Misc.	31	32	+3%
Auto Theft	**419**	**438**	**+5%**
Total Property Crime	**3,459**	**3,816**	**+10%**
Crime Index Total	**3,969**	**4,319**	**+9%**

Despite the fact that the 4,319 index incidents reported in Cambridge in 2004 represents the second lowest total recorded in the City in the past 40 years; serious crimes increased 9% compared with 2003 numbers. The increase of 350 index crimes in 2004 over last year should be tempered with the knowledge that the 2003 Uniform Crime Reporting number was the lowest figure reported to the FBI since the 1950s. The 9% increase in serious crime in Cambridge in 2004 was driven by a 11% rise in Burglary and an 11% surge in Larcenies. Further analysis indicates that the 7% increase in Robbery was counterbalanced with an 8% decline in Aggravated Assault to produce a 1% decrease in violent crime.

Figure 1. Historical Trends for Total Crime Index



NATIONAL/REGIONAL CRIME COMPARISON: A comparison of Cambridge's 2003 Index Crimes per 100,000 residents to crime totals nationwide indicates that Cambridge ranked below the national average for all but one of the index crimes. When ranked in order of total crimes, Cambridge ranked slightly above the average compared to other cities of similar size.

Table 2. 2003 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 2002, U.S. Department of Justice - F.B.I)

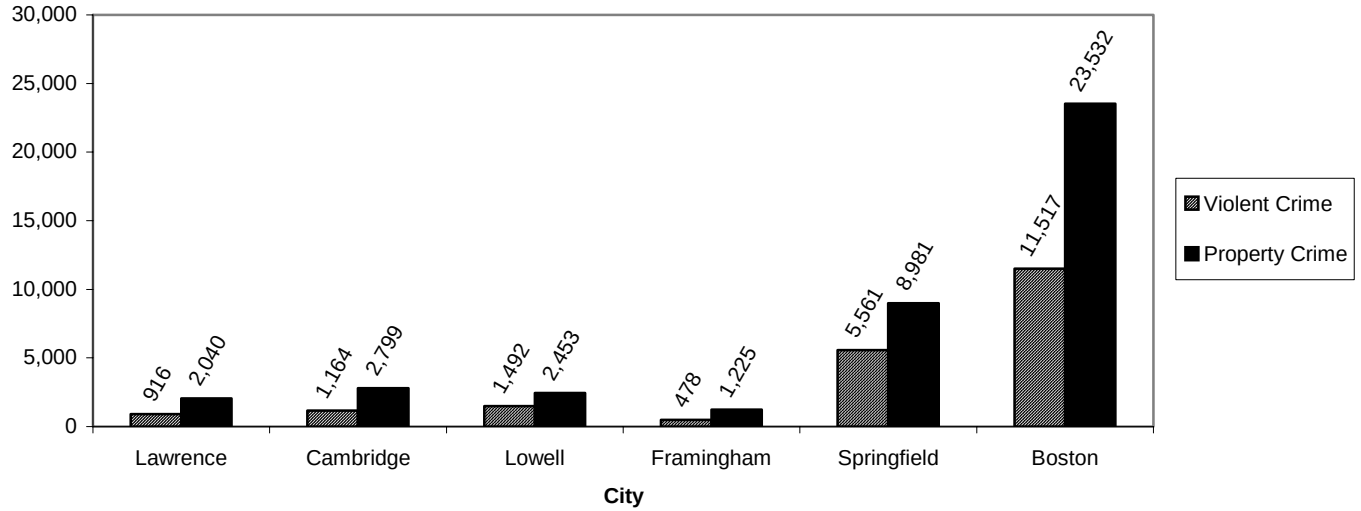
City	*Murder*	*Rape*	*Robbery*	*Assault*	*Burglary*	*Larceny*	*Auto Theft*	**Total**
Macon, GA	18	46	229	354	1,881	6,181	1,010	**9,719**
Berkeley, CA	6	16	402	502	1,245	6,217	1,233	**9,621**
Wichita Falls, KS	8	49	199	826	1,719	5,208	580	**8,589**
Davenport, IA	5	59	242	895	1,401	5,162	388	**8,152**
Richmond, CA	38	50	482	508	1,102	3,470	2,452	**8,102**
Everett, WA	2	77	168	299	981	3,846	1,579	**6,952**
Gresham, OR	0	67	154	260	955	3,941	1,165	**6,542**
Athens-Clarke County, GA	9	52	139	187	1,076	4,612	396	**6,471**
Pueblo, CO	6	38	175	598	1,241	3,928	402	**6,388**
Allentown, PA	12	51	359	219	1,111	3,851	692	**6,295**
Dearborn, MI	0	13	144	942	525	3,257	1,316	**6,197**
Clarksville, TN	2	45	102	487	1,058	4,167	219	**6,080**
Gary, IN	68	71	391	267	1,662	2,373	1,237	**6,069**
Gainesville, FL	5	55	197	747	1,208	3,370	471	**6,053**
Portsmouth, VA	18	43	403	437	1,179	3,323	500	**5,903**
Charleston, SC	15	33	245	586	888	3,572	562	**5,901**
Fairfield, CA	12	36	177	396	660	3,394	698	**5,373**
Average	8	37	174	348	850	3,003	635	**5,055**
El Cajon, CA	5	43	154	354	887	2,300	1,152	**4,895**
Midland, TX	2	39	74	395	941	2,925	171	**4,547**
Ventura, CA	3	21	96	141	764	2,855	349	**4,229**
Boulder, CO	0	52	37	125	549	3,184	197	**4,144**
Cambridge, MA	**3**	**7**	**229**	**274**	**651**	**2,389**	**410**	**3,963**
Lowell, MA	2	45	146	673	626	1,737	716	**3,945**

City	Murder	Rape	Robbery	Assault	Burglary	Larceny	Auto Theft	Total
Arvada, CO	3	18	49	108	586	2,746	399	**3,909**
South Gate, CA	9	14	289	272	590	1,278	1,424	**3,876**
Richardson, TX	1	16	101	123	698	2,593	328	**3,860**
Woodbridge Township, NJ	4	17	72	255	643	2,259	373	**3,623**
Erie, PA	3	70	191	183	725	2,284	125	**3,581**
New Bedford, MA	11	104	234	330	945	1,187	534	**3,345**
Santa Clara, CA	7	25	48	173	420	2,244	342	**3,259**
Burbank, CA	3	15	69	196	500	1,728	466	**2,977**
Edison Township, NJ	1	11	115	158	465	1,755	413	**2,918**
Livonia, MI	0	13	56	116	389	1,846	271	**2,691**
Daly City, CA	0	24	154	166	242	1,490	440	**2,516**
Cary, NC	0	17	36	56	397	1,717	130	**2,353**

For additional crime reporting statistics please visit our Web site at www.CambridgePolice.org to view the 2004 Annual Crime Report available online.

Figure 2. Regional Crime Comparison - 2003

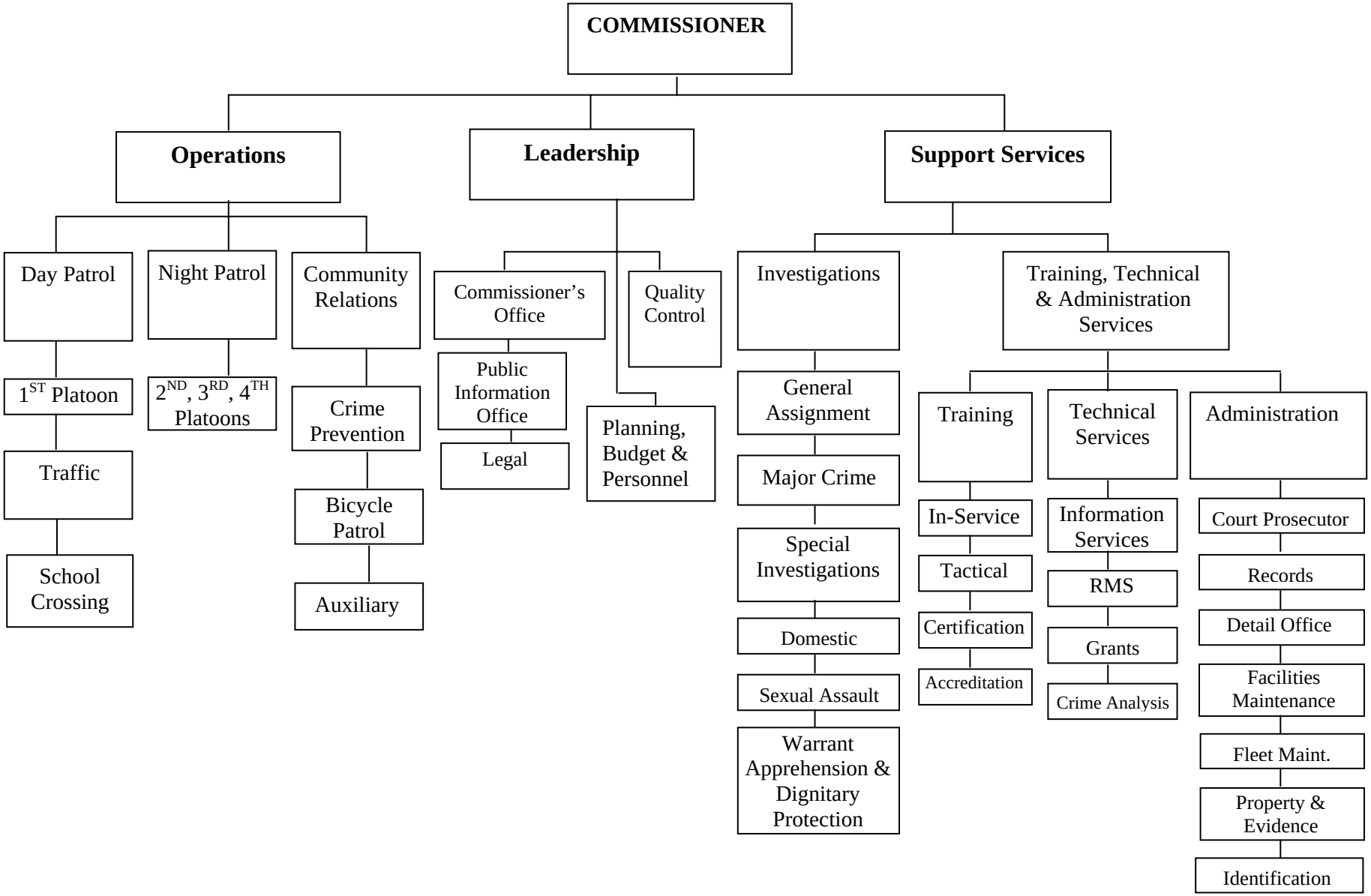
The chart below reflects a crime comparison among regional communities by violent and property crime.



FINANCING PLAN	DETAIL	SUMMARY
TAXES	24,291,195	**24,291,195**
LICENSES & PERMITS		
firearm ID Cards	1,000	
revolver permits	3,000	
street permits	122,065	
sunday permits	500	**126,565**
FINES & FORFEITS		
parking fines	2,603,425	
moving violations	475,000	
false alarms	70,000	
bicycle fines	4,000	**3,152,425**
CHARGES FOR SERVICE		
parking fund	1,116,355	
police services	6,000	
agency fees	18,000	
detail surcharge	400,000	
towing surcharge	75,000	**1,615,355**
INTERGOVERNMENTAL REVENUE		
cherry sheet	1,190,935	
career incentive	1,084,130	**2,275,065**
MISCELLANEOUS		
restitution	1,000	
free cash	1,700,000	**1,701,000**
		33,161,605

STATUTORY ANALYSIS. Salaries and Wages, $31,573,555; Other Ordinary Maintenance, $871,950; Travel and Training, $184,000; and Extraordinary Expenditures, $532,100.

Cambridge Police Department
Organizational Chart



ACTUAL FY04	PROJECTED FY05		BUDGET FY06
1,068,615	982,840	COMMISSIONER'S OFFICE	666,270
794,230	333,655	PLANNING, BUDGET & PERSONNEL	357,480
164,550	324,225	QUALITY CONTROL	429,245
2,027,395	1,640,720		1,452,995

The duties and responsibilities of the Office of the Commissioner consist of a number of tasks relative to the effective operation of the Police Department and planning for the future. Investigation of citizen complaints about the conduct of police officers and staff investigations remain the primary responsibilities of the Quality Control Section. However, as the Department strives to improve, this unit conducts various audits of our procedures to test the quality of service that we provide. The Legal Advisor assists the Commissioner with policy and analysis of citation data in order to provide information to the community regarding traffic stops. In addition, the legal advisor provides training and compliance monitoring that is conducted in order to ensure accountability. The Public Information Office supports the Office of the Commissioner by providing public relations for the Department and distributing the Department newsletter. The Planning, Budget & Personnel Office's primary responsibility is to support the Commissioner in maintaining sound hiring practices, budget preparation, setting strategy, planning and reinforcing our system of accountability. Our major goals over the next few years will consist of a vision plan for the future that will ultimately improve the quality of service to the citizens, position the Department to obtain long-term goals identified by various stakeholders and improve quality of life for the citizenry of Cambridge.

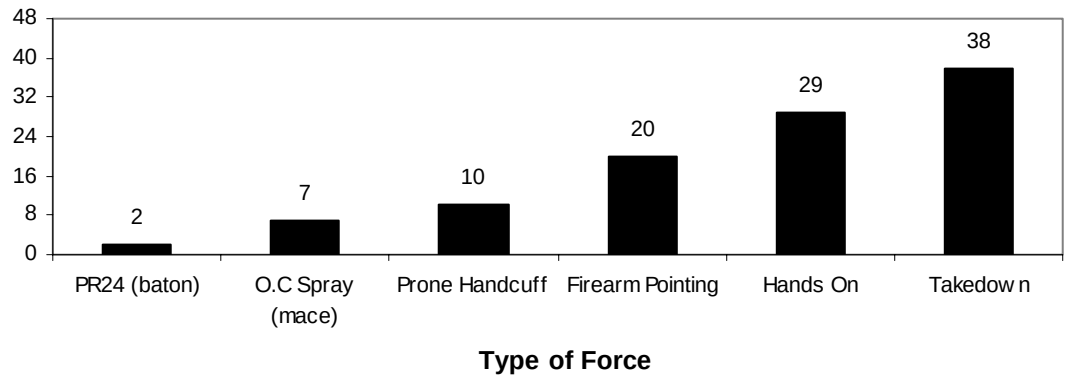
In early 2003, the Cambridge Police Department embarked on a project designed to ensure that the Department is well prepared for the demands of the next several years. The Commissioner is committed to making the Cambridge Police Department a first class organization that provides high quality service to the City, that is a good place for our officers and civilians to work, and that operates effectively and efficiently. To that end, a survey of stakeholders was conducted. We surveyed community members and employees to determine what qualities of the Police Department were important to them and to assess their satisfaction with the current system. The survey conducted of employees revealed that the Cambridge Police Department is viewed as a satisfactory work environment and salary benefits, assignments, supervisory relationship, formal recognition and training are good. However, the members cited that improvement is needed in the state of the building, staffing levels, operational communication across groups, and wider application of community policing strategies. Employees expressed desire for more specialized training, greater work variety, more leadership visibility, increased opportunity for officers to think for themselves, better direction and more feedback on job performance. Over the past year, the Department has successfully improved in these areas and will continue to work toward a Vision Plan for CPD.

To ensure improvement of quality of life, the Department will continue to assess the service provided by members of the Department to the community. The Department's Use of Force Policy requires officers to submit a separate use of force report whenever they use any "applied physical force against another." Very few departments capture all of this data. In fact, the majority of police departments in the United States simply capture firearms, O.C. Spray (Mace) and Use of Baton in their use of force reporting systems.

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

In 2004, the Cambridge Police Department responded to 110,000 calls for service. There were 106 reported incidents of use of force. This is a very low number and when force is used, it typically occurs on the lower end of the force spectrum, involving grabbing or tugging at a suspect in order to apply handcuffs. There were no excessive use of force complaints filed by citizens in 2004. The chart below indicates the Department's reporting for all use of force incidents by type of force utilized.

<u>Figure 3.</u> Use of Force Reported in 2004



FY06 GOALS

- *GOAL 1:* *The Cambridge Police Department is seeking to attain certification through the Massachusetts Police Accreditation Commission, Inc. In order to achieve certification, a police department must comply with 151 standards. Upon completion, the department will be recognized as attaining the standards for promoting police professionalism in the Commonwealth. The Department will continue to work toward attaining national accreditation. These national standards are based on the Commission on Accreditation for Law Enforcement Agencies (CALEA) 4th edition Standards Manual.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Percentage of policies published for State Certification	65%	90%	80%	95%
2. Percentage of policies published for National CALEA Accreditation	65%	75%	70%	85%

Figure 4. Quality of Service Assessment

The table below indicates customer satisfaction responses collected from incident reports in FY03 and FY04. The percentages listed represent respondents who rated each service as "excellent", "good", or "average" (other responses recorded were "not good", "poor", "n/a" or "blank").

Type of Service Rated	FY03	FY04	Change (FY04-FY03)
Response of Call Taker	91%	94%	3%
Timeliness of Officer Response	78%	93%	15%
Officer 's Response to Questions	93%	94%	1%
Professionalism of Officer Conduct	97%	100%	3%
Percentage of Cases Followed up by Detectives	39%	58%	19%
Responsiveness of Detective	81%	94%	13%
Overall Response by Department	87%	88%	1%

■ *GOAL 2:* *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	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of administrative audits conducted by staff	8	8	10	8
2. Complete "quality of service" assessment forms - incident reports	250	250	240	230
3. Complete "quality of service" assessment forms - m/v stops	250	250	225	240
4. Conduct field inspection audits	70	60	30	50

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
4,432,300	4,598,795	DAY PATROL	4,738,705
13,162,190	14,197,635	NIGHT PATROL	14,464,995
376,035	379,805	SCHOOL CROSSING	456,415
1,816,410	1,803,120	COMMUNITY RELATIONS	1,670,545
117,995	145,100	COMMUNICATIONS	195,100
1,472,630	1,623,970	TRAFFIC	2,223,010
21,377,560	22,748,425		23,748,770

As the Department's primary and most visible staff resource, this Division is responsible for the suppression and prevention of crime, the apprehension of offenders, the recovery of stolen property, the regulation of non-criminal activity and the maintenance of peace in the community. The Operations Division is divided into Day Patrol, Night Patrol, Selective Enforcement and Community Relations. The Selective Enforcement/Traffic Unit performs specific assignments relating to truck restrictions, traffic, pedestrians and bicyclist safety and parking enforcement. Traffic Supervisors are responsible for the safety of school children at various intersections and locations throughout the city. The function of the Community Relations Section is to elicit the community's participation in identifying problems and solutions.

The Department establishes partnerships by developing liaisons with formal community organizations, business groups and other community groups. These partnerships assist the Department in improving practices that relate to community policing, by conveying information to the community as well as transmitting concerns from 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 School Resource Officers (SRO) are assigned to each public school to provide daily contact for students, staff and parents. In addition, the SRO provides crime prevention programs to students and acts as a liaison with the Department on safety issues. The Cambridge Police Department is committed to the concept of reducing crime through proactive crime prevention and open communication.

FY06 GOALS

- *GOAL 1:* *Introduce, expand and maintain a variety of community oriented policing initiatives with the purpose of forming partnerships with the community to combat crime, the elements of crime and the perception of crime. Through community oriented policing, the Department will focus on educating and communicating to the citizenry of Cambridge on public safety issues including Homeland Security, emergency planning initiatives with Fire, Emergency Communications and Emergency Management.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of community members in attendance at sergeants meetings scheduled citywide	n/a	300	275	300
2. Number of community meetings attended by Department personnel	46	50	61	75
3. Number of community policing problem solving projects*	17	20	8	10
4. Number of community policing neighborhood grants awarded	38	40	35	30
5. Number of youth participated in Department sponsored leagues	200	350	240	300
*Neighborhood problem solving projects are designed to impact problems identified in the community by utilizing crime techniques and strategy to impact the crime.				

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

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of directed patrols	n/a	10,000	8,000	7,000
2. Number of park patrols	n/a	200	150	300

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

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of students impacted by High School Advisory classes	200	350	300	325
2. Number of students receiving Safety Training (bike safety, bullying, and "points 4 safety")	733	1,300	900	900
3. Number of citizens participated in Rape Aggression Defense (RAD) Training	29	100	75	80
4. Number of citizens participated in Citizen Police Academy	40	100	50	75

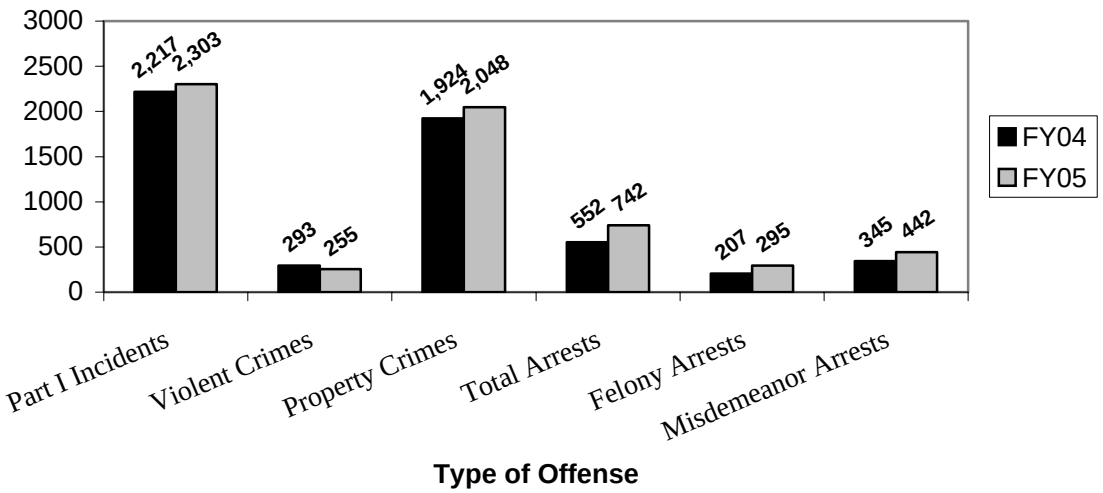
■ *GOAL 4:* *Provide education in crime prevention techniques to citizens and business owners throughout the City. The Police Department will continue to conduct security surveys for the residential and business communities as well as participate in monthly private security meetings throughout the year.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of business surveys conducted	69	75	50	40
2. Number of residential surveys conducted	49	50	30	45
3. Number of Private Security meetings attended per year	12	12	12	12

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

Figure 5. FY04 vs. FY05 Year At A Glance Crime Comparison

The chart below reflects the incidents that occurred from July 1st through December 31st during FY04 and FY05 by types of crime and number of misdemeanor and felony arrests. Part I Crimes are defined as Murder, Rape, Robbery, Assault, Burglary, Larceny and Auto Theft. For additional statistics, please visit our Web site at www.CambridgePolice.org to view the complete 2004 Annual Crime Report online.



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

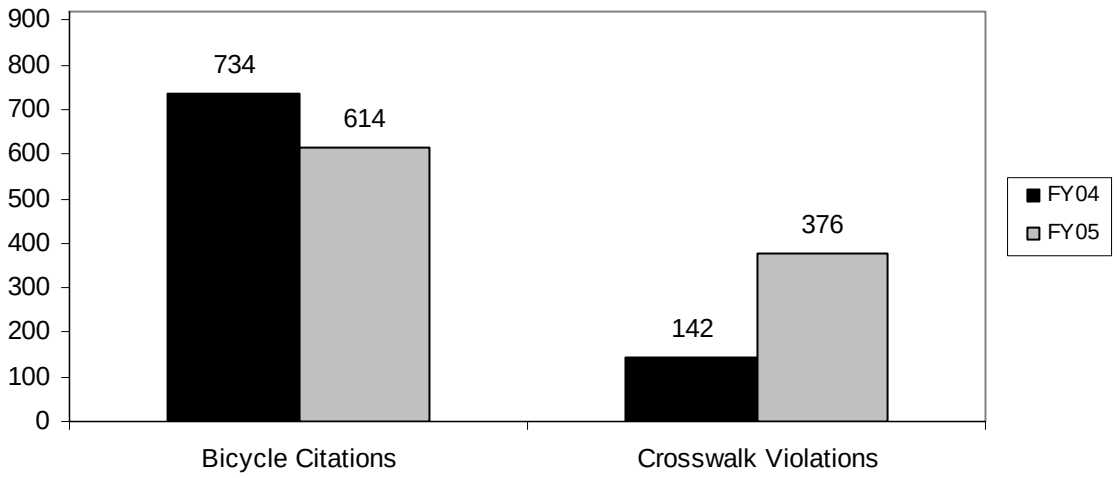
PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of assignments for deployment of units for the enforcement of truck restrictions	2,663	8,000	1,000	2,000
2. Number of selective traffic enforcement assignments citywide	11,612	8,000	10,000	10,000
3. Number of trucks inspected for compliance with commercial regulations	191	600	300	500
4. Number of assignments for deployment of units for the enforcement of crosswalk violations	4,287	1,500	3,500	4,000
5. Number of selective bicycle enforcement assignments	1,160	1,500	1,200	1,200
6. Number of "points 4 safety" brochures distributed during motor vehicle stops	n/a	n/a	1,200	1,500

■ *GOAL 7:* *Provide Child Safety Seat Program to Cambridge residents to assist parents on proper installation of car seats. In addition, the Department will continue to modify the existing program to encourage other agencies to participate in this tremendously successful safety program by increasing available resources to fund this program to serve more residents.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Child Safety Seat installations	1,200	n/a	800	1,000

<u>Figure 6.</u> Bicycle Citations and Crosswalk Violations for FY2004 and FY2005

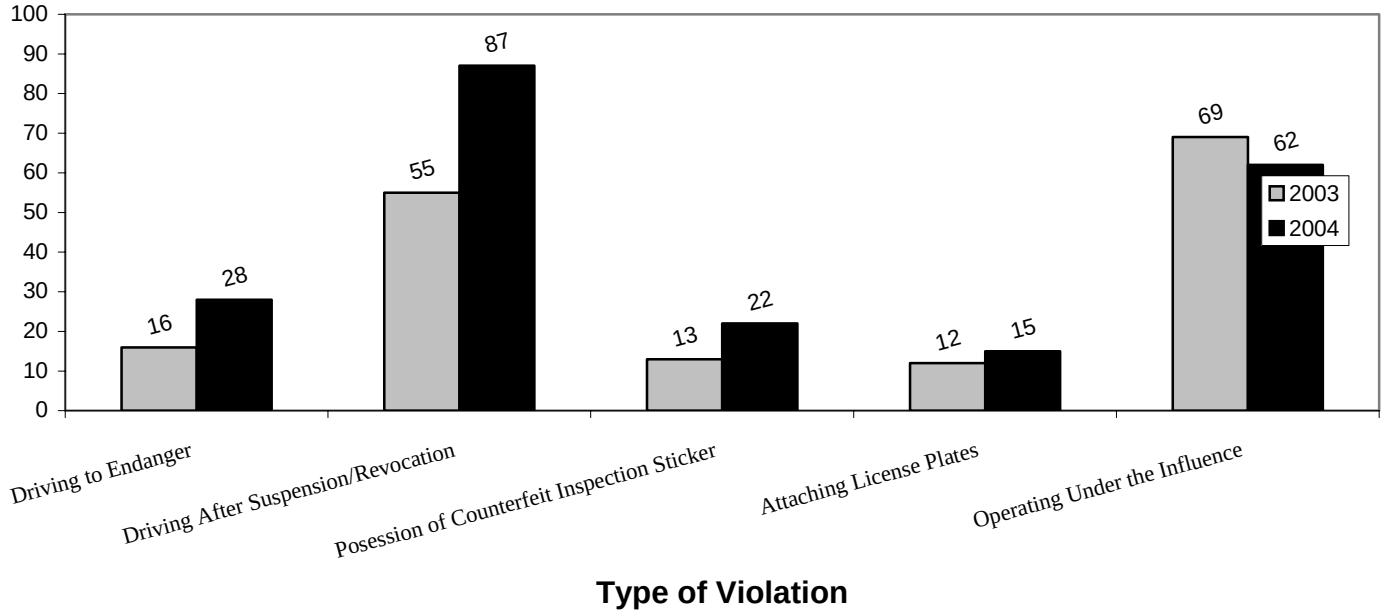
In a continued effort to provide the highest level of public safety services, the Department has continually increased enforcement of crosswalk violations and bicycle violations. The chart below reflects the number of bicycle citations issued from July 1 through December 31 in FY2004 and crosswalk violations issued in FY2004 compared to FY2005. For additional statistics, please visit our Web site at www.CambridgePolice.org to view the 2004 Annual Crime Report online.



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.

Figure 7. Traffic Arrests for Calendar Year 2003 vs. 2004

The chart below reflects the number of traffic arrests by type of incident comparing 2003 vs. 2004.



ACTUAL FY04	PROJECTED FY05		BUDGET FY06
514,990	1,069,980	ADMINISTRATION	1,475,995
114,590	287,335	TRAINING	259,165
2,808,760	3,355,425	MAJOR CRIME UNIT	3,199,345
1,219,940	1,268,015	SPECIAL INVESTIGATION UNIT	1,059,845
342,375	214,125	DETAIL OFFICE	199,520
	566,140	TECHNICAL SERVICES	670,245
1,070,425	839,710	OPERATION & MAINTENANCE	1,095,725
6,071,080	7,600,730		7,959,840

The Support Services Division consists of the Administration Unit, Training Unit, Major Crime Unit, Special Investigation Unit, Detail Office and Technical Services Unit. This division is responsible for supporting the daily operations of the Department. The Administration Section processes and coordinates departmental support services such as records, details (off-duty employment), fleet maintenance, property and identification. The 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 Major Crime Unit includes all investigative functions of the Department. Major Crime 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 Technical Services/Crime Analysis Unit carefully reviews all information, including crime reports, calls for service, arrest reports, and notices from other agencies, received by the Police Department, looking for crime phenomena such as series, sprees, hot spots, and trends. Once such a problem is identified, the Unit disseminates this information to the rest of the Department. Patrol and Investigative Commanding Officers use this information to develop strategies to address any emerging or ongoing crime problems. The Unit is also responsible for maintaining the Department's computer systems infrastructure and radio system.

FY06 GOALS

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

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of officers attending live firearms training	250	250	252	273
2. Number of officers attending simulation training	n/a	250	273	273
3. Number of officers attending simulated firearms training	0	250	273	273

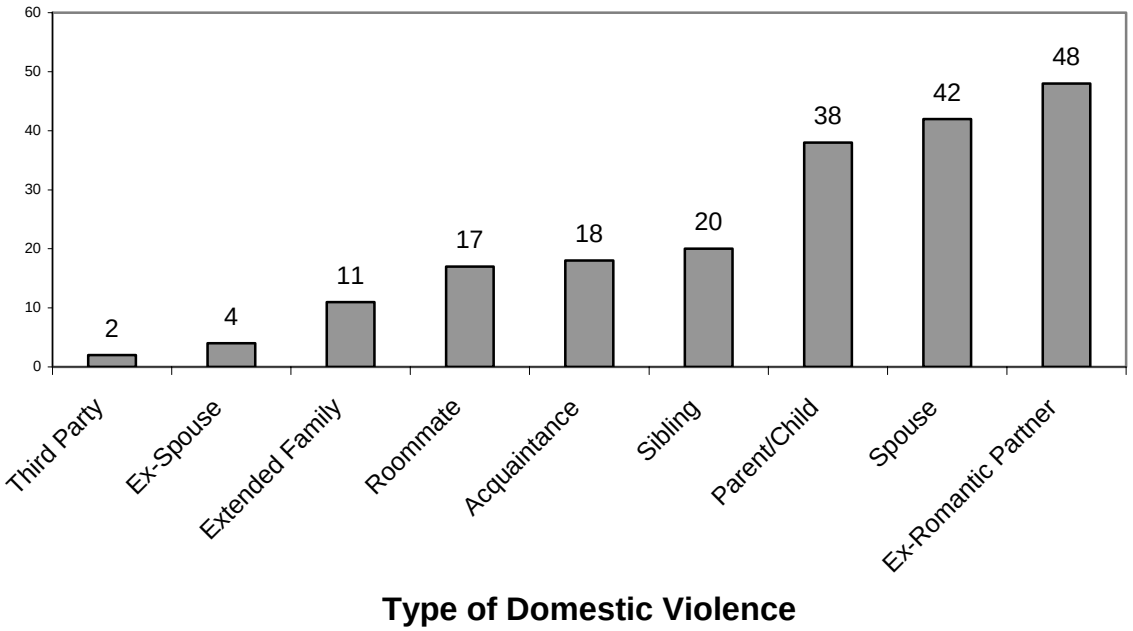
- *GOAL 2:* *Impact the level of violent Part I crimes committed in Cambridge by a concerted effort to apprehend and bring to justice those recidivist violators who perpetrate the type of violent crimes that most impact the safety of residents and the community's general perception of well being.*

■ *GOAL 3:* *Continue the integrated response system to domestic violence and department-wide training. Continue input of domestic violence incidents into a database that allows for the analysis of such occurrences. Work with a coalition of other City departments and area non-profit agencies to implement a community grassroots domestic violence prevention and education effort. The Domestic Violence Liaison develops and conducts specialized training regarding same sex domestic violence, family related domestic violence, and elderly abuse domestic violence.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of domestic violence trainings conducted for various agencies throughout the City	6	n/a	7	12

<u>Figure 8.</u> Domestic Violence by Relationship Category for the Calendar Year 2004

The chart below reflects the number of domestic violence incidents reported in 2004 by relationship category.



Special Investigations Unit

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

Table 3. Geographic Breakdown of Drug Arrests

The table below shows that drug arrests were concentrated in the mid-section of the City. The Area 4 neighborhood reported the most incidents, followed by the Cambridgeport and East Cambridge neighborhoods. In 2004, a total of 124 incidents were reported and 142 arrests were made.

AREA	2002	2003	2004	% OF TOTAL
East Cambridge	12	20	15	12%
M.I.T. Area	4	1	0	0%
Inman/Harrington	5	21	11	9%
Area 4	23	24	22	18%
Cambridgeport	16	16	19	15%
Mid-Cambridge	16	5	8	6%
Riverside	15	15	14	11%
Agassiz	2	1	1	1%
Peabody	3	6	9	7%
West Cambridge	9	3	7	6%
North Cambridge	10	6	15	12%
Cambridge Highlands	1	1	1	1%
Strawberry Hill	3	2	2	2%
TOTAL	119	121	124	

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
1,412,525	1,545,255	TRAFFIC CONTROL	1,580,060
5,586,485	5,937,625	PARKING CONTROL	5,955,215
710,355	831,325	SUPPORTING SERVICES	793,715
7,709,365	8,314,205		8,328,990

PURPOSE & OVERVIEW: The Department operates many of the City's transportation services. Its main responsibility is to ensure that the City's street system is safe for vehicular and non-vehicular use - through parking regulations, parking meters, traffic signals, signs, crosswalks, bicycle facilities and pavement markings. Associated with these activities, the Department issues Resident Parking Permits, adjudicates parking tickets, performs and reviews traffic studies, and issues Street Obstruction and Street Closing permits. The Department operates two parking garages, which are located in Central Square and East Cambridge. The Department's responsibilities are managed by three divisions: Traffic Control, Parking Control and Supporting Services.

The Department's challenge is to meet the mobility needs of residents, businesses and institutions through the provision of a varied set of transportation facilities that reduce reliance on single occupant vehicles and protect the quality of our residential and business environments.

SIGNIFICANT BUDGET MODIFICATIONS: The FY06 Traffic, Parking and Transportation Budget reflects a reduction of a vacant working foreperson position ($58,840). This savings is offset by an increase of $36,400 in the garage management contract for the First Street and Green Street Garages as a result of the vendor paying employees the Cambridge Living Wage rate. In addition, $25,000 has been added to cover the estimated cost increase in the pavement-marking contract.

FY05 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Meter Program - Installed new meter mechanisms in all 2,580 of the City's on-street parking meters. Awarded a three-year contract to install multi-space parking meters in the City's public parking lots. This project began in FY05 by installing multi-space meters in three formerly metered parking lots on Cambridge Street. Awarded a three-year contract to repaint parking meters throughout the city. This year we painted all meters on Cambridge Street to complement the other improvements implemented on the street. Meters were added to new locations primarily in East Cambridge and University Park.

- Parking Garages. - Put out a bid for new revenue/access control equipment and replacement of cashier booths for both of the City's parking garages. Completed the 1% for public art installation at the Green Street Garage stair tower. Installed a new door on the Pearl Street side of the garage and replaced the garage sign.

- Pavement Markings - Installed crosswalks and centerlines throughout the City; Created a separate left turn pocket on Mass Ave at Walden Street to improve the operation of that intersection. Created a left turn pocket and pedestrian refuge island on Concord Avenue at Spinelli Way in response to pedestrian crossing problems at that location; Installed 13 new crossings on Cambridge Street.

- Signage - Began a citywide audit and study on the removal of "Snow Emergency" signs (restrictions) on streets where towing would not be needed or is unlikely to occur. By allowing parking on some streets, the goal is to reduce the number of cars towed on the priority streets in order to enable plowing to occur in a timely manner.

- Signals – Added a new signalized crossing at Cambridge Street/Antrim Street; repaired walk signals at Third Street/Binney Street and Broadway/Ames Street; coordinated signal timing at six signals along Massachusetts Avenue from Everett Street to Alewife Brook Parkway; improved signal time on Green Street/Western Avenue and improved signals at Huron Avenue/Aberdeen Avenue in conjunction with traffic calming changes.

- Painted traffic signals, poles and signal heads black at over 30 intersections to conform to the Department's new color choice for traffic signals; Coordinated the signals along Prospect Street to more efficiently manage the traffic volume on Prospect Street; Repaired underground damaged conduit on Putnam Avenue at Magazine Street, Main Street at Windsor Street, Third Street at Binney Street and Broadway at Ames Street.

- Customer Services - Printed the new 2005 Resident Information Brochure that is given to all residents with their new resident permit. Completely revised the Department's Web site with assistance from MIS. Created online forms for many permits and services, and developed several feedback forms for customers to request services or assistance. Automated all correspondence related to parking ticket disputes, scanned the documents and added them to the parking ticket database. Many customers have utilized the extended Monday evening hours. Created and implemented a new database in the street permit operation and started accepting credit card payments so that moving van customers do not have to pay in person. Completed our first resident permit renewal season at 344 Broadway.

- Democratic National Convention (DNC) - Worked closely with the Police Department to plan traffic management in Cambridge in response to the roadway closures implemented by the State during the DNC. Participated in the Command Center and had staff prepared to respond as needed.

- Energy Savings - Replaced all lighting in the First Street Garage and the Department's First Street operations office with new energy efficient fixtures in coordination with NSTAR. Removed three unnecessary flashing traffic signals for an annual savings of 2,828 KWH and $293 in electricity costs. Completed LED traffic signal conversion at 10 intersections on Cambridge Street is estimated to save 49,140 KWH per year on electricity or $4,300.

- Trucks - Secured permits in December from Massachusetts Highway Department to ban trucks on Cardinal Medeiros Street and Putnam Avenue and initiated enforcement in January.

- Enforcement – Completed all planning required to implement handheld ticket writing devices for use by Parking Control Officers. Revised the way Parking Control Officers are deployed for enforcing sidewalk snow shoveling and ice treatment. Increased the number of violations issued.

FINANCING PLAN: This budget is supported by $127,500 in street permits; $4,860,205 in fines; $3,189,340 in parking usage; $10,745 in interest earnings; $91,200 in rent of City property; and $50,000 in private donations.

STATUTORY ANALYSIS. Salaries and Wages, $5,065,550; Other Ordinary Maintenance, $3,169,040; Travel and Training, $19,400; and Extraordinary Expenditures, $75,000.

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
436,045	432,640	TRAFFIC SIGNAL MAINTENANCE	436,130
422,305	441,120	TRAFFIC ENGINEERING	495,455
554,175	671,495	PAVEMENT MARKINGS/ SIGN POSTING	648,475
1,412,525	1,545,255		1,580,060

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 219 signal locations currently on the system. The City has 144 signalized intersections, 37 warning flashers and 34 school zone flashers.

FY06 GOALS

- *GOAL 1: To improve the ease of crossing for pedestrians and to increase energy efficiency.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Percent of City's intersections converted to LED traffic signals	18%	32%	32%	53%
2. Number of intersections adjusted to enhance pedestrian crossing	7	15	15	8

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

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of street obstruction and street closing permits issued	4,998	5,000	5,500	5,500

- *GOAL 3: Improve street safety by installing and replacing reflective pavement markings for all new and all existing crosswalks, centerlines and parking stalls.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Total number of crosswalks citywide with reflective pavement markings	1,785	1,800	1,805	1,815
2. Total number of new crosswalks installed with reflective pavement markings	37	10	20	10

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

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Total number of linear feet of edge line	48,400	58,900	49,700	50,700
2. Total number of linear feet of bike lane	70,225	80,350	80,230	81,230

■ *GOAL 5:* *The Traffic Engineering Division will maintain strong customer service and continue responding to the community in a timely manner on transportation issues, including site investigations and minor traffic studies. Continue to replace faded, defaced or damaged traffic regulatory signs and update all street name signs to the more visible and highly reflective diamond grade street name signs.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Total number of completed site investigations conducted by the Traffic Division	165	200	200	200
2. Total number of completed minor traffic studies	9	12	12	6
3. Total number of traffic regulatory signs replaced or installed	1,960	1,800	1,800	2,000
4. Total number of street name signs replaced	211	150	250	200

■ *GOAL 6:* *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	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of large project traffic studies reviewed for projects seeking Planning Board permits	3	10	10	10

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
1,957,525	1,963,150	PARKING SERVICES	1,944,915
566,035	940,325	PARKING METER MAINTENANCE	950,210
971,515	981,350	OFF STREET PARKING	1,017,750
2,091,410	2,052,800	PARKING ENFORCEMENT	2,042,340
5,586,485	5,937,625		5,955,215

PURPOSE & OVERVIEW: The Parking Control Division is responsible for the residential and metered parking programs, the City's two parking garages and nine metered parking lots, and for the enforcement, processing, and adjudication of the City's parking regulations.

The Parking Services Program is responsible for the issuance of resident parking permits and visitor parking permits, and the collection and adjudication of parking tickets. The program is extremely busy from November through January when residents renew their permits. Customer service has improved by making it more convenient for the public to obtain resident parking permits by mail and to pay parking tickets by mail, phone or online.

The Parking Meter Program is responsible for the installation, maintenance, collection and repair of the City's 2,804 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 Program provides staff to ticket illegally parked cars. The operation is active from 7 a.m. to 8 p.m. weekdays as well as extended hours on Thursday and Friday evening until 10 p.m. Saturday hours are 8:30 a.m. to 10 p.m.

The division is responsible for the two City garages - Green Street Garage and East Cambridge Garage. The division manages the contract to operate the two facilities. The Traffic Control Division is responsible for preventive maintenance and renovations of the two structures.

FY06 GOALS

- *GOAL 1:* *Provide residential 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 during our annual issuance period. Reduce parking permit abuse.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Total number of resident permits	39,672	40,000	40,000	40,000
2. Number of resident permits issued during the renewal season (Oct. 15 - Jan. 31)	25,040	29,700	29,700	30,000
3. Number of permits obtained by mail during the renewal season	11,641	16,200	14,850	15,000
4. Percentage of permits obtained by mail during the renewal season	46%	55%	50%	50%
5. Number of permits obtained at main office during the renewal season	13,399	13,500	14,850	15,000
6. Percentage of permits obtained at main office during the renewal season	54%	45%	50%	50%
7. Number of resident permit violations	58,929	78,000	78,000	80,000
8. Number of public safety violations	27,065	44,000	44,000	45,000

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

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of parking meters on street	2,804	2,950	2,950	3,000
2. Number of meter violations	181,974	226,400	205,000	218,000
3. Number of overtime meter violations (meter feeding)	34,896	37,000	37,000	46,000

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

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Percentage of tickets paid within 21 days from issuance without a notice	56%	55%	55%	55%
2. Percentage of paid tickets issued this fiscal year	85%	85%	85%	85%
3. Percentage of tickets paid at main office	18%	15%	15%	15%
4. Percentage of tickets paid via mail, telephone and online	82%	85%	85%	85%
5. Percentage of tickets issued in this fiscal year that have been adjusted or dismissed	4%	3%	3%	3%

- *GOAL 4: Implement handheld ticket writing devices for use by all Parking Control Officers.*

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
710,355	**831,325**	**ADMINISTRATION**	**793,715**

PURPOSE & OVERVIEW: The Support Services Division is responsible for the administration and operation of the entire Department, including: coordination within and between the Traffic Control and Parking Control divisions; management of the Department's budget and personnel functions; ongoing dedicated customer service; publishing materials to bring information to the public; coordinating with other City departments, state and federal agencies, non-profit organizations and local businesses; and keeping up-to-date with cutting edge equipment and services to meet the needs of our constituents and to support employees in performing their jobs more efficiently.

- *GOAL 1: Seek to continuously improve the efficiency and professionalism of the Department staff, procedures and programs. Improve communication and coordination within the Department. Encourage and support proactive and innovative solutions to the City's mobility needs.*

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
31,305	**77,270**	**POLICE REVIEW AND ADVISORY BOARD**	**78,100**

POLICE REVIEW AND ADVISORY BOARD

PURPOSE & OVERVIEW: The Cambridge Police Review and Advisory Board (CPRAB) was established in 1984 by City Ordinance.

The primary function of the Board is to review Police Department policies, practices and procedures and to investigate and adjudicate complaints brought by individuals or police officers against the Police Department or other police officers.

The Police Review and Advisory Board consists of five civilian residents of Cambridge. The role of the Police Review and Advisory Board is as follows: to provide for citizen participation in reviewing Police Department policies, practices, and procedures; to provide a prompt, impartial and fair investigation of complaints brought by individuals against police officers in addition to complaints by departmental employees against the Police Department; to ensure that citizen complaints against members of the Cambridge Police Department are handled in a timely, thoughtful, methodical and decisive way and that the Board's determinations are even-handed, through unbiased investigations.

FY05 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- With effective outreach, the PRAB received approximately 180 public inquiries for assistance of which 100 resulted in complaints. Of those 100 complaints, 80 were referred to outside agencies and 20 were retained for investigation.

- Along with the Interim Executive Secretary, the newly hired investigator reviewed cases pending at the Police Department and the Board. Through January 2005, four cases were closed by the Board.

- Four new members were appointed to the PRAB. The Board immediately started reviewing caseloads and working on other PRAB matters. A total of 10 Board meetings that were open to the public were held since the installment of the new Board. Public participation in these meetings was very active.

- All new Board members were trained by the City Law Department and the Quality Control Office of the Police Department on Rules and Procedures relating to the work of the Board.

- The PRAB, along with its Interim Executive Secretary, worked with the City Manager's Office and the Law Department to revise the PRAB Ordinance to provide better service to the public regarding the Board's investigative work and outreach. The revised version of the Ordinance is pending before the City Council.

- The PRAB continues to be a resource for communities exploring civilian oversight options.

- The PRAB continues to monitor legislative issues related to its mission. The Interim Executive Secretary and the Investigator attended various training seminars, community meetings and lecture forums on behalf of PRAB.

FY06 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	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Total number of public inquiries	100	150	165	150
2. Number of community training sessions	n/a	20	20	20
3. Number of events related to the mission of the Board	n/a	25	25	25
4. Number of Board meetings open to the Public	n/a	n/a	10	10

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

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of complaints open from previous year	n/a	0	0	0
2. Number of complaint intakes from public inquiries	n/a	n/a	100	110
3. Number of complaints referred to other agencies due to lack of jurisdiction	11	n/a	80	90
4. Number of complaints under investigation	n/a	0	20	20
5. Number of subpoenas issued	0	0	0	0
6. Number of public hearings held	0	10	10	10
7. Number of recommendations made to the Police Commissioner and the City Manager after hearings	n/a	5	10	10
8. Number of complaints closed after investigation	7	10	20	20

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

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of mediation sessions performed	n/a	20	20	20
2. Number of complaints mediated	n/a	15	13	15

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

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Numbers of training sessions	4	5	10	10

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

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of policy reviews and recommendations	n/a	5	5	5

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

STATUTORY ANALYSIS. Salaries and Wages, $74,100; Other Ordinary Maintenance, $1,000; and Travel and Training, $3,000.

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
1,981,560	2,223,930	INSPECTION/ENFORCEMENT	2,221,900
155,915	178,260	ZONING APPEAL BOARD	179,595
16,430	20,000	BOARD & RAZING	20,000
2,153,905	2,422,190		2,421,495

PURPOSE & OVERVIEW: The Inspectional Services Department (ISD) is responsible for all laws and related City Ordinances that pertain to the Massachusetts State Building Code and certain articles of the State Sanitary Code. The Inspection/Enforcement allotment covers the enforcement of the building, wiring, plumbing/gas, and mechanical codes together with articles of the State Sanitary Code covering housing and food establishment inspections, lead paint and asbestos testing and removal, swimming pool inspections, and day care and recreational day camp inspections. Additionally, this allotment supports the rapid response capability provided in situations where building structural integrity or mechanical/electrical systems are potentially affected by fire or similar 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.

FY05 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- During the past fiscal year, approximately 2,600 building permits were issued, generating in excess of $5 million in revenue through permit fees. The Inspectional Services Department was recognized for exceeding revenue projections estimates.
- The Department responded to numerous emergencies resulting from the record cold temperatures in January 2005 by providing a 24-hour response capability during critical periods of low temperature.
- Collaborated with the Public Health Department to develop and implement a plan to address the high incidences of hepatitis A outbreaks that were occurring in restaurants in the metropolitan area. There were no reported outbreaks traceable to Cambridge restaurants in 2004.
- Continued efforts to improve communication with other City departments impacted by the issuance of major building permits for significant developments through regularly scheduled coordination meetings.
- The Department was recognized for response and recovery efforts in connection with the

devastating 240 Franklin Street fire of November 30 and December 1, 2004.

- Following 18 months of negotiation, a collective bargaining agreement was signed between the City and the Area Trades Council representing ISD inspectors in October 2004.
- During the past fiscal year, only two actions by the Department were appealed to the Board of Zoning Appeal and both were upheld.

FY06 GOALS

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

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Issue major building permits within 30 days	80%	85%	86%	85%
2. Number of major permits issued	75	80	100	80
3. Number of "short form" permits issued	2,500	2,200	2,500	2,200
4. Number of compliance inspections	3,645	6,000	5,800	6,000
5. Number of multi-family inspections	20	400	200	400
6. Provide essential information on major building permits (applications, issue and close out dates, etc.) online	n/a	100%	50%	100%
7. Improve plan file storage function by expanding into additional basement spaces and moving historical files to commercial storage	n/a	n/a	n/a	100%

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

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Respond to citizen complaints within 2 days of receipt	100%	98%	98%	98%

■ *GOAL 2: (continued)*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
2. Number of formal complaints	990	1,100	1,100	900
3. Number of inspections	3,656	3,500	3,600	3,500
4. Number of court hearings	528	600	500	500

■ *GOAL 3: Enhance and protect public health and safety by conducting inspections of food handling establishments in a timely and efficient manner in accordance with State requirements and by improving community access to inspection reports. The State requires a minimum of two compliance inspections per year.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number compliance inspections	2,008	2,000	2,000	2,000
2. Number of complaints received	4,687	3,700	3,800	3,700
3. Number of restaurants in Cambridge	586	538	520	500

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

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Ensure BZA requests for relief are issued within statutory requirements	100%	100%	100%	100%
2. Number of BZA applications	207	180	200	190

FINANCING PLAN. Support for this budget is drawn from the following sources: licenses and permits, $3,444,010; charges for services, $82,000; and negative taxes ($1,104,515).

STATUTORY ANALYSIS. Salaries and Wages, $2,262,570; Other Ordinary Maintenance, $107,100; and Travel and Training, $51,825.

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
649,655	596,380	LICENSE	613,965
57,085	120,350	CONSUMER	126,265
706,740	716,730		740,230

PURPOSE & OVERVIEW: Although the Board of License Commission was established in the early part of the last century, hand-written City records document regulation of alcohol as early as June 1855. Since the Commission's inception, the citizens of Cambridge have been served by a three-person public safety board charged with issuing licenses, setting policy, enforcing rules and regulations, local ordinances and state laws pertaining to numerous categories of licenses. These include, but are not limited to, alcohol, common victualer, entertainment, hackney driver and vehicle licenses, lodging houses, garages and gasoline stations. We remain committed to educating both our licensees and the general public in an effort to reduce societal problems caused by binge drinking and other alcohol misuse.

FY05 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Accessible Cambridge Taxi (ACT) Program. The ACT Program bid was awarded. Under this new program, all seven accessible medallions are organized by one management company, providing better service for our seniors and persons with disabilities. We have not received any complaints about service provided by our accessible medallion drivers since this program was introduced.

- The License Commission, along with the Cambridge Alcohol Advisory Board (CLAB), produced the Second Annual Taste of Cambridge event at MIT's Tech Square during the week of the Democratic National Convention. This event showcased 45 Cambridge restaurants, hotels and package stores. Over $21,000 profit was raised during this event, half of which was donated to Bread and Jams, a non-profit organization that assists the homeless and others in need. The remainder of the profit went to CLAB.

- After a year-long process of negotiations, the License Commission met with Harvard College on their policy change to hire an alcohol coordinator. Due to better monitoring and more staff at Harvard events, the Commission agreed to allow one day events to end at 2:00 a.m., rather than 1:00 a.m., with alcohol in the dining facilities of living quarters on campus. Harvard has also instituted training, been an active member of CLAB and held non-alcoholic events on campus to promote responsible behavior by students.

- Participated in a Consumer Workshop for 100 consumer professionals at the Boston Federal Reserve

Bank for National Consumer Week.

- Published various consumer education articles regarding Cable TV prices; the new telemarketing focus on business lines instead of resident lines due to the Do Not Call List; debt collection problems; and identity theft concerns.

- Presented public forums on consumer issues as part of National Consumer Week at the main Cambridge Post Office and the Citywide Senior Center.

LICENSING

Chapter 95 of the Acts of 1922 and its amendments "established in the City of Cambridge a board of license commissioners, to consist of the Chiefs of the Police and Fire departments and a third commissioner to be appointed for a term of three years." In the years since its inception, regulatory authority has expanded to include other major licensing categories such as entertainment establishments, restaurants, shops and sales, taxicabs, livery and limousine vehicles, lodging houses and hotels. In addition, the Department is charged with enforcement of the City's Noise Ordinance.

The Pole and Conduit Commission, which is staffed by License Division personnel, has been an extremely active board during the past few years, greatly increasing the number of phone calls and walk-in customers served by our staff.

One of the major tools developed by the City to assist in the regulation of all restaurants and pouring alcohol establishments is the License Commission's Task Force. Consisting of agents of the License Commission, Fire Department and Inspectional Services, this investigative unit inspects all establishments under its purview to ascertain compliance with City rules and regulations as well as building and fire codes.

FY06 GOALS

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

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of licenses	246	245	251	251
2. Percentage of licenses inspected	100%	100%	80%	100%

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

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of illegal out of town taxicabs found in violation within the City of Cambridge	19	24	20	25
2. Number of short fare evasions investigated by the Hackney Division	25	25	25	25

■ *GOAL 3: Promote social and cultural diversity and foster community.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of cultural events in the City involving staff participation through the Special Events Committee	25	25	30	30
2. Number of hackney driver candidates who successfully complete the program at the Cambridge Taxicab School, Inc. and become licensed Cambridge taxicab drivers	125	150	100	100

CONSUMERS' COUNCIL

PURPOSE & OVERVIEW: The Council works in cooperation with the Attorney General of the Commonwealth. The primary activity is the mediation of individual consumer/business disputes to eliminate the need for either party to go to court to resolve the conflict. The staff is also watchful of any trends in the marketplace that may call for direct legal intervention by the Attorney General. Using the expertise and information gained from the hundreds of individual complaints filed each year by area residents, the Council can be an informed voice offering suggestions for new or amended legislation that would provide better consumer protection for the citizenry. The Council provides educational information to consumers through a variety of media including its Web page, public workshops, distribution of consumer brochures and articles published in the Council on Aging's *Newslines.* The Consumers' Council is a resource for, and works in partnership with, a variety of other City agencies to meet the diverse direct services needs of Cambridge residents.

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

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of opened complaints filed	284	270	250	260
2. Number of complaints closed	274	250	250	250
3. Number resolved in mediation	166	150	170	170
4. Number resolved in court	12	12	16	12
5. Number resolved by other means	96	70	68	68

■ *GOAL 2: Sponsor consumer education events and activities to empower Cambridge consumers to be smart consumers and problem solvers through learned self-help strategies and information about their consumer rights. Where possible, structure educational activities for the elderly.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Educational workshops or public forums held in Cambridge	2	3	3	3
2. Written articles, brochure/newsletter publication or significant Web page additions	14	10	15	15

■ *GOAL 3: Partner with other City departments, state agencies or consumer organizations to provide either individual consumer assistance or to take action on behalf of groups of consumers or all consumers in general.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Joint efforts with other City agencies or non-profits	6	8	8	8
2. State-level activities on behalf of consumers	14	7	7	7
3. National consumer partnership efforts	9	6	4	4

FINANCING PLAN	DETAIL	SUMMARY
TAXES	(1,120,475)	**(1,120,475)**
LICENSES & PERMITS		
alcoholic beverage	733,000	
common victualer	41,000	
lodging houses	190,000	
storage of inflammables	291,000	
shops & sales	4,570	
hackney/drivers	65,000	
motor vehicle related	83,000	
hackney applications	6,300	
entertainment & sports related	194,000	
pole & conduit	166,000	
disposal companies	2,235	
miscellaneous	21,000	**1,797,105**
CHARGES FOR SERVICES		
photocopy/reproduction	600	
license hearing/advertising	24,000	**24,600**
INTERGOVERNMENTAL REVENUE		
Consumers' Council (Atty. Gen.)	39,000	**39,000**
		740,230

STATUTORY ANALYSIS. Salaries and Wages, $670,340; Other Ordinary Maintenance, $61,090; and Travel and Training, $8,800.

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
94,360	98,830	WEIGHTS & MEASURES	104,020

PURPOSE & OVERVIEW: The Department of Weights and Measures is charged with the responsibility of ensuring that equity and fairness prevail in the marketplace between the buyer and seller. The Department enforces all laws, ordinances and regulations relating to the accuracy of weight and measuring devices used by local business establishments. These include taxi meters, gas station pumps, home heating oil truck meters, hospital and health clinic scales, truck scales, factory and pharmacy scales, and scales for the tipping of solid waste.

It is the duty and function of the Department to enforce the Massachusetts General Laws and local ordinances and regulations relating to the accuracy of weighing and measuring devices that weigh, measure and count commodities offered for public sale. The Department seals or condemns devices tested, and performs such work in accordance with state laws and regulations and municipal ordinances, subject to review through reports and periodic checks by the State Division of Standards. The Department inspects prepackaged food and merchandise to ensure compliance with weight, measurement and count requirements, and for proper labeling as to weight, measures and extended prices. This office investigates complaints on measuring devices or those not conforming to legal standards, checks transient vendors for possession of licenses, and inspects weighing and measuring devices used by these vendors. The Department also advises merchants on the packaging and labeling of goods. As a result of the Consumer & Merchant Protection Act, Chapter 295 of the Acts of 1998, the Sealer of Weights & Measures also performs bi-annual inspections of all stores with three or more scanners.

FY05 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Continued outreach to business owners on local and state regulations and compliance.
- Responded in a timely fashion to consumer complaints as well as provided education about compliance guidelines.
- Continued to maintain and update the City's Web page for this department on a timely basis.

- Attended several professional development sessions offered by federal state and local organizations. Training opportunities that were completed include: Price Verification training, Heavy Capacity Scale Test training, Taxi Meters Testing training and Retail Meter Fuel Testing training.

FY06 GOALS

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

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Scales tested over 10,000 lbs.	9	6	6	6
2. Scales tested 5,000 to 10,000 lbs.	7	6	6	6
3. Scales tested 1,000 to 5,000 lbs.	6	7	7	7
4. Scales tested 100 to 1,000 lbs.	88	90	95	90
5. Scales tested 0 to 100 lbs.	510	500	505	500
6. Avoirdupois weights	190	120	125	120
7. Metric weights	210	200	205	200
8. Apothecary and Troy weights	185	200	190	200
9. Gasoline pumps	410	390	392	390
10. Vehicle oil tanks	25	24	25	24
11. Reverse vending machines	33	35	34	35

■ *GOAL 2: Increase inspection of prepackaged food items and increase inspection of food and retail store scanner systems.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of prepackaged food inspections	1,940	2,200	2,000	2,200
2. Number of scanner system inspections	140	170	155	170

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

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of required inspections performed	255	255	255	255
2. Number of additional inspections	148	140	145	140

- *GOAL 4: Ensure equity and fairness in the marketplace through the conduction of spot inspections on all devices, and through provision of educational materials to the general public on weights and measures rules and regulations.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of spot inspections performed	140	125	130	125

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

- *GOAL 6: Implementation of an automated billing system for better tracking of City revenues.*

FINANCING PLAN. This budget will be financed by $59,595 in property taxes; $17,925 in cherry sheet revenue; and $26,500 in sealing fees.

STATUTORY ANALYSIS. Salaries and Wages, $94,495; Other Ordinary Maintenance, $7,780; and Travel and Training, $1,745.

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
177,125	212,010	ADMINISTRATION	207,490
202,690	214,200	SIGNAL MAINTENANCE	233,060
507,340	611,970	ELECTRICAL SERVICES	790,975
1,370,395	1,257,650	EXTERIOR LIGHTING	831,810
4,000	4,000	RADIO OPERATIONS	4,000
10,005	10,000	COMMUNICATIONS	10,000
2,271,555	2,309,830		2,077,335

PURPOSE & OVERVIEW: The Electrical Department was established to oversee street lighting and the City fire alarm system in order to allow fire reporting directly from the public and from those buildings whose automated fire alarm systems signal directly to the Fire Department. The Department also provides electrical maintenance and construction services to all municipal buildings, and provides lighting in all parks and outdoor recreational areas. In addition, the Department is charged with the installation and repair of communications systems such as departmental telephones, public emergency call boxes, pagers, fiber cable networks for computer data transmission between buildings, and cabling for local area data networks within City buildings. The Department also oversees the installation of cables, conduits and equipment by utilities and other contractors over and within all public ways.

SIGNIFICANT BUDGET MODIFICATIONS: With the purchase of the streetlights from NSTAR in March 2005, the FY06 other ordinary maintenance account for the Electrical Department has been reduced by $243,235 due to reduced streetlight maintenance and utility costs. This is in addition to the approximately $160,000 in net savings included in last year's budget. In addition, $37,910 has been included for maintenance and repairs to the electrical shop located on Third Street. Also, a vacant Network Manager position ($73,150) has been reduced with an offset to the MIS Budget of $23,200 to hire a GIS intern to assist in the mapping of streetlight, firebox and conduit information into the City's GIS system. This project will be done in collaboration with the License Department as well as the GIS staff in the MIS Department.

FY05 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Installed new lighting in Dana Park, Lowell Street Park and assisted in the installation of lighting at Donnelly Field in conjunction with park renovations. Along with the renovations to the parks, Emergency Call Boxes have been installed at these locations which allow an individual to contact 911 in the event of an emergency. Three emergency call boxes have been installed in the Cambridge Common as well.

- Connected additional buildings to and upgraded cables within the municipal fire alarm system.

- Completed wiring in the Executive offices and the conference room at City Hall, and the Longfellow School (Broadway) for the temporary location of the Main Library for air conditioning, general wiring, fire alarm and security systems, and telecommunications. Responded to daily calls for various services.

- Purchased the NSTAR owned street lighting, which is now being serviced from within the Department in order to provide the highest level of service to the community.

- New lighting has been installed on Cambridge Street from Inman Square to First Street in conjunction with roadway reconstruction, and will be maintained by this department.

- Installed holiday lighting in various locations of the City, including on street trees and temporary trees, and assisted with the installation of lighted banners in both Harvard and Central Squares.

- Installed a complete new fire alarm system in the Citywide Senior Center at 806 Mass Ave.

FY06 GOALS

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

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of fire alarm street boxes	605	610	610	620
2. Number of fire alarm systems in municipal buildings	33	33	33	33
3. Number of Fire Alarm System tests performed in City buildings	66	66	33	66
4. Number of service calls for disconnection or reconnection of private buildings	10,536	12,000	12,000	12,000
5. Cost per test - street boxes*	$17.69	$18.52	$19.65	$20.48
6. Cost per disconnect/reconnect - street boxes*	$17.69	$18.52	$19.65	$20.48
*Excludes administrative overhead				

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

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of data connections installed by Electrical Department	88	100	100	100

■ *GOAL 3: 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	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Total number of lights	7,193	7,206	7,211	7,211
2. Number of streetlights maintained	1,027	6,287	6,287	6,278
3. Total number of park lights maintained	907	919	924	924
4. Number of bulbs and photo devices changed each year (group re-lamping program)*	0	950	0	950
5. Percent of defective streetlights repaired within 72 hours* *The FY05 Projected values are low due to a delay in acquiring the streetlights from NSTAR.	0%	90%	0%	85%

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

FINANCING PLAN. This budget is supported by $1,368,940 in property taxes; $207,865 in cherry sheet revenue; $9,000 in telephone commissions; $80,000 in master fire alarm box fees; $376,595 in signal maintenance fees; $22,935 in street permits; and $12,000 in cut-out/plug-out fees.

STATUTORY ANALYSIS. Salaries and Wages, $1,135,950; Other Ordinary Maintenance, $939,715; and Travel and Training, $1,670.

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
132,765	142,815	EMERGENCY MANAGEMENT	141,800

EMERGENCY MANAGEMENT

PURPOSE & OVERVIEW: The duty of this Department is contingency planning for natural and man-made disasters and the coordination of preparedness, mitigation, response to and recovery from such emergencies. An understanding of these terms and their application to the Department's duties will help in understanding the functions of this department.

The Department works closely with its State counterpart, the Massachusetts Emergency Management Agency (MEMA), and will also be working in conjunction with the regional office of the Emergency Management Directorate of the Department of Homeland Security.

Preparation for disaster involves preparing contingency plans for natural and technological disasters that could affect Cambridge and our community. The most important components of these plans are having the means to contact people who would respond to the City's needs and information about the resources that would be available to the City. Preparedness also includes educating the public as to risks and ways to plan for risks.

When a disaster occurs the City of Cambridge, through its agencies must respond to the needs of the public. A major disaster could easily present needs that exceed the capability of City agencies and would require that we obtain help from outside resources.

In recovering after a disaster the City of Cambridge must act to return the city to normal. When any serious disaster occurs affecting Cambridge, this Department serves as the lead department in gathering the information required for a presidential disaster declaration, and preparing all documentation required in seeking reimbursement of our costs from the Emergency Preparedness and Response directorate of the Department of Homeland Security. In addition, a very important function of the Department during the aftermath of a disaster is to ensure that all residents and local businesses are made aware of the various programs and resources that are available to assist them.

After a disaster strikes it is important to learn what can be done to reduce the consequences of similar disasters in the future. City agencies must learn what they can do to limit the effects of disasters. In addition, the Department makes information available to residents and businesses on what they can do to mitigate the effects of future disasters.

The Cambridge Emergency Management Department operates on the philosophy that any fire, flood or other disaster that displaces a family from its home should be treated as a disaster by the City of Cambridge. The Director or a member of the Emergency Management staff responds to all fires that are reported by the Fire Department as fires displacing families. At the fire scene they assist victims in receiving assistance and advise the victims. We work with both City agencies and private agencies to ensure that all victims receive any assistance they may need. During the past year, eight fires occurred which displaced residents needing assistance and 44 families were provided assistance by the American Red Cross. The Department has developed a 14-page brochure with advice about recovering from a house fire. This "After the Fire" brochure was also placed on the City of Cambridge Web site. It has proved very helpful to fire victims.

The Department continues to educate residents on how to prepare for emergency situations. If one prepares for these consequences by having flashlights, battery radios, water, non-perishable foods, basic sanitary and medical supplies, and needed prescription drugs on-hand, one can reduce the potential impact of any emergency situation. Most residents are much less anxious about these situations when they realize that they can at least make some preparations in advance.

The Emergency Management Department is responsible for updating the City's CAMEO database with information submitted by local industries and institutions that are required to file inventories of hazardous chemicals. The CAMEO database tracks geographic information about hazardous materials, resources and special needs populations and plots this information on a computer map of the Cambridge area. The Department visits special needs population facilities such as daycare centers, schools and nursing homes to verify the information entered into CAMEO and other information required for emergency planning. The Emergency Management Department also collects information and maintains databases on over 170,000 chemicals.

FY05 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Each municipality in the Commonwealth is required to prepare and maintain a Comprehensive Emergency Management Plan (CEM Plan). The Cambridge CEM Plan was re-written in FY02. Ordinarily a complete revision is performed on a 4-year cycle. Due to many recent changes at the national level, the Massachusetts Emergency Management Agency (MEMA) is asking towns to participate in a new revision of the CEM plan which will involve a Web-based plan and the maintenance of the plan on a MEMA server. Ultimately, the CEM plan will be updated on a continual basis. In the interim, the contact information for all key staff and for outside agencies has been updated on an annual basis.

- Coordinate reimbursement for snow and ice removal from Department of Homeland Security through MEMA.

- The Department has continued to work closely with the staff at the Massachusetts Institute of Technology nuclear reactor laboratory on issues of safety and security.

- During FY05, the Department participated in organizing and staffing the City's command post for the Democratic National Convention. The Department also participated in the Unified Command Centers for the Boston/Cambridge 4th of July and the Head of the Charles Regatta.

- The merger of the Federal Emergency Management Agency (FEMA) into the Emergency Preparedness and Response Directorate of the Department of Homeland Security opened up opportunities for additional programs to provide enhanced services to the City and provide new volunteer service opportunities to residents. The Department has registered with the Department of Homeland Security to create a local Citizens Corps Council in Cambridge. Some programs that form part of Citizens Corps are: Community Emergency Response Team (CERT), Volunteers In Police Service (VIP'S) and the Medical Reserve Corps.

- The Director represents the City of Cambridge on the Metropolitan Mayors Coalition Emergency Planning Committee and also represents the City on the regional Hazard Mitigation Planning Committee. In FY05, these groups began work with the Metropolitan Area Planning Council to improve regional coordination and cooperation and to establish a database of information on regional hazards and resources. Work will continue to identify regional hazards and explore ways in which these hazards could be mitigated.

- During FY05, the Emergency Management Department continued to update its Web site. The Department is also working with the City's Public Information Officer and the MIS staff on emergency public information improvements. The Director has been trained in the techniques needed to make changes in the Emergency Management homepage on nights and weekends in case changes are required during an emergency. During FY05, the Department added special pages with information on the hurricanes in Florida and several Caribbean islands to provide information for Cambridge residents, especially residents who might be from that area or have family or friends there. This year, hurricanes caused severe damage in Grenada, Haiti and Jamaica and more limited damage in Barbados, St Lucia, St Vincent and the Dominican Republic These pages include information on how to contact family members through agencies and links to Web sites posting casualty or survivor information.

- The Radio Amateur Civil Emergency Service (RACES) volunteer radio operators continued to train and participate in regional and statewide drills. The RACES volunteers use 2 meter and 6 meter equipment and would be key links to MEMA during an emergency that disrupted ordinary communications channels. The High Frequency (HF) equipment is capable of communicating with all parts of the United States and Europe. It would be used for disaster welfare inquiries if a major problem overseas were to affect the families of Cambridge residents.

FY06 GOALS

■ *GOAL 1:* *A major, though non-quantifiable, goal is to increase public awareness and education about preparing for natural disasters, as well as those caused by deliberate acts.*

■ *GOAL 2:* *Ensure that all hazardous material facilities covered by SARA file the appropriate information and include this information in the CAMEO database. This effort includes providing free software to facilities that prefer to file their hazardous material inventories electronically and providing training and technical support to facilities using the software.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of Tier II inventories filed	61	60	60	60

■ *GOAL 3:* *Increase 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, healthcare facilities and the county jail.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of site visits	77	95	85	85

■ *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 Department, the Inspectional Services Department and the Water Department.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of members of CAFD	17	20	20	20
2. Number of fire responses*	8	-	10*	-
3. Number of incidents involving police or other departments*	4	-	7*	-
4. Number of training sessions	91	100	90	100
*As of 4/1/05 (projections not made in this category)				

FINANCING PLAN. The federal government reimburses the City for a portion of the total expenditure of this department through the Executive Office of Public Safety for approximately $53,900, resulting in a property tax requirement of $87,900.

STATUTORY ANALYSIS. Salaries and Wages, $128,065; Other Ordinary Maintenance, $13,635; and Travel and Training, $100.

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
3,009,220	3,143,650	EMERGENCY COMMUNICATIONS	3,214,815

PURPOSE & OVERVIEW: The Emergency Communications Department operates the City's Combined Emergency Communications and 911 Center (ECC). The ECC receives all calls for emergency service in the City and manages the coordinated dispatch of police, fire, EMS and other resources to meet any emergency that may occur. The Department also coordinates the automation of dispatching, police information, and fire information computer systems. The Department is responsible for the 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 FY05, ECC dispatchers generated 45,061 police, fire and EMS dispatches, processed 16,422 enhanced 911 call pickups from wireline phones, handled approximately 4,500 additional 911 wireless (cell) calls transferred from the state police wireless 911 center, answered approximately 120,000 non-emergency calls for the Police and Fire Departments, received 907 fire box and City security alarm activations, recorded 5,945 fire box cutout transactions, and generated over 500,000 radio transmissions. In addition to this work load, dispatchers in the ECC performed many thousands of computer transactions on the state Criminal Justice Information System plus other computer systems in support of police officers seeking license, warrant, arrest history, and other information. They also managed daily tests of fire box alarms and circuits; made 1,712 special notifications of supporting City, state, federal, and private (e.g., utility) organizations; kept up-to-date a contact database listing the emergency telephone numbers for over 3,500 businesses; handled over 9,187 towed vehicles; produced 120 tapes of 911 calls for the district attorney, police, fire, and other requestors; made hundreds of calls to the language translation line on behalf of 911 and non-emergency callers who could not speak English; made 6,020 entries in the Computer Aided Dispatch (CAD) system in support of the Police Racial Profiling Initiative; and performed a wide range of other tasks in support of the public safety needs of the City.

FY05 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Projected to answer over 40,000 emergency calls and dispatch to over 92,000 police, fire, and EMS incidents in the City.
- Helped plan, coordinate, and manage the City's participation in the joint City, state, federal security operation for the Democratic National Convention.

- Managed the Cambridge-side field dispatch operations for the Fourth of July and the Head-of-the-Charles events.

- Upgraded and enlarged the City's Emergency Operations Center in preparation for the DNC event and future major emergencies.

- Assisted the Major City Police Chiefs organization in developing a plan for improving the quality of 911 and dispatch operations in Massachusetts cities with populations over 40,000.

- Obtained and installed a 911-state-funded computerized map display system to show the locations of 911 cell calls.

- Supported over 25 computerized systems and the computing needs of the Fire and EC Departments as well as the wireless phone needs of all City departments.

- Used the Reverse 911 system to notify City residents of important events such as street cleaning and school program openings.

- Coordinated, assisted with, or programmed the police investigations management system, the trespass tracking file, the Emergency Service Listing telephone file, and several other systems.

- Automated the City's alarm box cutout management and billing system for the Electrical Department.

- Conducted tours of the ECC for visitors from various cities and towns as well as various Cambridge school and community groups.

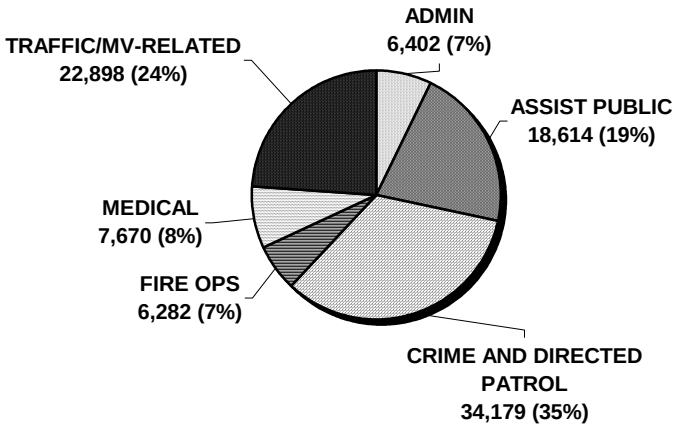
- Continued to increase readiness for the handling of terrorist-sponsored attacks occurring in or near the City in many ways including through joint interoperable communications planning, grant funds preparation, training, and region-wide equipment procurement.

<u>Figure 1</u>: 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 (summons, notifications, station assignments, and the service of various court documents); Fire Operations calls (fires, hazmat incidents, private alarm and City firebox activations, and miscellaneous fire apparatus assignments); and Medical calls.

FY2004 ECC Incident Categories

96,045 Total Incidents Dispatched*



*Does not include 250,000 non-emergency, informational calls

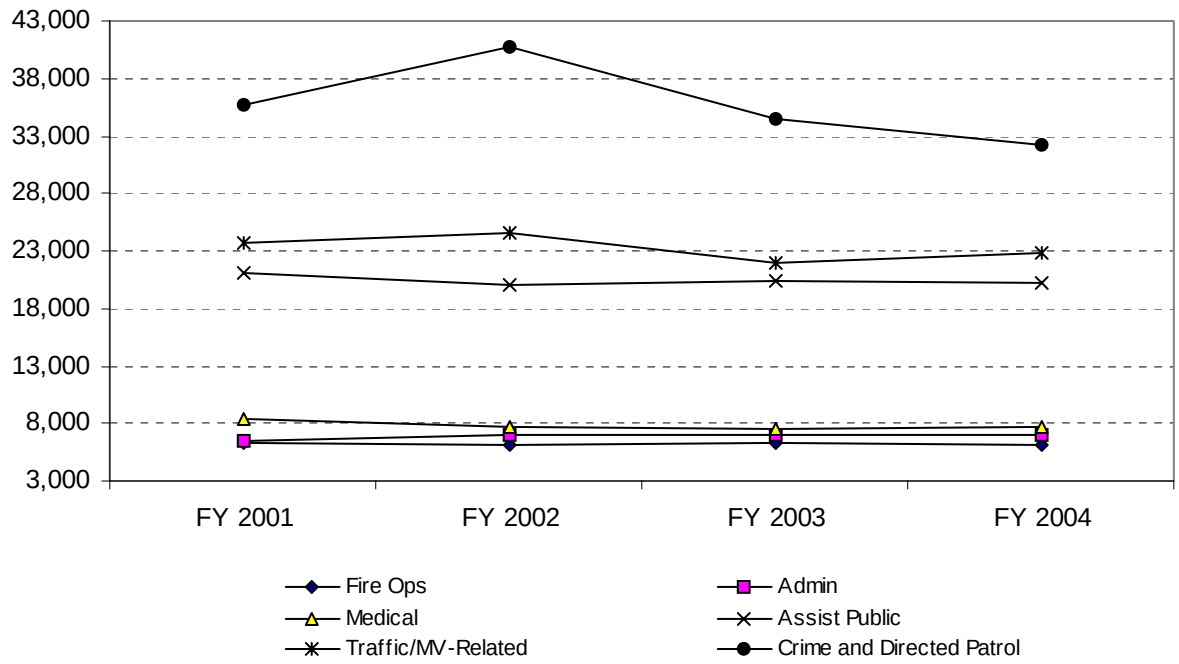
This figure shows that the largest fraction of service requests involve crime and directed police patrol assignments (35%). Assists to the public in quality-of-life matters and traffic/MV related calls together account for 43% of service requests handled by ECC dispatchers.

Figure 2: Service Request Tracking (FY2001 through FY2004)

Most categories show a level activity over the 4-year period; the major exception is the crime and directed patrol category which shows a declining trend beginning in FY 2002.

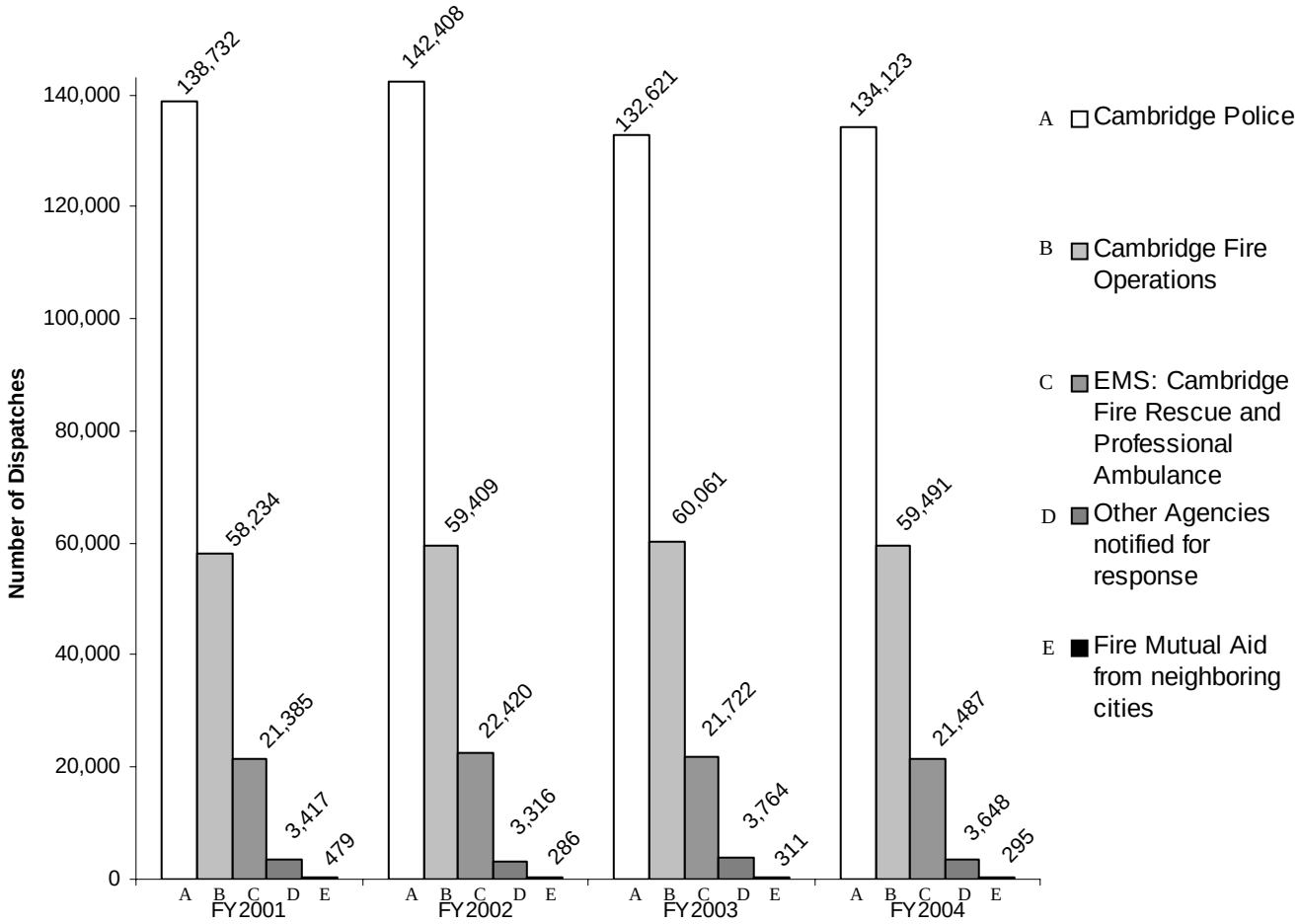
Category	FY 2001	FY 2002	FY 2003	FY 2004	% Change ('01-'04)
Fire Ops	6,650	6,425	6,529	6,282	-5.5%
Admin	5,783	6,300	6,407	6,402	10.7%
Medical	8,319	7,724	7,607	7,670	-7.8%
Assist Public	19,409	18,082	18,541	18,614	-4.1%
Traffic/MV-Related	23,703	24,606	21,971	22,898	-3.4%
Crime and Directed Patrol	37,649	43,226	36,659	34,179	-9.2%
Total	**101,513**	**106,363**	**97,714**	**96,045**	**-5.4%**

Figure 3: Service Tracking (FY2001 through FY2004)



<u>Figure 4</u>: 2004 Dispatch Overview

The ECC dispatches units from the City's Police, Fire, contract EMS, and Animal Control units as well as 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 and accompanying table below tracks the assignments made to police, fire and other unit types in response to service demands for the 4-year period FY 2001 through FY 2004.



■ *GOAL 1: Efficiently process emergency calls and manage the dispatch of emergency units.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of 911 call pickups (land lines)	35,781	40,000	35,000	40,000
2. Number of 911 call pickups (cell phones)*	n/a	n/a	4,500	6,000
3. Percent of 911 calls not answered by 6th ring	0.01%	0.01%	0.01%	0.01%
*Cell phone calls tracked separately beginning 2/1/05				

■ *GOAL 2: Improve the skills of dispatchers in the Emergency Communications Center.*

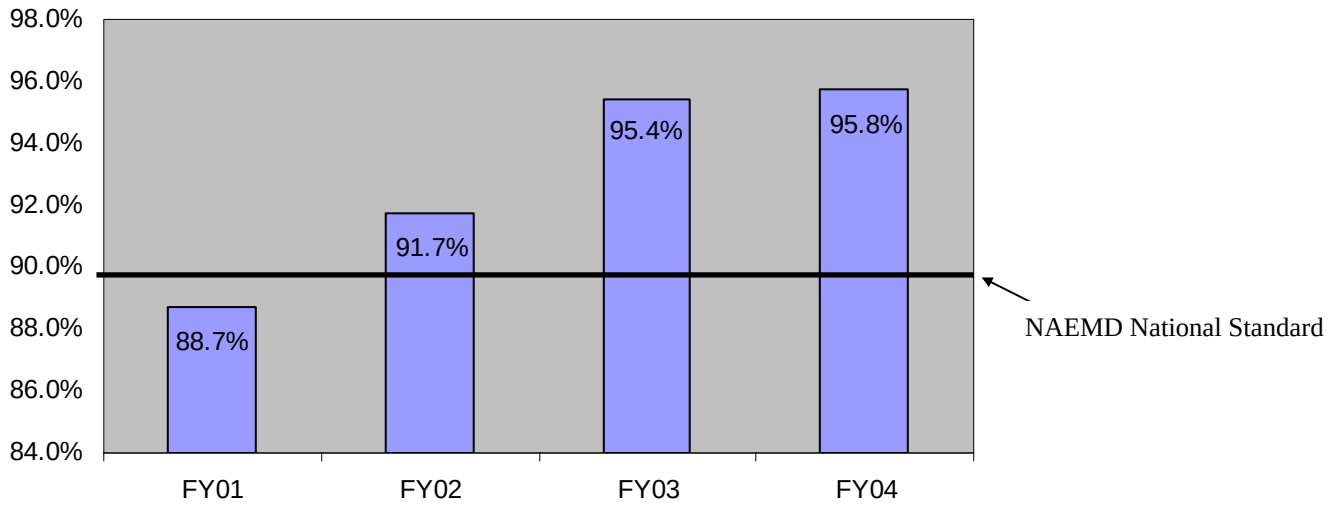
PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of training classes attended	52	50	75	50
2. Percent of dispatchers fully cross-certified	20%	30%	20%	25%
3. Percent of dispatchers with 40 WPM typing speed	47%	60%	44%	50%

■ *GOAL 3: Improve the handling of non-emergency calls for assistance.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of non-emergency calls processed	240,000	250,000	245,000	250,000
2. Number of community meetings attended	20	10	10	10
3. Percent of dispatchers reviewed annually in quality control program	100%	100%	100%	100%

Figure 5: Dispatching Using Efficient Protocols

The ECC uses two special protocols for emergency medical and in-progress crime calls. A sample of these calls are selected and reviewed by Communications Supervisors each month as part of the ECC's Quality Control Program. The ECC's goal for emergency medical calls is to reach and exceed the National Academy of Emergency Medical Dispatch (NAEMD) national standard of 90% compliance.



The above chart shows that in the last three-year period, the ECC has increased its compliance to protocol every year. This high level 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	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of laptops receiving CAD digital dispatch information	45	45	50	55
2. Number of dispatchers mastering CAD usage in major events	13	20	25	34

■ *GOAL 5:* *Expand the use of computer technology in police and fire vehicles in order to enhance completion of incident reports in the field and improve ability to deliver community policing services.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Percent implementation of in-car Police Incident Reporting and Detective Case Management systems	8%	100%	50%	100%
2. Percent Implementation of Mobile Office for Public Safety	n/a	n/a	20%	50%

■ *GOAL 6:* *Improve handling of emergency calls.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Percent of EMS and Police In-Progress calls handled by protocol	100%	100%	100%	100%
2. Percent of EMS calls reviewed and rated	12%	12%	5%	5%
3. Percent of Highest Priority Medical calls processed within 60 seconds	n/a	n/a	n/a	90%

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

STATUTORY ANALYSIS. Salaries and Wages, $3,028,955; Other Ordinary Maintenance, $166,010; Travel and Training, $15,850; and Extraordinary Expenditures, $4,000.

SUMMARY: COMMUNITY MAINTENANCE & DEVELOPMENT

FY04 ACTUAL	FY05 PROJECTED	PROGRAM EXPENDITURES	FY06 BUDGET
22,516,125	24,686,110	Public Works	24,365,435
16,647,155	17,077,935	Water	17,104,000
4,108,625	4,292,130	Community Development	4,616,380
428,820	464,340	Historical	475,520
73,310	83,675	Conservation	90,805
73,370	76,155	Peace Commission	79,490
882,555	1,052,950	Cable T.V.	1,099,080
21,434,525	23,917,070	Debt Service	28,075,305
66,164,485	71,650,365		75,906,015

FINANCING PLAN	FY06 BUDGET
Taxes	32,691,720
Licenses & Permits	167,000
Fines & Forfeits	212,190
Charges for Service	31,243,600
Intergovernmental Revenue	8,527,445
Miscellaneous Revenue	3,064,060
	75,906,015

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
1,820,015	2,018,810	ADMINISTRATION	2,051,910
12,872,670	14,693,500	SERVICE PROGRAMS	14,205,740
6,075,650	6,271,255	SUPPORTING SERVICES	6,129,545
1,747,790	1,702,545	SEWER REHAB/MAINT.	1,978,240
22,516,125	24,686,110		24,365,435

PURPOSE & OVERVIEW: The Cambridge Department of Public Works (DPW), operating within the framework of the City's goals, provides dependable, high quality, and accessible service - maintaining, improving and expanding a safe, healthy, attractive and inviting physical environment. The Department supports the infrastructure of a vibrant community through comprehensive planning, scheduled maintenance, collaborative efforts, the provision of information, and emergency preparedness and response.

With 215 fully funded positions and a budget of $24,365,435 for FY06, the DPW will continue to provide essential services to the approximately 102,000 citizens of Cambridge. The overall responsibilities of the DPW include maintaining over 125 miles of streets, 200 miles of sidewalks, 223 miles of sewer lines (consisting of 85 miles of sanitary sewers, 78 miles of combined sewers, and 60 miles of stormwater drain lines), 127 parks, playgrounds and public squares, 34 public buildings (excluding schools, hospitals and libraries), and a 66-acre cemetery. Also included is the collection of 25,000 tons of household and commercial rubbish, overseeing the collection of over 12,000 tons of recyclables, maintenance of close to 300 vehicles and pieces of equipment, and care of 15,000 City trees. The DPW is also responsible for rapid response to all snow, ice and other weather emergencies; enforcing litter, rubbish and sewer ordinances; maintaining curbside and drop-off recycling programs; engineering for City projects; public building construction and maintenance; 24-hour emergency services; providing assistance with State and Local elections; and providing assistance to approximately 100 special events throughout the year in Cambridge. The DPW also oversees a $150 million capital improvement budget.

The DPW is organized into three units, each managed by an Assistant Commissioner: Engineering, Operations, and Administration. Within these units are 16 divisions: Administration, Business Services, Engineering, Street Maintenance, Street Cleaning, Snow and Ice, Sanitation, Recycling, Parks & Urban Forestry, Cemetery, Building Operations, Building Maintenance, Building Administration, Vehicle Maintenance, Off-Hours and Sewer Maintenance.

SIGNIFICANT BUDGET MODIFICATIONS: The FY06 Public Works Budget includes the reduction of four positions with a savings of $209,900. These positions include: one MEO II position, one cemetery maintenance crafts worker, one sign painter and one laborer. These salary savings partially cover the cost increases of almost $600,000 for services and materials that include: solid waste collection contract, curbside recycling contract, field maintenance, HVAC repair and maintenance services, vehicle supplies, and energy costs. In addition to the position reductions, $85,000 in the equipment budget has been reallocated to cover these cost increases.

FY05 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Provided in-house training opportunities for employees: trained 54 drivers in defensive driving; 10 supervisors to become trainers in safety and defensive driving techniques; 2 individuals to obtain Commercial Driver Licenses (CDL); 5 individuals to obtain forklift operation certification; and 10 individuals in Hazardous Materials Awareness. The training for employees and would-be trainers in safe driving practices was funded by the State Department of Industrial Accidents as a part of the Occupational Safety and Health Training and Education Program, and conducted by professional trainers from the Massachusetts Safety Council.

- Trained DPW Engineers about construction procurement procedures and contract administration.

- Hired 10 new employees and promoted 11 employees within the Department to positions of greater responsibility.

- Continued an aggressive program to upgrade the vehicles used by the Department. Acquired 1 large rubbish packer, 1 large dump truck with plow and salter, 2 full-sized pickup trucks with plows, 2 small sidewalk sweepers, 1 large brush chipper, 2 large snow blowers, and 1 Holder snow machine.

- Compiled 2 years of energy use data for 19 public buildings, 55 parks, and 19 pump stations, which can be used to assess and plan for energy efficiency.

- Converted the majority of the City's diesel fleet and all of DPW's diesel vehicles to biodiesel, a clean burning alternative fuel produced from domestic, renewable resources.

- Collaborated with the Massachusetts Institute of Technology to further reduce diesel pollution from our collective fleets and established the *Clean Diesel Collaborative for a Healthy Cambridge*. Received a grant from the Environmental Protection Agency to retrofit 34 medium to heavy-duty vehicles with advanced pollution control equipment to reduce harmful emissions.

- Trained 10 employees from the departments of Public Works, School, Electrical and Purchasing on premium efficiency motors and how to make cost-effective purchasing decisions.

- Initiated a Sidewalk Defect Inspection and Repair Program; this program has a rigorous inspection component with the intention of preventing trip and fall accidents due to the deterioration of aging sidewalks, expansion of roots, and ground settlements. Completed substantial sections of sidewalk on 29 separate streets in the City.

- Substantially completed the reconstruction of Cambridge Street, which included the placement of over 170 new street trees, 300 new street and park lights, of which 176 were new pedestrian lights, three reconstructed parks, three reconstructed parking lots and over 1.5 miles of sidewalks and roadways.

- Completed the construction of a new stormwater management system on Beacon Street, containing over 500,000 gallons of stormwater storage. This system compliments a similar system previously constructed in the Agassiz community and both provide significant levels of flood protection for the area as well as serve to further sewer separation efforts throughout the community.

- Completed the construction of 3 new outfalls in the Cambridgeport area, which further facilitates the separation of sewer and drains and common manholes upstream as well as provides for greater flood relief in the community together with significant improvements in the quality of stormwater that is discharged into the Charles River.

- Developed and completed new standard specifications for Public Works contracts. These specifications are useable by private development, utility companies and by various City departments that work in the public right of way.

- Received the Tree City USA Award from the National Arbor Day Foundation for the thirteenth time; also earned a third consecutive special recognition Growth Award for new initiatives and improvements.

- Implemented an enhanced beautification plan in conjunction with the Democratic National Convention, featuring hanging planters in major City squares, temporary landscaping at Lafayette Square, and completed landscaping at Callinan Square.

- Added another certified arborist to the staff with a supervisor who took and successfully passed the International Society of Arboriculture exam.

- Provided construction oversight for the renovations of Dana Park, Donnelly Field, Squirrel Brand Park, Lowell School Park, and Maple Avenue Park.

- Received a “Field of Excellence” Award for the superior maintenance of Donnelly Field.

- Developed and completed a Cemetery Master Plan to develop the most efficient use of land in the Cambridge Cemetery. This plan will extend the Cemetery’s ability to provide burial facilities to Cambridge residents for an additional 17 years, and cremation space well in excess of 100 years.

- Raised 300 grave markers in the Veterans’ Lot of the Cambridge cemetery.

- Completed the historic restoration of the Cambridge Cemetery Wrought Iron Fence, which runs along Coolidge Avenue.

- Cleaned approximately 12,000 miles of streets and collected over 5,000 tons of refuse and debris.

- Collected and disposed of over 22,000 tons of household rubbish, while continuing to improve procedures for collecting an average of 3 tons of “white goods” or large household appliances, on a weekly basis.

- Performed beautification tasks, including cleaning tree wells in City squares, steam-cleaning litter baskets throughout the City, and removing promotional fliers and graffiti on a regular basis.

- Completed the Police Window project, and duct cleaning projects at the Senior Center, Law Department, Coffon building, Frisoli Youth Center and the Department of Public Works.

- Completed engineering studies for HVAC systems at the Senior Center, City Hall, and Coffon Building. Recommendations highlight energy efficiency.

- Built steam traps at the Police Department; built an enclosure for electric vehicles located at the Cambridge cemetery.

- Continued to research, purchase and use environmentally preferred cleaning products, including the HEPA filtered vacuum cleaners currently being used to clean public buildings.

- Completed the installation of a Supervisory Control and Data Acquisition (SCADA) system to provide remote monitoring and control of five pump stations and allow for real time notification of combined sewer overflow activations at Alewife Brook.

- Separated 25 common manholes in the Cambridgeport and Concord Avenue areas in an effort to meet stormwater quality objectives set by the United States Environmental Protection Agency and Massachusetts Department of Environmental Protection.

- Completed a solid waste composition study. Results of this study suggest that up to 48% of current household waste could be recycled in the existing curbside program and an additional 1,500 tons of paper could be diverted from the waste stream.

- Produced a brochure that integrated recycling and trash guidelines for the general public, translated into 10 different languages: Chinese, Japanese, Korean, German, Haitian, Hindi, Italian, Portuguese, Russian and Spanish; produced two 30-second recycling public service announcements for the community cable channel.

- Procured two state grants from the Department of Environmental Protection to pay for approximately 200 additional recycling bins, and to help establish a purchasing collaborative in Massachusetts for biodegradable food service items, which in turn may enable the Cambridge public schools to begin a composting program.

- Commenced planning for public area recycling improvements in Porter Square and Harvard Square through collaborations with the Community Development Department.

- Installed a cardboard compactor at the Recycling Drop-Off Center to facilitate the recycling efforts of Cambridge residents and business owners.

- Implemented a schedule of weekly updates to the newly redesigned DPW Web home page and Construction Information page in order to provide the public with more detailed and timely information about major construction projects.

- Initiated e-mail distribution lists for major construction projects including Cambridgeport Roadways, Porter Square and South Mass Avenue/Lafayette Square thereby supplementing the more traditional methods of public outreach in order to allow for more immediate communications with an even broader audience. Posted relevant signage at major construction project sites informing the public about the Construction Information Web page.

- Collaborated with the MIS staff to develop and implement a new and improved customer service and asset management computer system.

FINANCING PLAN	DETAIL	SUMMARY
TAXES	18,348,295	**18,348,295**
LICENSES & PERMITS		
street permits	100,000	
newsrack permits	12,000	**112,000**
CHARGES FOR SERVICE		
sewer service charges	1,978,240	
sewer connection fees	25,000	
document sales	5,200	
parking fund	671,460	
cemetery fees	310,000	
water system repairs	300,000	
rubbish tickets	25,000	
white goods	35,000	
sale of compost bins	2,665	**3,352,565**
INTERGOVERNMENTAL REVENUE		
cherry sheet local aid distribution	2,281,130	**2,281,130**
MISCELLANEOUS REVENUE		
sales of lots and graves	60,000	
interest on perpetual care	45,000	
rent of City property	66,445	
recycling revenue	100,000	**271,445**
		24,365,435

STATUTORY ANALYSIS. Salaries and Wages, $14,994,160; Other Ordinary Maintenance, $8,870,650; Travel and Training, $100,625; and Extraordinary Expenditures, $400,000.

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
824,040	866,980	ADMINISTRATION	906,550
463,120	548,120	BUSINESS SERVICE	534,260
532,855	603,710	ENGINEERING	611,100
1,820,015	2,018,810		2,051,910

ADMINISTRATION

PURPOSE & OVERVIEW: This division supports the general management and administrative activities necessary to make the Department of Public Works function as a cohesive organization. The Administration Division is responsible for policy development, human resource and fiscal administration, budgeting, payroll administration, community relations, information systems, delivery of information, and most importantly, responding to the needs of the residents of Cambridge. The overall responsibilities and direction of the Department fall under the guidance of the Commissioner of Public Works.

In addition to the Commissioner, two Assistant Commissioners are in this division: an Assistant Commissioner for Administration, responsible for Administration, Business Services, Information Technology, Human Resources, Labor Relations, Community Relations, Public Information and the Operations Center; and an Assistant Commissioner for Operations, who has direct oversight of the operational functions of the Department: Streets & Sidewalks, Parks & Forestry, Cambridge Cemetery, Buildings, Sewer Maintenance, Vehicle Maintenance, Sanitation, Recycling, Off-Hours and Snow and Ice.

The Human Resources unit, under the direction of a Human Resources Manager, provides on-site human resource support and services to management and the entire DPW workforce regarding recruitment, employee relations, Equal Employment Opportunity (EEO) requirements, compensation benefits, payroll administration, training, and employee programs for career development.

The Information Systems unit, under the direction of the Information Systems Manager, provides DPW managers with full computer and information services support. Included in the responsibilities of the Information Systems Manager are Web page development, analyzing new business applications, matching business needs to computerized applications, fiscal information tracking and reporting, and the daily support of PC hardware, software and computerized applications.

FY06 GOALS

- *GOAL 1: Expand the capacity and efficiency of the workforce through training programs in technical, safety, professional development and customer service skills.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Total number of training programs fully implemented	51	52	52	52
2. Number of in-house safety training programs	15	16	16	16
3. Number of in-house computer literacy training classes	15	18	18	18
4. Number of employees receiving cross-training	8	6	6	6
5. Number of individuals trained in customer relations	6	6	6	6
6. Number of professional/technical licensing classes offered	21	6	18	20
7. Percentage of employees receiving a minimum of 4 hours of training per year	n/a	n/a	40%	45%

- *GOAL 2: Continue the implementation of computerized customer service, work management and asset management systems tracking processes.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of divisions using work order management program	7	9	7	9
2. Number of divisions with completed equipment inventory	n/a	4	4	8
3. Number of pieces of equipment on scheduled preventative maintenance program	n/a	100	100	130

■ *GOAL 3: Implement multi-level communications programs with the public and improve responses to customer requests and complaints.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of service requests received and responded to via the DPW Web page	409	375	500	450

■ *GOAL 4: Improve productivity of the workforce by reducing sick time and non-snow overtime.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Average paid sick days per employee	7.3	7.0	7.7	7.0
2. Number of employees with no sick days every 6 months	76	92	92	94
3. Number of employees who worked non-snow overtime	141	130	133	136
4. Average non-snow overtime earnings per employee	$2,812	$3,059	$3,495	$3,356

■ *GOAL 5: Ensure a safe working environment for employees.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of DPW vehicle accidents	50	35	40	35
2. Average number of employees on worker's compensation	7	7	7	6

■ *GOAL 6: Implement computerized permit applications via the DPW Web site.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of permit applications that can be submitted online	n/a	2	2	7

BUSINESS SERVICES

PURPOSE & OVERVIEW: Under the direction of the Fiscal Director, the Business Services Division performs essential services such as purchasing, payment of bills, contract administration, operating and capital budgeting, and grants management. The Division ensures that all fiscal operations are performed in compliance with the Commonwealth's procurement laws.

FY06 GOALS

■ *GOAL 1: Continue to improve fiscal management system.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Train DPW supervisors and administrative staff on procurement laws, contracts and fiscal procedures, percent complete	85%	90%	90%	90%

■ *GOAL 2: Improve systems for tracking gas and electric bills.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Percent of accounts tracked for energy usage	30%	50%	50%	75%

■ *GOAL 3: Through the work of the Energy Management Work Group, develop and implement energy efficiency programs in City buildings and facilities.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Compile energy consumption data on individual buildings for electricity, natural gas, and fuel oil for a three-year period	30%	50%	50%	75%
2. Number of buildings evaluated with the Energy Star Benchmarking Tool or other energy management software	15	35	35	50
3. Number of City buildings at which pilot energy efficiency projects have been implemented based on audit program	1	5	5	8
4. Develop purchasing policies to promote energy efficient City purchases and service contracts (percent complete)	25%	75%	75%	90%
5. Develop standard bid specifications and promote energy efficiency in City purchase and service contracts	25%	75%	75%	85%
6. Develop operation and maintenance guidelines for energy-efficient practices in City buildings	20%	50%	50%	75%

In 2003, the City Manager created an interdepartmental Energy Management Work Group to identify and initiate energy efficiency improvements within the City government. This group is one component of the City's program to implement the Climate Protection Plan.

In FY05, the DPW integrated energy-efficiency considerations into building system upgrades. With funding assistance from NSTAR Gas, the DPW contracted engineering studies at three buildings with HVAC problems: City Hall, the Senior Center and the Coffon Building. The studies recommended high-efficiency improvements and outlined the savings and utility incentives available. The FY06 public investment budget contains funds to install the major improvements. With these and similar projects, energy efficiency reviews are beginning to become standard practice in the planning of repairs and renovations.

FY06 will focus on energy studies of additional City buildings, operational changes and procurement and standard contract language. The FY06 public investment budget contains funding for additional engineering studies of City buildings. Buildings to be studied include the DPW complex, the Cemetery buildings and others to be identified. The FY06 budget also recommends that utility rebates be placed into a special account to be used for additional studies and improvements.

The following charts highlight the City's energy management activities and programs.

Chart 1 - Energy Consumption (Calendar Year 2004 Expenditures)
The chart shows calendar year 2003 and 2004 energy consumption for properties managed by the Department of Public Works, which serves as baseline data for efficiency improvements.

	Electricity Consumption		Natural Gas Consumption		Heating Oil Consumption		Total Cost
Buildings	Electricity (kWh)	Cost	Gas (therms)	Cost	Oil (gallons)	Cost	Energy (all sources)
Coffon Building	301,067	$34,176	14,284	$15,915	0	$0	$50,091
Cemetery (three buildings)	72,508	$7,444	9,097	$10,626	0	$0	$18,070
City Hall	770,765	$76,382	32,186	$37,283	0	$0	$113,665
DPW Complex	422,497	$41,958	73,121	$84,248	0	$0	$126,206
Lombardi Building	298,680	$35,350	2,255	$2,459	0	$0	$37,809
Senior Center	638,139	$64,712	17,526	$19,770	0	$0	$84,482
Area 4 Youth Center	233,147	$26,130	15,595	$16,987	0	$0	$43,117
Frisoli Youth Center	242,713	$26,714	8,243	$9,409	0	$0	$36,123
Moore Youth Center	46,534	$5,215	7,496	$7,705	0	$0	$12,920
City Hall Annex	517,760	$51,273	0	$0	0	$0	$51,273
Gately Center[1]	73,005	$8,126	0	$0	0	$0	$8,126
Corporal Burns Shelter	54,153	$6,041	0	$0	0	$0	$6,041
Gold Star Swimming Pool	17,486	$1,769	0	$0	0	$0	$1,769
Danehy Park Office	65,374	$7,056	0	$0	0	$0	$7,056
Traffic Operations Center	26,925	$3,102	0	$0	0	$0	$3,102
Police Station[2]	n/a	n/a	3,081	$3,436	27,815	$26,547	$29,983
2004 Totals:	**3,780,753**	**$395,448**	**182,884**	**$207,838**	**27,815**	**$26,547**	**$629,833**
2003 Totals:	**3,145,810**	**$309,751**	**197,716**	**$204,906**	**40,894**	**$34,181**	**$548,838**

[1] Heat supplied through the Fitzgerald School
[2] Electricity bills paid by Police Department

Chart 2 - Energy Usage in City Buildings Compared to Nationwide Averages

This chart compares energy usage in key City buildings to a national average, which helps identify buildings that are good candidates for energy efficiency improvements.

City of Cambridge Buildings	2004 consumption per sq ft			2004 cost per sq ft		
	Electric (kWh)	Gas (cubic ft)	Total (kBtu)	Electricity	Gas	Total
Frisoli Youth Center	9.3	31.5	63.1	$1.02	$0.38	$1.40
Lombardi Bldg	14.1	10.7	58.8	$1.55	$0.13	$1.68
City Hall Annex (Feb. 2004 – Dec. 2004)	16.0	0.0	54.5	$1.76	$0.00	$1.76
Moore Youth Center	5.9	95.2	115.4	$0.65	$1.14	$1.79
DPW Complex (four buildings)	5.7	99.2	118.8	$0.63	$1.19	$1.82
National Average-All Commercial Bldgs[1]	13.8	43.2	85.1	$1.52	$0.52	$2.04
Coffon Building	12.5	59.5	102.3	$1.38	$0.71	$2.09
Area 4 Youth Center	11.1	74.2	112.0	$1.22	$0.89	$2.11
City Hall	15.7	65.4	118.9	$1.72	$0.79	$2.51
Senior Center	23.0	63.1	141.5	$2.53	$0.76	$3.29
Cemetery (three buildings)	14.1	177.3	225.5	$1.55	$2.13	$3.68

[1] Source - U.S. Department of Energy, Energy Information Administration (EIA) 1999 Commercial Building Energy Consumption Survey. Cost per square foot – based on 2004 Boston rates.

Chart 3 - Status of Energy Efficiency Upgrades as of March 2005

This chart lists energy efficiency projects under way in the DPW and other departments, which will reduce energy consumption and greenhouse gas emissions. When renovating athletic fields, the City is installing dual-power lighting systems that can be remotely controlled by computer or telephone.

Description of Upgrade	Electricity Saved (kWh/yr)	Natural Gas Saved (therms/yr)	CO2 Reduction (lbs/yr)	Annual Energy Savings
City Hall Boiler Replacement	n/a	8,301	97,952	$9,462
Senior Center HVAC improvement	55,413	8,400	178,361	$12,029
Lombardi Bldg Air Conditioning	17,004	n/a	24,316	$1,870
Vending Miser Pilots	4,881	n/a	6,980	$537
Danehy Park Building lights	1,567	n/a	2,241	$156
Area 4 Youth Center lights	18,218	n/a	26,052	$1,821
Russell Field House	86,909	n/a	124,280	$9,560
Traffic Meter & Maint. Office lights	5,391	n/a	7,709	$539
First Street Garage lights	263,964	n/a	377,468	$29,036
LED Traffic Signals	749,136	n/a	1,071,264	$82,668
Totals:	**1,202,483**	**16,701**	**1,916,623**	**$147,678**

ENGINEERING

PURPOSE & OVERVIEW: The Engineering Division, under the direction of the Assistant Commissioner for Engineering/City Engineer, is responsible for the development and maintenance of construction and operating standards as they apply to construction work in the public right of way; similarly, it defines the standards for construction and utilization of the City's stormwater drains and sewer systems. The Division develops both the permitting and inspection procedures to facilitate adherence to these standards.

The Engineering Division provides project management to road reconstruction projects. This management function includes planning services, bidding services, construction management and "as constructed" drawing development services. The Division also provides engineering overview to major sewer and storm system construction projects; specifically, to sewer separation projects and to the storm system enhancement projects.

The Engineering Division is responsible for upgrading and maintaining records as they apply to defining the public right of way, easements, and City and private property lines. The Division is further responsible for the collation of all utility, water, sewer and storm locations and corridors throughout the City and the importation of them into the City GIS and hard copy systems. The Engineering Division provides customer research services with regard to such information.

FY06 GOALS

- *GOAL 1: Improve sidewalk conditions and roadway surfaces to improve pedestrian safety, vehicular safety and accessibility for persons with disabilities.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Miles of sidewalk replaced	6.7	6.5	6.5	6.5
2. Lane miles of roadway re-paved	17.8	14.0	16.0	16.0
3. Number of traffic calming projects completed	17	12	12	12
4. Number of access ramps upgraded	183	150	150	150

- *GOAL 2: Improve compliance by private property developers with sanitary and stormwater guidelines, standards, regulations and ordinances.*

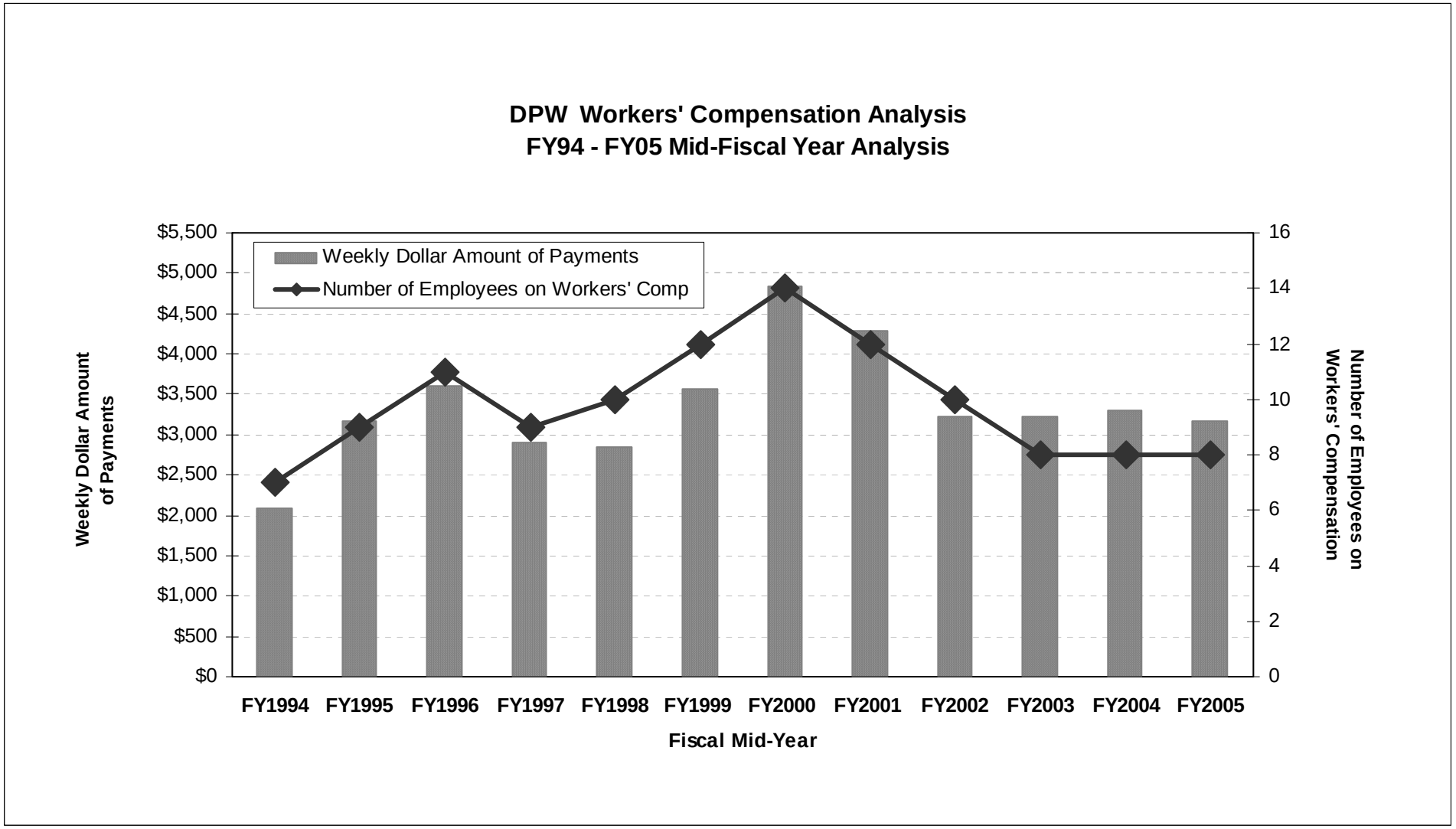
PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of building permits reviewed	66	50	50	40

- *GOAL 3: Improve service, education, support, and outreach to residents and businesses on the public construction projects under way in the City.*

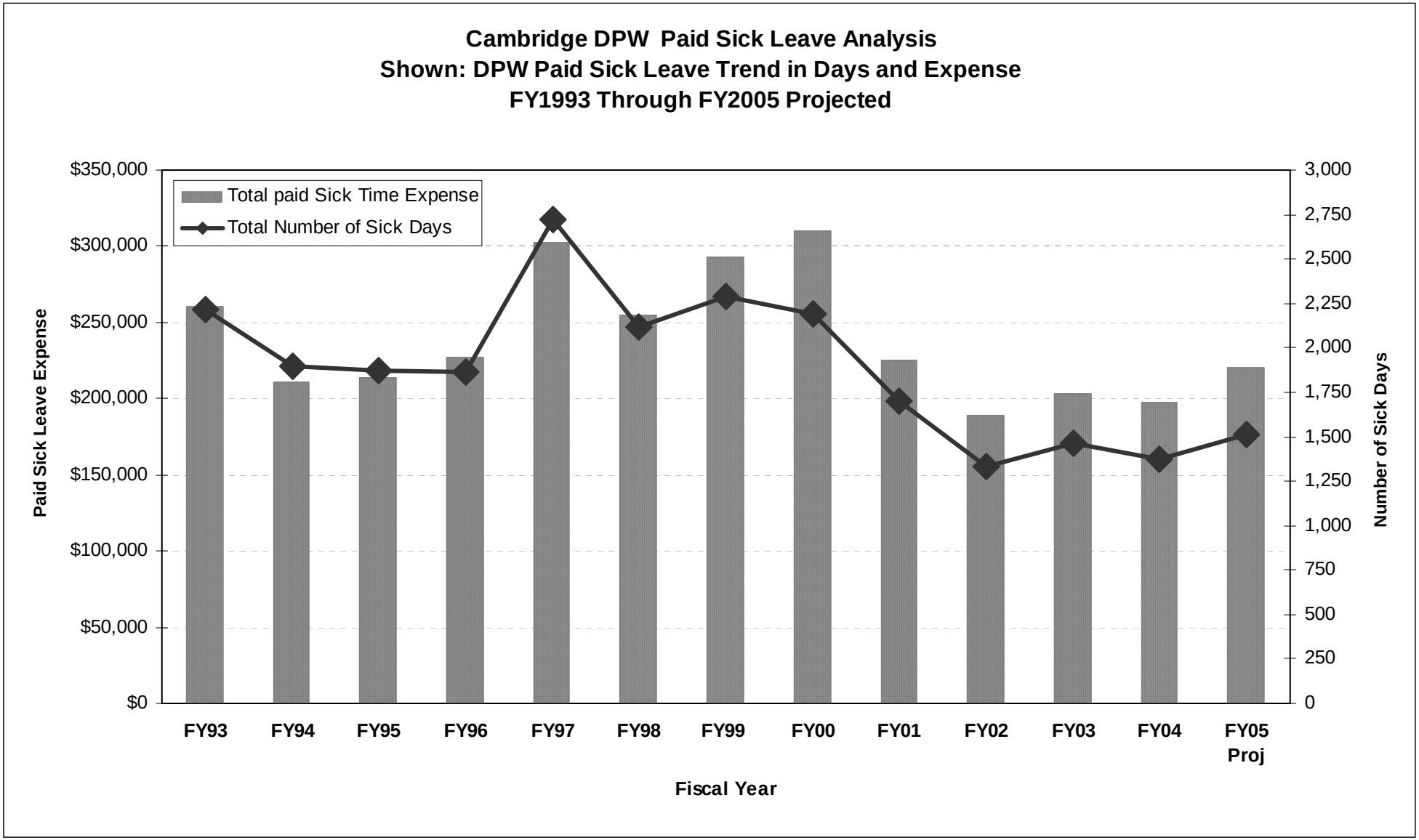
PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of project fliers distributed to residents in construction areas	13,813	15,000	15,000	15,000
2. Number of updates for DPW Web page of all ongoing and planned construction activities	52	50	50	50
3. Number of public meetings held	49	40	40	40

- *GOAL 4: Develop public education and outreach recommendations for residents and the business community regarding the City's stormwater management efforts.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of brochures developed	1	3	3	3

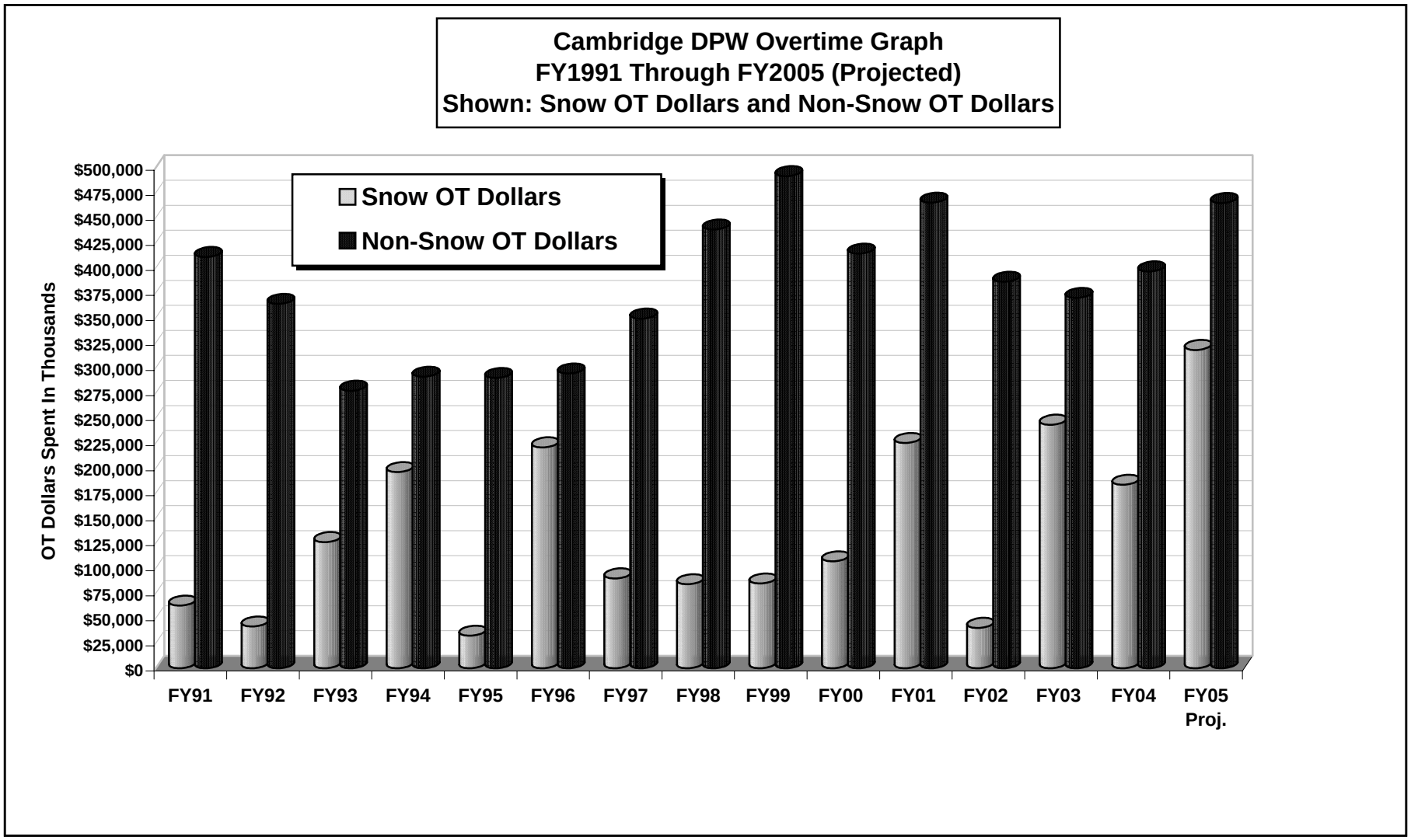


	FY1994	FY1995	FY1996	FY1997	FY1998	FY1999	FY2000	FY2001	FY2002	FY2003	FY2004	FY2005
Weekly Dollar Amount of Payments	**$2,085**	**$3,176**	**$3,612**	**$2,899**	**$2,847**	**$3,568**	**$4,835**	**$4,278**	**$3,218**	**$3,226**	**$3,309**	**$3,163**
Number of Employees on Workers' Comp	**7**	**9**	**11**	**9**	**10**	**12**	**14**	**12**	**10**	**8**	**8**	**8**



	FY93	FY94	FY95	FY96	FY97	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05Proj
Total Paid Sick Time Expense	**$260,651**	**$211,146**	**$213,747**	**$226,707**	**$302,497**	**$254,377**	**$293,008**	**$310,284**	**$224,825**	**$188,850**	**$202,966**	**$192,078**	**$220,760**
Total Number of Sick Days	**2,219**	**1,895**	**1,870**	**1,864**	**2,724**	**2,119**	**2,292**	**2,193**	**1,703**	**1,331**	**1,466**	**1,354**	**1,510**
AVG Sick Days Per Employee	**10.8**	**9.9**	**9.8**	**9.3**	**13.6**	**10.9**	**12.7**	**11.8**	**8.9**	**7.3**	**7.5**	**7.3**	**7.7**

Note: Excludes personnel who were out in excess of 30 or more straight paid sick time which is considered long-term or extended illness.



	FY91	FY92	FY93	FY94	FY95	FY96	FY97	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05 Proj.
Snow OT Dollars	$ 62,653	$ 41,820	$126,123	$196,095	$ 32,621	$220,785	$89,841	$84,089	$ 84,812	$106,856	$225,117	$ 40,387	$243,393	$183,364	$318,000
Non-Snow OT Dollars	$410,879	$364,035	$277,220	$291,241	$290,052	$294,525	$349,290	$438,343	$491,679	$414,186	$465,237	$386,144	$370,011	$396,460	$464,855
Total OT Dollars	$473,532	$405,855	$403,343	$487,336	$322,673	$515,310	$439,131	$522,432	$576,491	$521,042	$690,354	$426,531	$613,404	$579,824	$782,855

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
1,244,105	1,709,835	STREET MAINTENANCE	1,783,025
1,167,020	1,185,980	STREET CLEANING	1,251,285
468,650	1,218,000	SNOW AND ICE	272,000
2,879,775	4,113,815		3,306,310

STREET MAINTENANCE

PURPOSE & OVERVIEW: The Street Maintenance Division is responsible for the maintenance and accessibility of City streets, sidewalks, curbs and drainage structures. This is achieved by focusing on creative aspects of pavement management along with permitting, inspection and restoration of street openings. The Street Maintenance Division installs new curb cuts, repairs streets and sidewalks and resets granite curbing. The Division is responsible for the maintenance of sidewalk ramps, treewells, manhole and catch basin castings. In addition to responding to the "pothole information line," Division employees are involved in initial spill containment response as well. The Division has broadened its focus to include a wide spectrum of pedestrian needs, including pedestrian access through work sites, enforcement of the newsrack ordinance and implementation of ADA requirements. All contribute to improving the environment for pedestrians. In FY05, the Department also enhanced its sidewalk inspection and minor repair program. The Superintendent of Streets, the Highway Supervisor and two Utility Construction Inspectors are responsible for the permitting and inspection of utility companies' work completed within public ways.

FY06 GOALS

- *GOAL 1: Improve response time for service requests, including sidewalk and street repairs.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of service requests	647	800	800	800
2. Average number of days to close request	5.9	7.5	7.5	7.3

■ *GOAL 2: Develop and implement a pedestrian and employee work zone safety program based on the Manual on Uniform Traffic Control Devices standards.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of Division safety meetings	12	12	12	12

■ *GOAL 3: Maintain permit compliance program.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of excavation permits issued to public utility companies	824	800	800	800
2. Number of excavations inspected by utility construction inspectors	536	560	560	560
3. Number of sidewalk obstruction permits issued	774	750	750	750
4. Number of sidewalk obstruction permits inspected for compliance	503	525	525	525
5. Total number of newsracks in City	781	748	760	770
6. Number of newsrack vendors with compliance certificates	24	24	28	28
7. Number of non-compliance violations issued for newsracks	470	400	350	325

■ *GOAL 4: Implement the pavement management program, which will identify all maintenance costs and assist with decisions related to street and sidewalk maintenance.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Identify and track all costs associated with work to be done, percent complete	40%	100%	50%	100%

STREET CLEANING

PURPOSE & OVERVIEW:

The Street Cleaning Division is responsible for maintaining clean public ways through a contractual street sweeping operation, which runs from April through December each year. Two contract sweepers are used to clean both residential streets and major City squares. Currently, approximately 12,000 street miles are cleaned each year with over 5,000 tons of street refuse collected and disposed. At the end of each month, the sweepers clean the industrial areas of Cambridge, an operation augmented by the Division's own work force consisting of 16 full-time positions. This division also utilizes the services of approximately 12-15 temporary employees throughout the year who help with litter pickup and assist the street cleaning crews.

Three street-cleaning crews, fully equipped with several pieces of equipment, clean the streets and squares of Cambridge on a regular basis. This division has added a third "Green Machine" for picking up trash on sidewalks and along street curbs. These sidewalk vacuums are well noted for their versatility in picking up trash in difficult areas and dampening and disinfecting the street or sidewalk.

City squares are cleaned seven days per week from 7:00 a.m. to 3:00 p.m. Monday through Friday, and from 4:00 a.m. to 8:00 a.m. (street sweeping) and 6:00 a.m. to 10:00 a.m. (hand-cleaning crew) Saturday, Sunday and Holidays, and is combined with Off-Hours litter collection. This Division also has a small rubbish packer used by both Street Cleaning and Off-Hours Divisions in order to collect litter twice daily from the City squares during the week and three times daily on weekends.

FY06 GOALS

■ *GOAL 1: Provide high quality cleaning of streets, sidewalks, and squares.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. From April through December sweep each City street at least once per month	91%	95%	95%	95%
2. Number of scheduled street cleaning days between April and December	228	228	228	228
3. Number of days street cleaning occurred	208	216	217	217
4. Number of street miles cleaned between April and December	11,781	12,002	12,071	12,071
5. Number of weekly litter pickups in Cambridge squares	16	16	16	16
6. Number of "Green Machines" for sidewalk sweeping in operation daily	2	3	3	3

SNOW AND ICE

PURPOSE & OVERVIEW: The Public Works Department is responsible for maintaining safe, unobstructed public ways during the winter months. The snow and ice control program includes salting, sanding, plowing and limited removal of snow from 125 miles of streets. The snow operation is organized on an emergency basis with snow plowing crews, salting and sanding crews, and hand-clearing crews. The DPW sends out 14 salting trucks immediately during light snow and ice conditions and 17 truck-mounted plows during heavier snow conditions. When snow and ice begins to accumulate on the street surfaces in quantities of a ½ inch or more, salting of main arteries and streets takes place to prevent the buildup. Plowing begins when the snow accumulates 1½ to 3 inches. When the snow depth exceeds the DPW's capabilities, private contractors augment the DPW's snow clearing efforts. Hand-clearing crews to clean school sidewalks, crosswalks, public buildings, certain bus stops, parks and other areas are dispatched as necessary. During the winter season, DPW managers working with the Parking Control Officers in the Traffic Department are responsible for enforcing City ordinances

related to clearing of snow and ice from sidewalks. This ensures sidewalks throughout the City are safe and passable.

FY06 GOALS

- *GOAL 1: Continue to maintain rapid response to all snow-related events while concurrently tracking all expenses associated with snow removal.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Overtime expense/snow bonuses*	$211,473	-	$386,631	-
2. Materials & supplies (salt, calcium pellets, liquid calcium) expense*	$143,502	-	$231,296	-
3. Outside plowing services*	$313,603	-	$516,998	-
4. Total expense*	$668,578	-	$1,134,929	-
5. Recorded snowfall (inches)*	41.5"	-	88.0"	-
*FY05 Projected represent actual values as of 3/13/05				

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
4,391,290	4,389,950	RUBBISH REMOVAL	4,536,250
1,390,390	1,499,305	RECYCLING	1,675,560
5,781,680	5,889,255		6,211,810

PUBLIC WORKS
- Service Programs/Sanitation

RUBBISH REMOVAL

PURPOSE & OVERVIEW: The Department of Public Works' solid waste disposal program is responsible for the weekly curbside pickup of solid waste from residential areas, public buildings, schools and commercial accounts. For public health and aesthetic reasons, prompt rubbish collection is essential. The DPW picks up for 65 commercial establishments who pay a semi-annual fee for this service. Once payment is received, a pre-numbered, color-coded sticker is issued and placed on the front door or front window of the establishment. Fees are based on amounts of trash collected.

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
4,391,290	4,389,950	RUBBISH REMOVAL	4,536,250
1,390,390	1,499,305	RECYCLING	1,675,560
5,781,680	5,889,255		6,211,810

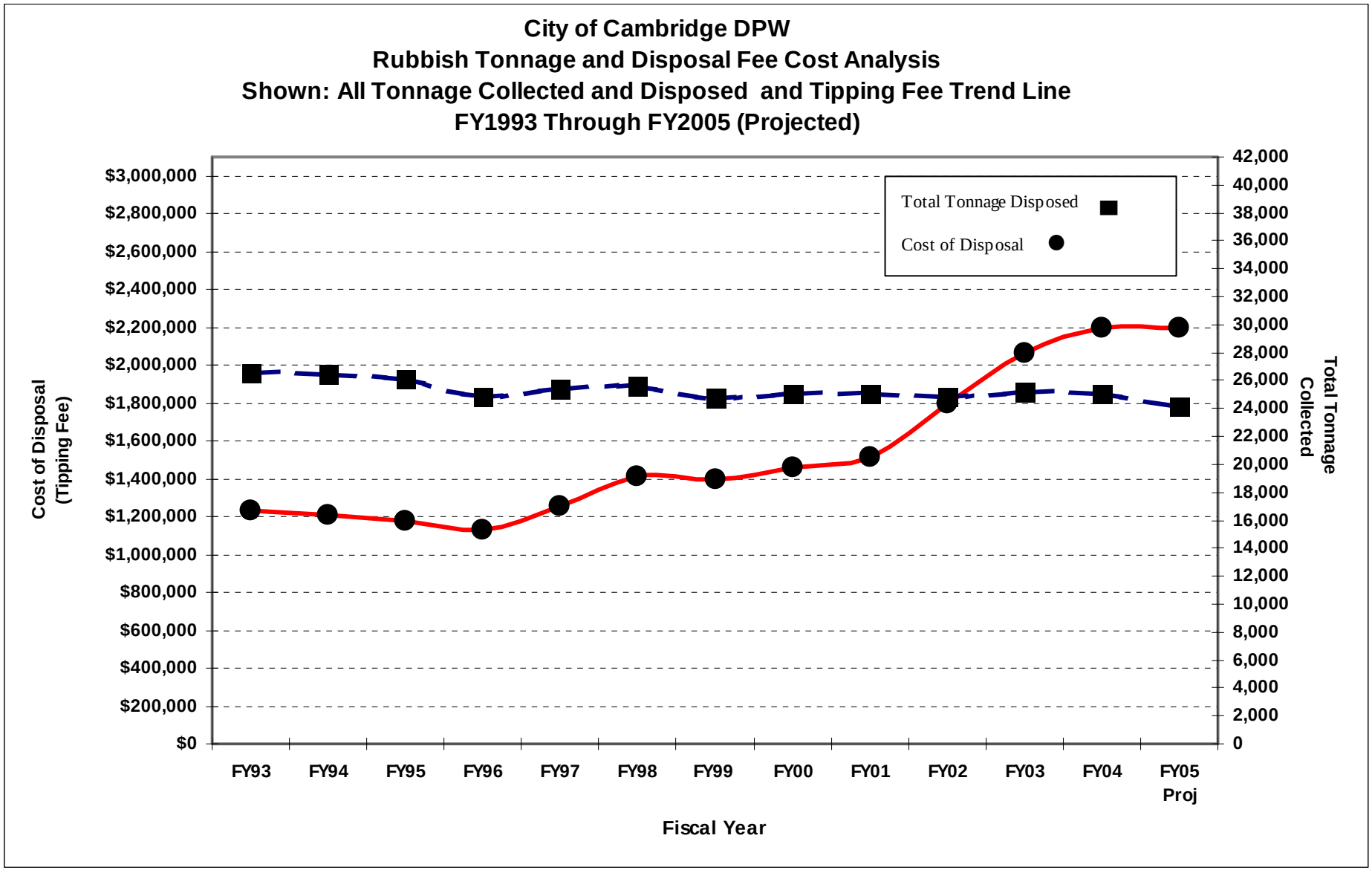
RUBBISH REMOVAL

PURPOSE & OVERVIEW: The Department of Public Works' solid waste disposal program is responsi-

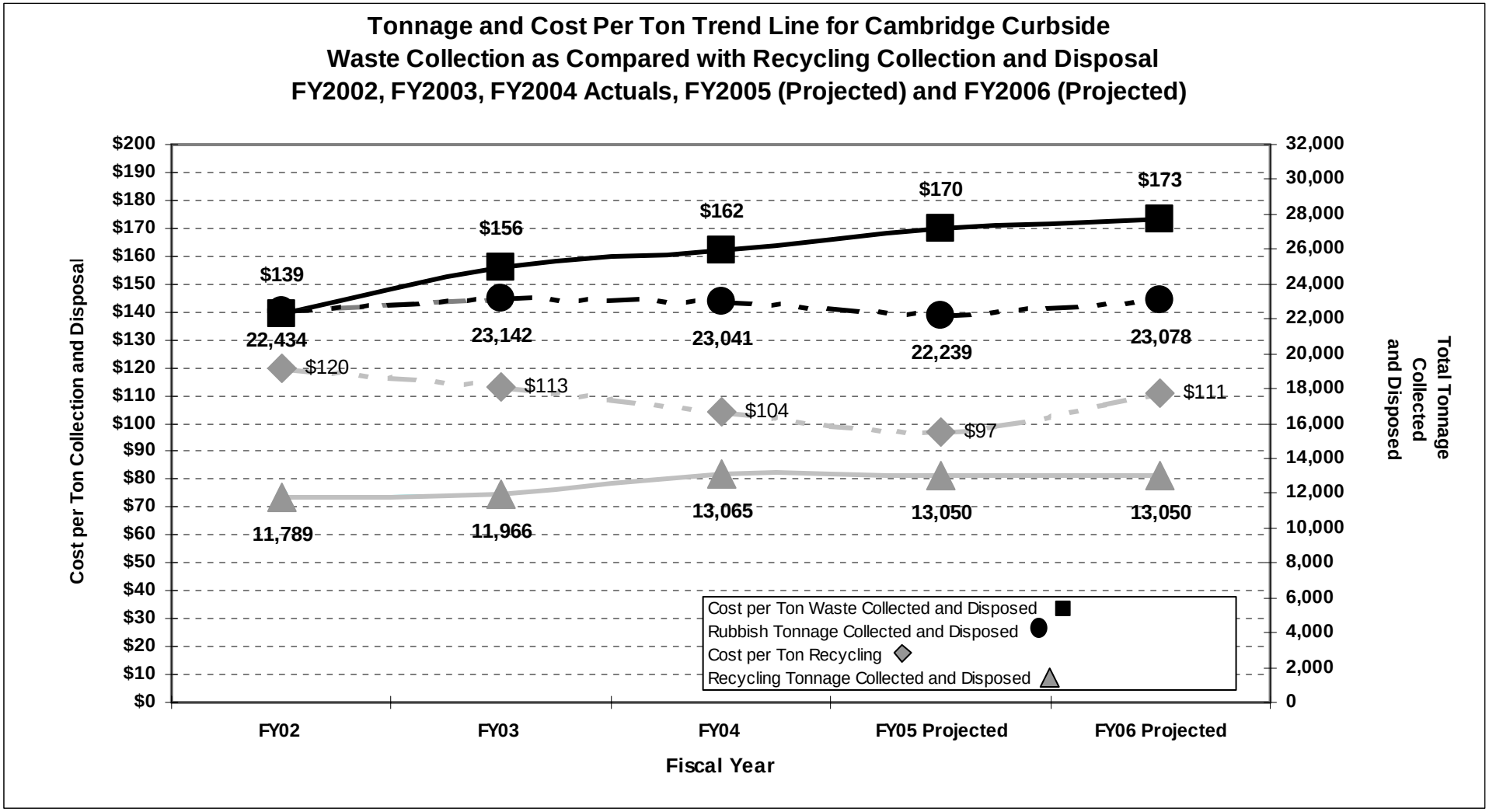
The DPW's enforcement unit is responsible for enforcing the City's litter ordinance. This ordinance mandates that no rubbish be placed at the curb for collection earlier than 3:00 p.m. on the day before the scheduled collection and that empty trash barrels and recycling containers be removed from the curb no later than 6 p.m. on the day of scheduled collection. The enforcement unit is also responsible for ensuring that every owner or occupant of private property bordering a street or walkway maintains the sidewalk or walkway up to the center of the street free of litter.

The white goods (large appliances) pickup program operates on a weekly basis. Residents are charged $20.00 per pickup per appliance ($15.00 for senior citizens) and receive an orange-colored sticker to affix to the appliance. White goods are picked up each Wednesday and brought back to DPW for freon removal, if necessary. The appliances are subsequently brought to a disposal facility where they are recycled.

Regular weekday rubbish collection is managed by eight rubbish packers, each staffed by a driver and two laborers. Additional solid waste is collected from other operations such as street cleaning, construction debris, litter pickup, and tree work.



	FY93	FY94	FY95	FY96	FY97	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05 Proj
Disposal Cost (Total Tipping Expense)	$1,234,040	$1,208,857	$1,178,123	$1,128,460	$1,256,807	$1,415,351	$1,400,411	$1,459,846	$1,515,290	$1,799,247	$2,065,599	$2,197,816	$2,195,658
Total Tonnage Collected and Disposed	26,635	26,430	26,151	24,929	25,403	25,624	24,798	25,127	25,119	24,893	25,223	25,104	24,091



	FY02	FY03	FY04	FY05 Projected	FY06 Projected
Rubbish Tonnage Collected and Disposed	22,434	23,142	23,041	22,239	23,078
Cost per Ton Waste Collection and Disposal	$139	$156	$162	$170	$173
Recycling Tonnage Collected and Disposed	11,789	11,966	13,065	13,050	13,050
Cost per Ton Recycling Collection and Disposal	$120	$113	$104	$97	$111
Total Solid Waste Tonnage Collected and Disposed	34,223	35,108	36,106	35,289	36,128

FY06 GOALS

- *GOAL 1: Implement service request measurement and response tracking.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of service requests received and responded to	130	225	180	200

- *GOAL 2: Implement specific environmental measures to keep Cambridge a clean and environmentally responsive city.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of household hazardous waste drop-off days	4	3	3	3
2. Number of warnings/citations issued for sanitation violations	831	780	750	750
3. Average number of white goods (appliances) picked up per week for disposal and recycling	44	50	52	54

- *GOAL 3: Manage and track cost per ton of rubbish collection.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Average number of laborers and drivers deployed daily	24	24	24	24
2. Average number of rubbish packers deployed daily	8	8	8	8
3. Tons collected (household rubbish)	23,041	23,683	22,239	23,078
4. Cost per ton (all costs of collection)	$162	$170	$170	$173

RECYCLING

PURPOSE & OVERVIEW: The Recycling Division's mission is to increase the sustainability of the City by educating and motivating the Cambridge community to value waste reduction and to integrate sustainable habits into daily activities. The Division seeks to foster a culture that encourages people to consume less, reuse and donate materials, and recycle what cannot be eliminated or reused.

The Recycling Division plans, implements and maintains cost-effective recycling, toxics reduction and waste prevention programs that are characterized by good communication, good customer service and high participation and recovery rates. Staff maintains and monitors the curbside recycling program, a Drop-Off Center, as well as recycling in City buildings, schools, public areas, and at festivals. In addition, staff helps businesses and institutions plan and implement effective recycling and waste reduction programs.

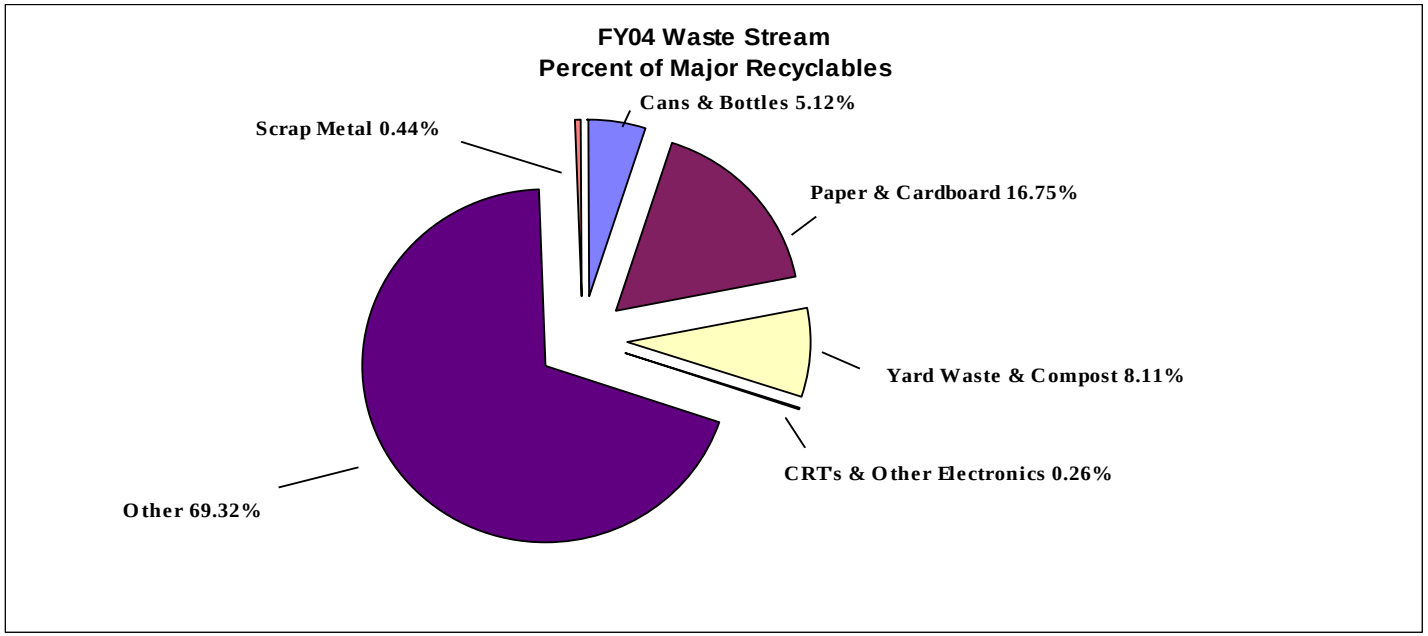
The Recycling Division, guided by the Recycling Advisory Committee, works to implement City policies, improve current programs, and expand efforts to meet or exceed the waste reduction and recycling goals outlined in the City's Climate Protection Plan and the Massachusetts Solid Waste Master Plan. By reducing natural resource waste and supporting the purchase of products with recycled content, we can improve the health of our environment and economy for generations to come.

FY06 GOALS

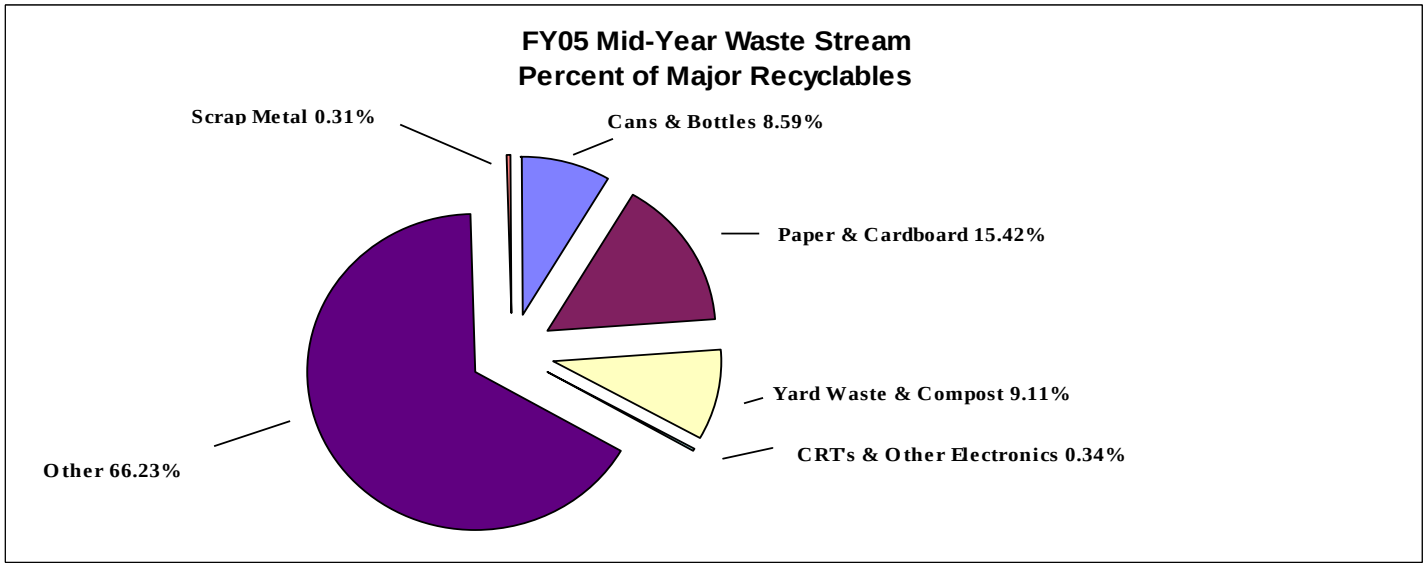
- *GOAL 1: Increase the City's overall recycling rate, which includes all recyclable materials collected at the curbside and the drop-off center.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. City recycling rate	33%	40%	33%	40%

Total Waste Stream with Percentages of Major Recyclables for FY04



Total Waste Stream with Percentages of Major Recyclables for first 6 Months of FY05



"Other" includes all rubbish as well as clothing, batteries, Xmas trees also diverted for recycling

■ *GOAL 2: Minimize the average number of monthly resident complaints about recycling pickup.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of complaints per month	5	5	5	5

■ *GOAL 3: Expand Citywide recycling participation.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of large buildings that are recycling to full capacity	303	317	305	310
2. Number of meetings to motivate parents, teachers, and faculty to increase recycling and reduce waste at schools	8	10	2	8
3. Number of presentations made to students at schools	8	4	4	4

■ *GOAL 4: Reduce the toxicity of Cambridge municipal trash that is land-filled or incinerated.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Pounds of Cathode Ray Tubes (computer monitors and televisions) collected	276,474	250,000	250,000	250,000
2. Pounds of CFC's extracted from appliances	538	250	450	450
3. Pounds of hazardous batteries collected	2,694	700	2,000	2,000
4. Number of fluorescent bulbs collected	4,992	4,500	4,500	4,500
5. Number of pounds (lbs) of mercury containing devices collected	41 lbs	5 lbs	80 lbs	20 lbs
6. Gallons of motor oil collected	1,650	2,100	1,800	1,800
7. Gallons of paint collected	6,050	1,925	5,000	5,000
8. Number of 55-gallon drums of household hazardous waste collected	79	100	75	75

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
3,420,315	3,883,235	**PARKS & URBAN FORESTRY**	3,909,610

PURPOSE & OVERVIEW: This Division is responsible for the maintenance and care of over 127 municipal properties, including parks, playgrounds, squares, plazas, medians and public building grounds. In addition, it is responsible for implementing a program of arboriculture for approximately 12,000 public street trees and approximately 3,000 trees in parks and cemeteries.

A fully implemented Neighborhood Parks Initiative, a confederation of three City districts with their own respective work crews, ensures that both routine and preventative maintenance continues to be assertive and comprehensive. Seasonal beautification plans are now implemented at over 30 sites throughout the City, and new trees and irrigation systems were installed at both Carl Barron Plaza and DeGuglielmo Plaza during FY05.

The cyclical pruning of public street trees continues, and has reduced the number of emergency calls and resultant property damage due to falling limbs. The pruning of parks and cemetery trees is now in its fourth year. Based on the same cyclical concept as the street tree pruning program, the initiative features more crown thinning and reduction techniques intended to enhance tree health.

FY06 GOALS

- *GOAL 1: Maintain a commitment to customer service.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of service requests - Parks and Urban Forestry	471	500	600	600
2. Number of primary response service requests (requiring prompt response)	132	150	150	150
3. Average number of days to close request	9.8	8.75	7.0	7.0
4. Number of secondary response requests (scheduled work over 30 days)	339	350	450	450
5. Average number of days to close secondary request	126	58	80	80

■ *GOAL 2: Continue to provide a quality park maintenance program.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of parks on contract	34	37	36	37
2. Number of parks, tot lots, play-grounds maintained by DPW	99	99	101	102
3. Number of irrigation systems maintained	54	54	56	57
4. Number of acres of turf replaced/ restored	30	30	47	35

■ *GOAL 3: Implement a scheduled preventative maintenance program for pruning all trees citywide.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of City street trees pruned annually	3,003	3,000	3,000	3,000
2. Number of park/cemetery trees pruned annually	714	700	700	700

■ *GOAL 4: Continue to manage the Client Tree Program, Commemorative Tree Program, and the City's tree replacement/planting program.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of new City trees planted through DPW directive	205	300	300	300
2. Number of commemorative trees purchased	2	5	5	5
3. Number of client trees purchased	61	75	50	50
4. Number of tree removals	150	100	100	100

■ *GOAL 5: Promote public awareness of the urban forest and of proper tree care.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of Cambridge School and community presentations	10	10	10	10
2. Number of volunteer events (tree planting, tree well maintenance)	3	2	2	2
3. Number of neighborhood tree walks	5	2	2	2

■ *GOAL 6: Develop tree inventory database for all City parks and Cambridge Cemetery trees.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Inventory database, percent complete	43%	100%	25%	100%
2. Total number of trees entered into database	0	3,000	3,000	3,000

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
790,900	807,195	CEMETERY	778,010

PURPOSE & OVERVIEW: The Cemetery Division is responsible for grave site preparation and other burial services with a grounds and maintenance program on the cemetery's 66 acre site located on Coolidge Avenue in Cambridge. Ongoing work at the cemetery includes flower and tree planting, landscaping hilly terrains, resurfacing of cemetery roads, improvements to the drainage system, repair of historical monuments and development of selected areas for conversion to burial space. The Cambridge Cemetery is a resting place for some prominent literary figures including Henry and William James, William Dean Howells; baseball Hall of Famers, John Clarkson and Timothy Keefe; as well as other notable Cantabrigians.

Over the past few years, the Cambridge Cemetery has implemented a specimen tree and perennial island program. The goal of these two programs is to add a pastoral beauty to the open space in the Cambridge Cemetery. Customer service continues to be an important goal of the Cambridge Cemetery - whether the need is for immediate burial or genealogical information. To meet the need for enhanced customer service, there are ongoing improvements in the computerization of Cemetery records. Also, Cemetery signage is continually being upgraded.

FY06 GOALS

- *GOAL 1: Provide high quality grave site preparation and continue to improve cemetery maintenance and service.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of interments	353	400	400	400
2. Number of maintenance requests received	61	50	50	50
3. Average number of days to complete maintenance requests	5	4	4	4
4. Number of acres slice seeded at the Cambridge Cemetery	4	5	5	5

- *GOAL 2: Improve public information and access to information for Cambridge Cemetery visitors.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of new cemetery signs installed	35	30	30	40
2. Update Cemetery grave lot map, percent complete	30%	50%	50%	60%

- *GOAL 3: Continue implementation of beautification program throughout Cambridge Cemetery and maintain landscape.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Total number of unique specimen trees planted at Cemetery	22	28	28	31
2. Number of new perennial islands created	1	1	1	1
3. Number of bulbs planted	1,500	1,500	1,500	1,500
4. Number of Cemetery trees pruned annually	100	100	100	100

- *GOAL 4: Implement a Cambridge Cemetery infrastructure improvement plan, including creating new grave space where feasible.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of linear feet resurfaced	615	615	615	650
2. Number of new graves created	169	74	88	88
3. Number of veterans' markers raised	300	300	300	300

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
1,231,980	1,363,740	OPERATION	1,348,720
1,396,005	1,434,885	MAINTENANCE	1,383,685
339,695	341,805	ADMINISTRATION	338,015
2,967,680	3,140,430		3,070,420

BUILDING OPERATIONS

PURPOSE & OVERVIEW: The Building Operations Division is responsible for supplying custodial services to 11 municipal buildings throughout the City, including City Hall, the McCusker Center at 344 Broadway, Coffon Building, Police Headquarters, Lombardi Building, Area IV Youth Center, Frisoli Youth Center, Moore Youth Center, Gately Youth Center, and the DPW Administration Building. In addition, the Cambridge Senior Center at 806 Massachusetts Avenue is under a cleaning contract; however, it is still serviced during the day by the DPW. The Building Operations Division has all the necessary cleaning equipment, including vacuum cleaners, buffing and cleaning machines and cleaning supplies. This division also operates a 3:00 p.m. to 11:00 p.m. shift at several City-owned buildings.

FY06 GOALS

■ *GOAL 1: Deliver high quality building cleaning services.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of buildings for which DPW holds user group meetings	11	11	11	11
2. Number of total meetings held for all buildings	72	72	72	72

- *GOAL 2: Maintain prompt response time for service requests, including moving, special events and cleaning services.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of service requests	160	200	200	200
2. Average number of days to close requests	5.8	5.0	5.5	5.0

BUILDING MAINTENANCE

PURPOSE & OVERVIEW: The Building Maintenance Division is responsible for services such as carpentry, painting, plumbing, lock installation and repair. The employees in this division provide services to many departments throughout the City. There is also a sign shop where signs are constructed for public announcements, street postings, commemorative plaques and monuments. In addition, this division provides service for parades, public functions and public celebrations, and responds to the need for temporary street signing for emergency snow plowing and street sweeping.

In addition to the many assigned duties performed by this division, employees respond to numerous emergency calls related to building maintenance, such as heating, plumbing and ventilation problems throughout the City. This division also makes provisions (e.g., setting up staging and public address systems) for approximately 70 special events each year.

FY06 GOALS

- *GOAL 1: Improve response time for service requests, such as plumbing, heating, carpentry, lock repair, moving and staging requests.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of work requests (Operations & Maintenance)	955	1,000	1,100	1,200
2. Average number of days to close request	4.8	6.0	6.0	5.5

PUBLIC BUILDING ADMINISTRATION

PURPOSE & OVERVIEW: The Public Building Administration Division is responsible for all aspects of construction, renovation and maintenance of the City's public buildings. The Division works under the guidance of the Superintendent of Buildings, who is responsible for supervising and directing the overall operation of the Building Operations and Building Maintenance Divisions. The Superintendent of Buildings is also responsible for the design and execution of new construction, renovations and extensive repair projects to all City buildings, assisting with the selection of design professionals, compilation of specifications and bid documents, and construction contract management. The Superintendent of Public Buildings performs ongoing field inspection and approval until the repair, construction or renovation is completed.

FY06 GOALS

- *GOAL 1: Develop and implement the MotorUp Program, a comprehensive program designed to work with staff and vendors to encourage the purchase of premium efficiency motors.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Perform motor inventory, percent complete	n/a	50%	50%	100%
2. Number of premium efficiency motors installed	n/a	3	3	3

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
1,346,810	1,312,580	VEHICLE & EQUIPMENT MAINTENANCE	1,226,010

PURPOSE & OVERVIEW: The Vehicle Maintenance Division is responsible for the scheduled maintenance, repair, and emergency service of over 300 City-owned vehicles and pieces of equipment. The vehicles include cars, pickup trucks, heavy equipment trucks (e.g., dump trucks, pay loaders), rubbish packers, construction equipment, power lawnmowers and snow blowers. To accommodate the vehicle maintenance requirements, this division has a master mechanic, a working supervisor, four motor equipment repairpersons, and a welder. The Division also develops written specifications for the purchase of new motorized equipment.

Each April, the Division conducts a City taxi inspection at the DPW garage, inspecting over 250 taxis. In addition, the Vehicle Maintenance Division issues 150 State Inspection stickers each year to DPW vehicles.

The Division is headed by a Master Mechanic who, in addition to his supervisory and mechanical duties, also conducts in-house Commercial Driver's License (CDL) training. This training prepares employees to take the Registry of Motor Vehicles Driver's License examination for heavy equipment operation. In FY06, the Division will focus on developing a fully automated inventory and preventative maintenance system.

FY06 GOALS

- *GOAL 1: Maximize vehicle availability.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Percentage of working hours that vehicles are available (not out of service) for Fleet as a whole	96%	95%	96%	95%

■ *GOAL 1: (continued)*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
2. Percentage of working hours that vehicles are available (not out of service) for Medium/heavy trucks	93%	93%	95%	95%
3. Percentage of working hours that vehicles are available (not out of service) for Light-duty units	97%	96%	96%	96%
4. Number of preventative maintenance service orders	396	350	350	325
5. Number of emergency breakdowns	140	115	115	100

■ *GOAL 2: Provide complete and accurate work history and cost accounting for each DPW vehicle.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Total number of City vehicles with completed computerized inventory	230	240	241	247
2. Total number of vehicles with computerized work history complete with repair and maintenance costs	205	215	207	213
3. Computerize fleet maintenance inventory control program, percent complete	80%	95%	95%	100%

■ *GOAL 3: Integrate use of alternative fuel for City fleet and equipment.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of diesel vehicles and pieces of equipment using biodiesel	n/a	82	86	88

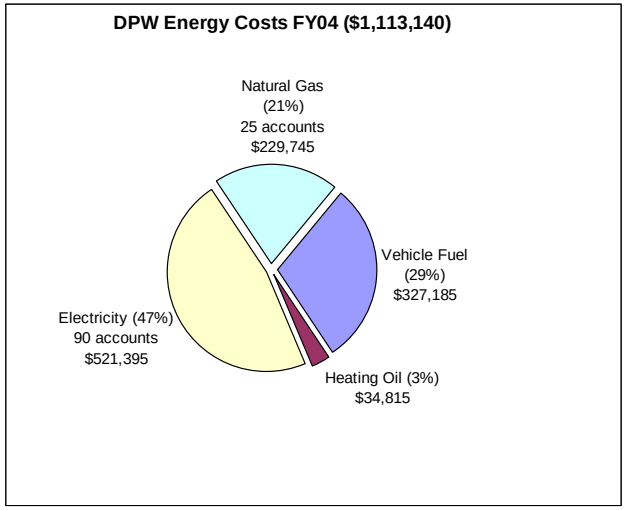
ACTUAL FY04	PROJECTED FY05		BUDGET FY06
720,045	716,525	**OFF-HOUR SERVICES**	714,420

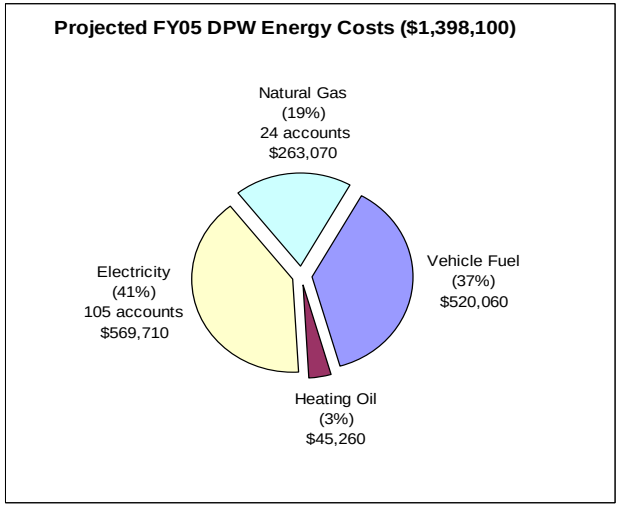
PURPOSE & OVERVIEW: This division provides the DPW with continuous 24-hour response on a regular and emergency basis. The off-hours employees respond to a variety of emergencies: initial after-hours sewer complaints, fallen trees and tree limbs, litter pickup, building security, storm-related cleanup, and coordination with Cambridge Police and Fire Departments in response to accidents and other emergencies. The importance of this division is highlighted by the ability of its personnel to respond rapidly to the many and varied citywide emergencies. There are three off-hour shifts: early evening, Monday through Friday (3:00 p.m. - 11:00 p.m.); late evening/early morning, Sunday through Friday (11:00 p.m. - 7:00 a.m.); and the weekend shift. This schedule ensures that DPW personnel will be available at all times to respond to City emergencies.

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
1,041,115	1,101,720	ENERGY	1,118,695

ENERGY CONSUMPTION. The following charts provide a budget analysis of energy expenses incurred by DPW for electric, natural gas, and heating oil. These costs are supported by this budgetary allotment plus reimbursements from other City departments and building occupants. This energy budget also includes unleaded and biodiesel gasoline for 300 plus City vehicles that receive gasoline from the DPW fuel management system.

The charts below illustrate a dramatic rise in fuel prices during FY05. The FY06 budget has been increased over FY05 to reflect these price increases, which are expected to continue.





ACTUAL FY04	PROJECTED FY05		BUDGET FY06
1,747,790	1,702,545	SEWER MAINTENANCE	1,978,240

PURPOSE & OVERVIEW: Responsibilities of the Sewer Division include the maintenance and repair of the City's wastewater collection system, including 223 miles of sewer lines and over 4,000 catch basins. The maintenance program includes responding to plugged sewer line complaints, cleaning catch basins on a regularly scheduled basis, repairing broken sewer lines, controlling sewer odors, and inspecting and approving private connections to public sewers. The Sewer Division reviews all applications for sewer use before they are sent to Massachusetts Water Resources Authority (MWRA) for final approval, and discusses the extent of sewer needs and capacity with new building developers. Other responsibilities of this Division include development and management of critical projects such as stormwater management, inflow and infiltration studies; MWRA flow verification; combined sewer overflow metering; overseeing the sewer separation program (converting the combined sewer systems into separate sanitary and stormwater drains); and monitoring the Fats, Oils, and Grease (FOG) program, which captures all information related to any type of fat, oil or grease that is being put into the City's collection system from organizations that prepare or handle food.

The Sewer Maintenance Division is also working with the Massachusetts Department of Environmental Protection and the U.S. Environmental Protection Agency to make the Charles River swimmable and fishable by submitting regular reports of maintenance and investigative activities performed which could affect the Charles River.

An important part of the Sewer Division's duties is to meet with citizen groups and individual homeowners to advise them on methods to avoid damaging backups and to define the responsibility of the City and the homeowner regarding sewer connections. Public meetings are also scheduled with respect to ongoing sewer construction projects throughout the City.

FY06 GOALS

- *GOAL 1:* *Maintain rapid response time for requests for services, such as cleaning of blockages in sewer mains, emergency repairs of catch basins and pipes, and responding to odor complaints.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of service requests	275	300	300	300
2. Average number of days to close requests	2.0	2.0	2.5	2.5
3. Number of emergency service requests	72	50	50	50
4. Number of days to close emergency requests	0.3	0.3	0.3	0.3

- *GOAL 2:* *Establish and implement a citywide stormwater management program to meet stormwater control objectives set forth by the Environmental Protection Agency.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Develop a sediment and control ordinance, percent complete	40%	75%	75%	85%
2. Develop site plan reviews and regulations, percent complete	40%	85%	85%	95%
3. Revise pollution prevention plan for municipal facilities, percent complete	45%	45%	45%	60%

- *GOAL 3:* *Identify capacity or structural deficiencies in the sanitary and stormwater systems throughout the City to reduce flooding and backup.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of meters installed to collect data	25	20	20	20

■ *GOAL 3: (continued)*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
2. Number of reports for MWRA, DEP, EPA based on data from meters	15	15	15	15
3. Study infiltration and inflow citywide, percent complete	70%	80%	80%	85%

■ *GOAL 4: Monitor construction and manage design of sewer separation and stormwater management projects.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Cherry Street design, percent complete	40%	60%	60%	90%
2. Harvard Square construction, percent complete	75%	95%	95%	95%
3. Number of common manholes removed	15	50	50	20
4. Willard Street outfall project design, percent complete	90%	90%	90%	100%

■ *GOAL 5: Incorporate Best Management Practices in all construction projects and remove illicit connections to improve water quality to the Charles River and Alewife Brook.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Linear feet of new stormwater drains installed	3,000	1,500	1,500	1,500
2. Linear feet of new sanitary sewer installed	1,000	1,000	1,000	1,000
3. Number of new catchbasins installed with deep sumps and hoods	50	40	40	40
4. Number of hoods replaced	10	20	20	15
5. Number of grit chambers constructed	0	5	5	2
6. Number of illicit connections removed	2	5	5	5

- *GOAL 6: Improve function and capacity of sewers and stormwater drains through improved maintenance.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of catch basins cleaned	1,226	2,000	2,000	2,000
2. Number of linear feet of pipe cleaned	50,000	40,000	40,000	40,000
3. Linear feet of pipe televised	50,000	40,000	40,000	40,000
4. Linear feet of pipe repaired	2,000	2,000	2,000	2,000
5. Number of structures connected to SCADA system telemetry	0	6	6	7

- *GOAL 7: Maintain a grease control program for sanitary system to reduce sewerage backups caused by fats, oils, grease (FOG).*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of business seminars	6	6	6	6
2. Number of pamphlets developed/ distributed	2	4	4	4
3. Number of inspections performed	60	50	50	50

- *GOAL 8: Improve stormwater and sanitary system conveyance by developing discharge standards and parameters for private development.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of site plans reviewed	75	75	75	50
2. Number of best management practices incorporated by new developers	30	40	40	25

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
10,117,135	10,647,660	ADMINISTRATION	10,460,130
4,252,235	4,356,770	SOURCE OF SUPPLY	4,418,525
2,277,785	2,073,505	DISTRIBUTION	2,225,345
16,647,155	17,077,935		17,104,000

PURPOSE & OVERVIEW: The Cambridge Water Department (CWD) is a municipally owned and operated water utility servicing approximately 102,000 residents. The CWD operates under the general direction of the City Manager. Five members comprise the Water Board, all of whom are appointed by the City Manager and serve in an advisory capacity to the City Manager and the Managing Director of the Water Department. The CWD is regulated by Federal and State drinking water codes and is comprised of three divisions: Administration; Source of Supply; and Transmission & Distribution. The mission of the CWD is to provide a safe, adequate and uninterrupted water supply of the highest quality to the citizens of Cambridge.

In keeping with this mission, the CWD has begun implementing a long-term strategic plan with the goal of ensuring integrity and functionality well into the 21st century. The systems that comprise the Water Department are: the watershed and their related facilities such as gatehouses, dams, spillways and valves; the Stony Brook conduit and associated valving; the Fresh Pond Reservoir; the treatment plant; the Payson Park finished reservoir; the Payson transmission lines and associated valving; the distribution system; and three Massachusetts Water Resource Authority (MWRA) emergency interconnects. These interconnects serve as an emergency back-up supply. The Fresh Pond Master Plan provides the mechanism for enhanced source water protection, which is a vital first step in water treatment; the plan also provides for the overall stewardship of the reservation. Over the next several years, there will be continued emphasis on completing the full implementation of the Automatic Meter Reading (AMR) System, revitalizing the water distribution system, the Fresh Pond Reservation, the Stony Brook Conduit, Payson Park force and supply lines and treatment plant process optimization to improve the water quantity and quality delivered to our customers. Opportunities to perform water main infrastructure improvements in partnership with others performing utility work, such as sewer separation and Chapter 90 roadway work, will be continued to optimize cost savings and to minimize disruptions to the public.

SIGNIFICANT BUDGET MODIFICATIONS: The FY06 Water Budget includes a net reduction of two positions. This includes a reduction of one working foreperson position, one water meter repairperson position, one water craftsperson position and an addition of one ranger position for a net savings of approximately $70,000. These savings, coupled with a $10,000 reduction in the other ordinary maintenance accounts has been reallocated to the extraordinary equipment category for the purchase of replacement heavy equipment (backhoe).

FY05 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Successfully produced over 5.4 billion gallons of high quality potable water to serve all of the City of Cambridge's needs.

- Reviewed the Vulnerability Assessment (VA) and submitted a recommendation to the City Manager.

- Provided over 70 school programs, tours, open houses and Friends of Fresh Pond Reservation events to educate the public about the Cambridge Water System and the Walter J. Sullivan Water Purification Facility.

- Continued cooperative infrastructure projects such as Cambridgeport Roadways, citywide storm water management plan, common manhole replacement, City irrigation projects, and Chapter 90 surface enhancement projects.

- Distributed 2004 annual "Consumers Confidence Report" on drinking water quality via direct mail and through the Department Web page.

- Completed rehabilitation of over 5,000 feet of water mains; replaced over 300 lead water services; eliminated 1,800 feet of parallel old 6" cast iron pipe; and maintained a 99.8 percent in-service rating for fire hydrants.

- Performed required regulatory water quality analytical testing and watershed monitoring which resulted in over 50,000 tests. Maintained certification of the Laboratory for a variety of drinking water chemistry parameters. Purchased and installed replacement equipment (TOC analyzer and purge and trap unit) for the Laboratory.

- Purchased 16 acres of high priority open space for watershed protection. Part of this purchase included adding a conservation restriction on an additional 38 acres of land totaling 54 acres of watershed protected land for our drinking water supply. This property is adjacent to Stony Brook

in the Town of Lincoln. The land was purchased through the use of Community Preservation Act (CPA) funds and a self-help grant.

- Maintained and expanded the Department's Web page.
- Initiated the implementation of the Automatic Meter Reading (AMR) Project, replacing about 2,000 meters and installing the AMR system at approximately 6,000 of 15,000 locations.
- Completed the design of the Water Department GIS for updating distribution maps and transitioned more than 47,000 linear feet of water main into this new system.
- Maintained a Class 1 fire rating for the City of Cambridge in cooperation with the Fire Department.
- Added 350 million gallons of capacity to the Hobbs Brook Reservoir by installing "flash boards" in the emergency spillway thus raising the level of Hobbs Brook Reservoir.
- Completed the "in-house" design of 4,500 feet of water main rehabilitation work.
- Reviewed and monitored over 70 development and site remediation projects throughout the 24-square mile watershed.
- Responded to and repaired over 90 water mains or service leaks.
- Completed all of the required backflow prevention device testing, re-testing and surveying.
- Completed the bid documents and awarded the contract for the Northeast Sector Project. This project includes the rehabilitation of over 25 acres of the Fresh Pond Reservation and is being partially funded through the use of Community Preservation Act (CPA) funds.
- Completed the final design for the Little Fresh Pond Shoreline and schematic design for the Kingsley Park Soil Stabilization projects. This was accomplished through the use of CPA funds.

FINANCING PLAN. This budget is supported by $14,334,245 in water charges, $1,650,000 in retained earnings and $1,119,755 in state subsidy loan.

STATUTORY ANALYSIS: Salaries and Wages, $5,106,130; Other Ordinary Maintenance $2,935,305; Travel and Training, $28,855; and Extraordinary Expenditures, $9,033,710.

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
563,880	962,485	ADMINISTRATIVE	959,390
520,400	537,940	ENGINEERING & CROSS CONNECTION	592,030
9,032,855	9,147,235	DEBT SERVICE	8,908,710
10,117,135	10,647,660		10,460,130

PURPOSE & OVERVIEW: The Administration Division is responsible for performing administrative, personnel, financial, metering and customer relations functions. The Division also assists in the quarterly processing of water bills for the 15,060 metered accounts in the City and is responsible for making inspections for leaks, faulty registrations, damaged meters, non-compliant water connections and other customer services.

FY06 GOALS

- *GOAL 1: Improve customer relations through the development of programs that educate the public and disseminate information.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. General Tours/Open Houses	24	18	18	18
2. School and Community Activities	60	70	70	50
3. Professional Development Activities	27	4	24	24
4. Update and maintain the Department Web page (number of updates)	n/a	n/a	n/a	12

- *GOAL 2: Improve metering, meter reading efficiency and customer service.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Percentage of accounts receiving two annual actual meter readings	90%	90%	90%	90%
2. Meters replaced	289	375	1,700	1,500

■ *GOAL 2: (continued)*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
3. Develop and implement a system that alerts customers in a timely manner so as to minimize the cost of an internal facility leak and also helps save water	n/a	n/a	n/a	40%

■ *GOAL 3: Provide professional growth and development opportunities for all employees with an emphasis on meeting regulatory training requirements and instilling uniform work practices.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Maintain the employee training program	100%	100%	100%	100%
2. Percentage of staff receiving required DEP training	100%	100%	100%	100%
3. Department training contact hours obtained	n/a	540	540	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.

FY06 GOALS

■ *GOAL 1: Develop, implement and maintain 5, 10 and 20-year capital plans.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Perform update of capital plans	100%	100%	100%	100%

■ *GOAL 2:* *Effectively manage existing programs and develop new programs in order to conserve water and protect public health.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Test all backflow prevention devices semi-annually; number of tests	6,183	5,600	5,600	5,800
2. Cross connection control surveys performed (number of establishments)	171	145	100	50
3. Implement the Automatic Meter Reading (AMR) Program	10%	n/a	40%	85%
4. Install AMR system - number of existing accounts transitioned	n/a	8,000	5,700	6,800

■ *GOAL 3:* *Ensure that safe drinking water be provided during various constuction, fire safety and industrial process activities by issuing water work permits in a timely manner, pursuant to citywide permit guidelines.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Percent of permits issued within two weeks	95%	95%	95%	95%
2. Number of construction permits	88	125	125	110
3. Number of hydrant rental permits	20	30	30	30
4. Number of fire pump test permits	188	150	150	150
5. Number of cross connection device permits	n/a	100	100	75

■ *GOAL 4: Improve the management of records and mapping.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Using ArcGIS create electronic distribution system maps (e.g. pipes, valves) that reflect current conditions	n/a	100%	70%	100%
2. Organize and maintain all water system as-built drawings	n/a	100%	100%	100%

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
878,710	887,495	WATERSHED	873,195
3,328,615	3,424,275	WATER TREATMENT OPERATION	3,498,920
44,910	45,000	DEP ASSESSMENT	46,410
4,252,235	4,356,770		4,418,525

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 sources 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 develops and implements intricate watershed protection plans, hazardous materials response plans and partnerships; conducts environmental and raw water quality monitoring; manages the grounds at the Fresh Pond Reservation (Cambridge's largest open space) and at the up-country reservoirs; implements the Fresh Pond Master Plan recommendations; performs and documents site activities; and works with all the stakeholders in the watersheds to ensure long-term protection of the City's drinking water supply.

FY06 GOALS

- *GOAL 1: Develop, implement and maintain Watershed Protection Plans to protect the City's source water supply.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Review, monitor and document site development and remediation projects throughout the watershed	70	60	60	70
2. Update Watershed Protection Plan to comply with DEP and EPA plans, regulations and protocols	40%	60%	60%	70%
3. Maintain the source area - Water Quality Monitoring Program	100%	100%	100%	100%

■ *GOAL 1: (continued)*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
4. Develop early warning water quality monitoring system for reservoir management	75%	90%	90%	100%
5. Develop, implement and maintain a watershed land acquisition plan	n/a	50%	50%	60%

■ *GOAL 2: Manage watershed and reservoir improvements to ensure safe and continuous delivery of water to the treatment facility.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Implement the Dog Management Plan	n/a	50%	50%	60%
2. Implement Kingsley Park soils stabilization program	n/a	80%	40%	50%
3. Implement Little Fresh Pond shoreline stabilization program	n/a	80%	80%	100%
4. Implement Black's Nook landscape restoration program	n/a	25%	25%	35%
5. Implement Fresh Pond signage and pilot path studies	n/a	75%	75%	90%
6. Develop a Fresh Pond landscape maintenance/management plan	60%	70%	70%	80%
7. Develop a watershed/reservoir facilities maintenance/management plan	40%	60%	60%	70%
8. Implement the Northeast Sector Lands Restoration Project	n/a	n/a	n/a	50%

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).

FY06 GOALS

- *GOAL 1: Optimize, operate and maintain the Water Treatment Facility.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 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	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Perform required Department of Environmental Protection (DEP) analytical testing	100%	100%	100%	100%
2. Total water quality tests performed	67,729	50,000	50,000	50,000
3. Water treatment plant tests performed	60,633	45,100	45,100	45,100
4. Watershed tests performed	2,796	2,000	2,000	2,000
5. Transmission and Distribution tests performed	4,300	4,100	4,100	4,100
6. Update and maintain quality and process controls	100%	100%	100%	100%
7. Perform annual certification performance testing	100%	100%	100%	100%

DEP ASSESSMENT

PURPOSE & OVERVIEW: The City is assessed by the Massachusetts Department of Environmental Protection (DEP) for the cost of administering the Safe Drinking Water Act (SDWA) in Massachusetts. This assessment is collected from all users of public water systems. The assessment makes up the difference between costs of administering the SDWA and the funds available through federal grant and state appropriations. The rate for FY06 is estimated at $8.50 per million gallons of water usage. The assessment is based on prior year consumption. Our usage for FY05 is projected at 5.4 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 FY04	PROJECTED FY05		BUDGET FY06
2,277,785	2,073,505	TRANSMISSION & DISTRIBUTION	2,225,345

PURPOSE & OVERVIEW: The Transmission and Distribution Division is primarily responsible for the maintenance of the piping systems. The transmission system, which connects the up-country reservoirs to Fresh Pond, consists of 10.5 miles of pipe ranging in size from 30 to 63 inches. The distribution system which connects the purified water to all of the users consists of 180 miles of pipe, 15,060 services, 4,447 valves, 1,669 fire hydrants, and 18,306 valve and service boxes. This division regularly performs leak detection and preventative maintenance, provides effective emergency response for leaks and low pressure situations and provides assistance and support to customers and other City departments. A partnership is maintained with the Fire Department to ensure a high degree of reliability of fire hydrants throughout the City.

FY06 GOALS

- *GOAL 1: Rehabilitate the water distribution system.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Install, clean and line, and/or replace water mains; number of linear feet	3,770	2,500	5,000	3,000
2. Elimination of parallel old 6" cast iron pipe; number of linear feet	1,500	1,400	1,800	1,500
3. Number of lead services eliminated	263	350	300	350

■ *GOAL 2: Ensure the highest degree of fire protection reliability and functionality through hydrant maintenance.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Percentage of in-service hydrants	99.8%	99.8%	99.8%	99.8%
2. Number of fire hydrants replaced	31	30	30	30
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	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Valves replaced/repaired	56	25	25	30
2. Water mark-outs performed	3,067	3,000	3,000	3,000
3. Inspections performed	161	150	200	200
4. Water leaks found and repaired	90	75	90	75
5. Number of new water services installed	n/a	15	15	15
6. Number of work orders completed	n/a	300	300	300

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
1,004,260	1,091,185	ADMINISTRATION	1,120,055
3,104,365	3,200,945	PLANNING	3,427,505
		CONTINGENCY	68,820
4,108,625	4,292,130		4,616,380

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 and living environment through supporting sustainable growth that contributes to the tax base, expands job opportunities for residents and ensures a high level of services. In addition, the Department seeks to strengthen communication among and between the City, its residents, the business community and major institutions.

The goal of supporting the City's diverse population is pursued in a number of ways including: creating and preserving affordable rental and ownership housing throughout the City; working to preserve the character of the City's 13 neighborhoods by undertaking comprehensive planning efforts aimed at appropriate growth management and conducting project reviews of large projects; retaining and attracting businesses, strengthening the vitality of the City's commercial districts and providing assistance to the City's businesses, particularly small, women- and minority-owned businesses; planning transportation infrastructure that encourages walking, cycling and public transportation, enhances safety, preserves the City's neighborhoods, supports the economic vitality of the City, and implements the vehicle trip reduction program; renovating neighborhood parks and playgrounds, and planning for development of other urban open space; and protecting and enhancing the environment through encouragement of environmentally safe and renewable practices.

The Community Development Department staff performs its work as part of a public process in which a broad array of interests and viewpoints are represented, including those of the Planning Board, the Pedestrian and Bicycle Committees, the Affordable Housing Trust, citizen and community groups, non-profit organizations, private developers, the business community and other government agencies. The Department provides direct support to a number of standing committees, boards and commissions, and citizens' organizations, which include the Planning Board, the Affordable Housing Trust, Cambridge Neighborhood Apartment Housing Services, the Harvard and Central Square Advisory Committees, the Pedestrian Committee, the Bicycle Committee, the Climate Protection Action Committee, and the interdepartmental open space and transportation committees.

The Department works to advance a variety of community and neighborhood initiatives with the assistance of ad hoc advisory committees including the Agassiz Working Group, Porter Square Advisory Committee, 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), HOME and the Lead Hazard Control Grant.

SIGNIFICANT BUDGET MODIFICATIONS: The FY06 Community Development Budget reflects a decrease of $24,850 in other ordinary maintenance accounts and a decrease of $10,100 in travel and training accounts.

FY05 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Worked with the Riverside Oversight Committee and Harvard University to monitor the implementation of the zoning amendment and letter of agreement of October 2003, which allows graduate student and affiliate housing to be developed on Harvard-owned parcels in Riverside, in exchange for community benefits, including affordable housing and open space.

- Completed and published the Concord Alewife Study Report detailing both zoning and non-zoning committee recommendations from the 18-month Concord Alewife Planning Study process. Completed work with the Planning Board on a zoning petition based on the recommendations of the study. Recommendations include creating a mixed-use district with more housing, encouraging height and density closer to transit, encouraging new infrastructure to provide better access to public transit and improved internal circulation, and requiring development to be sensitive to stormwater issues.

- Completed park improvements at Lowell School and Dana Parks. Commenced construction at Charles Park. Completed the community design process for Trolley Square Open Space, and commenced community design processes for Baldwin School/Alden Park, Gold Star Mother's Park, and Costa Lopez Taylor park addition.

- Published neighborhood study update for the Mid-Cambridge neighborhood. Continued neighborhood study processes for Neighborhood 10 and Strawberry Hill. Worked with Planning Board to submit a zoning petition based on recommendations developed in a series of community

meetings with neighborhoods bordering Porter Square, to address concerns about current and planned development in the area.

- Conducted design review of development projects citywide, including the Smithsonian Astrophysical Observatory at Cambridge Discovery Park, the first two residential buildings at North Point, One First Street, 303 Third Street, and continuing work at Cambridge Research Park.

- Published updated demographic profile of the City and housing market information based on analysis of the most recent census data; redesigned Department Web site with new organization and functions for better access to department services and information. Completed new open space and zoning map sets, including one featuring water play areas throughout the city.

- Completed the sale of 11 homeownership units to first-time homebuyers. These units were acquired through the City's middle-income homebuyer program, the non-profit housing development program, and the City's Inclusionary Zoning program.

- Working with local non-profit housing developers, facilitated the creation of more than 100 units for households renting or becoming first-time homebuyers in the City. These units are located in neighborhoods throughout the city, including Riverside, Mid-Cambridge, East and North Cambridge. For example, Just A Start dedicated 13 family-sized rental units at Scouting Way in Area Four and began construction of 14 affordable homeownership units on Rindge Avenue and Bolton Street; Homeowner's Rehab, Inc. began construction of 40 rental and homeownership units at Trolley Square; CASCAP moved forward with renovation plans for the North Cambridge VFW; and the Cambridge Housing Authority completed renovation of 12 rental units at Ashton Place and Western Avenue.

- Worked with private developers to create more than 90 new affordable units through the City's Inclusionary Housing Program. Units are located in neighborhoods throughout the city and include both rental and first-time homebuyer units.

- Educated more than 475 Cambridge residents about homeownership and provided direct counseling to more than 160 individuals, increasing homeownership opportunities for Cambridge residents. In addition to the homebuyer education classes, special classes were offered including post-purchase homeowner education and multi-family homeownership. Classes are also offered in second languages such as Spanish, Portuguese, and Haitian Creole.

- Participated in housing outreach events throughout Cambridge to provide information about the City's housing programs and services including: Family night at Cambridge Rindge and Latin, Danehy Park Day, Hoops N Health, and Fair Housing events.

- Assisted over 50 households through the City's low-interest home improvement loan programs. These loan programs help make home improvements affordable to households that otherwise would be unable to address their needs.

- Provided assistance to over 200 small businesses on a wide range of business matters including developing business plans, capitalization strategies, market analyses, and real estate site searches. These activities enhanced small business development and enabled businesses to provide a broader range of products and services. Sponsored two SOMBWA certification workshops aimed at increasing business for Cambridge companies by creating opportunities to partner with state agencies and business organizations.

- Sponsored two Financial Literacy courses to educate residents on topics such as the importance of savings, budgeting, and credit repair. Offered additional workshops to support entrepreneurs initiatives, including "How to Get Started in Business" and "Minding Your Own Business."

- In collaboration with Just-A-Start and the Cambridge Health Alliance, assisted 30 Cambridge residents to upgrade their skills in preparation for jobs in the health care and bio-medical sectors.

- Completed 10 facade improvements, which enhanced the character and appeal of the City's commercial districts. More than 20 additional projects received design services in FY05.

- Presented workshops and provided individual consultation to more than 40 Cambridge retailers interested in merchandising, design upgrades, marketing and operational improvements, as part of the Best Retail Practices Program. Provided 12 matching grants to assist with implementation of suggested improvements.

- Published brochure highlighting the interconnection of biotechnology companies, clinical hospitals, health care and pharmaceutical research organizations, and major educational institutions in Cambridge and promoting the City as a unique place to do business.

- Began construction of roadway and streetscape improvements at Porter Square and Mass Ave./Lafayette Square, and priority improvements in Harvard Square at locations such as Lampoon Plaza, Church Street, Palmer Street, and Johnston Gate. Continued design oversight of Cambridgeport Roadways, and completed the Cambridge Street reconstruction project.

- Designed traffic calming projects for Garden, Raymond at Linnaean, Walden, Clifton, and Windsor streets and completed construction oversight of projects at Buckingham and Upper Sparks streets

and Cardinal Medeiros Avenue. Working with the Town of Belmont, designed Blanchard Road traffic calming improvements.

- Received the Smart Growth Leadership Award from the Massachusetts Office for Commonwealth Development for Cambridge's bicycle and pedestrian program. Worked with the MBTA to improve bus stop amenities and bus service within the city. Continued to review and monitor results of transportation demand management plans for developments subject to the Parking and Transportation Demand Management ordinance.

- Continued marketing efforts for the EZ Ride shuttle service. Shuttle ridership grew by more than 10% during the fiscal year, with 14 private sector partners now supporting its operation.

- Working with other City departments, the Climate Protection Action Committee, major universities, and NSTAR, continued implementation of the City's climate protection plan to reduce greenhouse gas emissions in Cambridge. Participated in City initiatives including energy management for City operations and conversion to alternative fuel vehicles. Outreach to the business community included encouraging participation in Energy Star programs and green building initiatives, and recognition of achievement through the Go Green business awards. Outreach to residents included an Energy Fair, an air conditioner turn-in event, and the formation of ecoteams to encourage sustainable activity at the household level.

- Secured $3 million grant from the U.S. Department of Housing and Urban Development (HUD) to continue the Lead-Safe Cambridge (LSC) program for an additional 3.5 years. Deleaded and preserved the affordability of 54 residential units occupied by low or moderate income families, reaching a total of 640 units deleaded since the program began in FY95. Sponsored outreach activities to educate Cambridge residents about lead hazards and mitigation, making contact with over 5,000 individuals at citywide events.

FINANCING PLAN. This budget is supported by Community Development Block Grant, $1,014,490; property taxes, $3,017,230; parking fund, $221,895; parking fines, $50,000; plan review permit, $55,000; water transfer, $30,000; sewer transfer, $30,000; cherry sheet revenue, $16,185; federal grants, $31,580; and interest earnings, $150,000.

STATUTORY ANALYSIS. Salaries and Wages, $3,942,270; Other Ordinary Maintenance, $587,790; Travel and Training, $17,500; and Extraordinary Expenditures, $68,820.

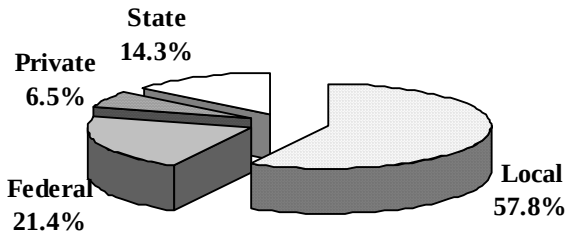
ACTUAL FY04	PROJECTED		BUDGET FY06

	FY05		
434,810	476,310	GENERAL MANAGEMENT	489,650
141,750	150,990	CDBG	161,870
268,765	298,900	FISCAL	298,965
158,935	164,985	CLERICAL	169,570
1,004,260	1,091,185		1,120,055

PURPOSE & OVERVIEW: The Administration Division provides leadership, financial, regulatory and operational support to the Department's other divisions. The Administration Division provides policy direction for staff, and coordination with other City departments and state and federal agencies. A major priority of this division continues to be the identification and provision of training and professional development opportunities to support staff's ability to perform at a high level and to support retention and professional growth of staff. The Division also works to promote diversity in the Department's workforce through its hiring, staff evaluation, and training activities. In addition to leadership, the Division consists of general management, fiscal management, Community Development Block Grant (CDBG) program management, and clerical functions.

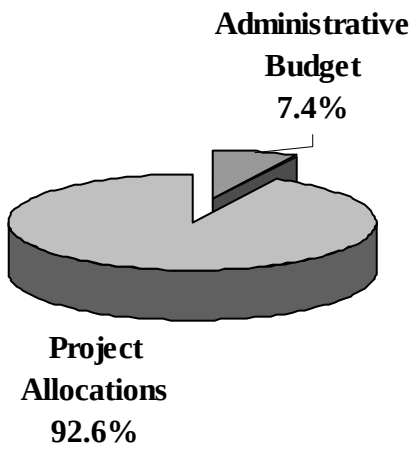
The Administration Division manages programs and activities which total $64,051,000 (as of January 1, 2005) from various sources. In addition to direct program support, these funds may be used to leverage the acquisition of additional state, federal and private funds to supplement local funds. These funds are allocated to achieve the highest levels of service delivery and infrastructure improvement output.

SOURCES OF FUNDS (1/1/05):



Local	**$37,014,000**
Federal	**$13,687,000**
Private	**$ 4,192,000**
State	**$ 9,158,000**
TOTAL:	**$64,051,000**

ALLOCATION OF AVAILABLE FUNDS (1/1/05):



Administrative Budget	**$ 4,735,000**
Project Allocations	**$59,316,000**
TOTAL:	**$64,051,000**

FY06 GOALS

- *GOAL 1:* *Strongly advocate for improvements in state and federal legislation, regulation and funding for community development programs, particularly CDBG and HOME funding. Provide high quality technical assistance to the Community Development Department staff and the City regarding the best use of CDBG funds to support City objectives.*

- *GOAL 2:* *Provide administrative and operational support for all department operations, including document preparation, administrative assistance in personnel and operational matters, telephone support, and providing information to the public.*

- *GOAL 3:* *Continue ongoing staff performance management and evaluation process.*

■ *GOAL 4: Provide ongoing skills development with particular emphasis on project management, negotiation and consensus building, and public communication.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of staff receiving at least four hours of training in project management, consensus building, negotiation, or public communication	29	40	40	40

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
1,095,010	1,140,185	PLANNING & DESIGN SERVICES	1,198,890
612,065	521,340	HOUSING PLNG. & PROGRAM DEV.	608,055
142,845	222,010	MULTI-FAMILY REHAB	248,785
86,785	95,450	JUST-A-START	95,995
293,170	369,120	ECONOMIC & EMPLOYMENT PLNG.	385,395
874,490	852,840	ENVIRONMENTAL/ TRANSPORTATION	890,385
3,104,365	3,200,945		3,427,505

PURPOSE & OVERVIEW: The goal of the Community Planning Division is to enhance the overall living environment for Cambridge's highly diverse population by providing professional planning and design services in the areas of zoning, urban design, neighborhood planning, parks and open space, data/ geographic information and graphics.

This work includes conducting citywide and neighborhood planning studies, renovating and developing parks and open space, and providing information and technical assistance to the City's residents, property owners, developers and neighborhood groups. The Division works with the Planning Board to provide appropriate public participation and planning information, urban design review, and analysis of special permit applications and zoning ordinance amendments.

These planning activities are coordinated with City departments and other institutional, state and federal agency participants. Such planning requires a set of preliminary assessments and strategies to ensure that all participants, especially low and moderate-income residents, are involved in the process, from setting goals and priorities through implementation. Projects may be initiated by the City, neighborhood groups or non-profit organizations in response to identified needs of the neighborhood. Planning work may also involve integrating into the City's plans the goals of other entities, such as developers, institutions or other government agencies.

FY06 GOALS

- *GOAL 1:* *Provide planning information and assistance to the general public, property owners and project developers. Provide interpretation of the zoning ordinance and information on the outcome of Board of Zoning Appeal (BZA) and Planning Board cases. Provide urban design and planning information on the City or on current planning policy. Provide information on status of zoning amendments before the City Council and on zoning-related services provided by the Department or the City.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Provide public with information on planning, zoning or Planning Board cases (number of responses)	1,817	1,400	1,600	1,400
2. Act as City Liaison to neighborhood/citywide committees (number of meetings)	100	110	100	100

- *GOAL 2:* *Review urban design improvements and master plans. Work with residents, property owners, developers and appropriate local, state, and federal agencies to ensure that all public improvements or private development represents high quality urban design.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Provide urban design and master planning services for a variety of projects and development areas throughout the City; service will be provided with the assistance of consultants (number of projects reviewed)	24	24	34	24

■ *GOAL 3:* *Staff and assist the Planning Board in conducting its duties as it approves special permits. Research and develop appropriate amendments to the zoning ordinance.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of applications for Special Permits and Major Amendments to Special Permits processed and reviewed	9	10	15	12
2. Number of proposed amendments to the Zoning Ordinance processed and reviewed	9	8	8	6
3. Number of Planning Board meetings staffed. Review plans, provide research and materials, public notice and minutes	21	26	26	26
4. Identify sections of the Zoning Ordinance text requiring modification for technical reasons (number of zoning proposals)	3	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	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Value of construction contracts under supervision	$1.6M	$1.2M	$2.3M	$2.1M
2. Number of park renovations in design or construction phase	8	6	6	5
3. Number of projects on which staff provided technical assistance to other City departments regarding open space	6	6	6	6

■ *GOAL 4: (continued)*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 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)	3	3	3	3

■ *GOAL 5: Conduct planning studies with residents, businesses and other affected parties to address significant planning issues such as zoning, urban design, housing, economic development, and open space. Working with the participants, develop recommendations and action plans. Conduct regular meetings on planning goals and progress on implementation.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Conduct neighborhood studies and regular updates (number of planning efforts under way)	4	3	3	3
2. Work with Planning Board and City Council on implementation of the recommendations of the Concord/Alewife Planning Study, including zoning (percent of workplan complete)	n/a	80%	80%	100%
3. Continue to work with Agassiz Working Group on the Harvard and Lesley University plans for Mass. Ave./Everett Street area (percent complete)	n/a	100%	90%	100%
4. Work with neighborhoods bordering Prospect Street to address issues related to land use and zoning in the area (percent complete)	n/a	n/a	n/a	75%

■ *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	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Design and update GIS maps for Department analysis and public information; number of maps	208	250	190	200
2. Number of public information materials and reports designed in support of Department's public outreach	86	100	80	90
3. Provide research and analysis for major Department initiatives (number of projects)	9	4	9	5
4. Enhance Department Web site to provide improved public information and outreach (number of major functional or content additions)	3	3	3	3
5. Analyze and present demographic, land use, and other information to City staff, elected officials and others (number of presentations)	2	4	4	4

HOUSING

PURPOSE & OVERVIEW: The Housing Division promotes and finances the development of affordable rental and homeownership housing; creates new opportunities for first-time 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 access to affordable housing such as the inclusionary and incentive zoning programs; supports nonprofits in the development and management of affordable housing; coordinates with the federal and state governments to leverage additional housing resources; and provides planning assistance and public information related to

housing issues. The Housing Division will continue its significant efforts in planning the City's response to escalating housing costs and proposing initiatives to develop new housing resources.

FY06 GOALS

- *GOAL 1: Increase and preserve the supply of affordable housing through the CITYHOME program by financing the acquisition and rehabilitation of rental and homeownership units; preserve units with expiring use restrictions; improve the quality of affordable housing by providing low-interest loans to owners; promote affordable unit set-asides from private owners under the Multifamily Rehab Program; and create new programs to increase the supply of affordable housing in Cambridge.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of affordable multi-family rental units under development	44	60	40	40
2. Number of affordable homeownership units under development	23	12	15	20
3. Number of units in 1-4 family owner occupied buildings rehabbed (HIP program)	39	55	40	40
4. Number of privately-owned units set aside under multifamily rehab program (CNAHS)	11	10	10	10
5. Number of affordable units created through inclusionary zoning ordinance	10	60	90	60
6. Number of Harvard loan fund-assisted units	26	15	15	10

■ *GOAL 2:* *Improve first-time buyer services by increasing the quality of first-time homebuyer classes and individual counseling. Continue to offer and expand the availability of purchaser financial assistance such as soft second mortgage loans, and assist homebuyers in purchasing units.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of four-session buyer classes offered	10	10	10	10
2. Number of course participants	461	475	480	475
3. Number of Cambridge residents receiving individual counseling	164	150	165	150
4. Number of Special Homebuyer Classes (e.g., multi-family, post- purchase, second language)	3	3	3	3
5. Number of households assisted with purchasing units in Cambridge (soft second loans, downpayment assistance, new unit sales, unit re-sales, technical assistance, etc.)	28	6	9	6
6. Number of units purchased by first-time homebuyers with incomes under 120% AMI through the Financial Assistance Program	7	5	5	5

■ *GOAL 3:* *Improve information, referral and outreach services to Cambridge residents; maintain mailing list and notify residents about affordable rental and homeownership opportunities; and attend community events to publicize housing opportunities.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of responses to requests for information and referral services	5,922	3,000	3,450	3,000

■ *GOAL 3: (continued)*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
2. Number of households added to database/mailing list	704	400	480	400
3. Number of community outreach and educational events participated in	6	4	4	5
4. Number of projects provided with technical assistance for inclusionary zoning	21	10	15	10

■ *GOAL 4: Maximize the use of City housing funds, including the Cambridge Affordable Housing Trust, Community Preservation Act (CPA), CDBG, HOME, and Harvard Loan funds. Efficiently manage ongoing housing programs, including: affordable rental and homeownership programs, Home Improvement Program (HIP); Cambridge Neighborhood Apartment Housing Services (CNAHS); Rehab Assistance Program (RAP); and Housing Services Program. Provide effective loan management and construction management services to development projects.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Value of construction contracts managed by City rehab staff	$11.4	$6M	$6M	$12M
2. Number of youths trained via Rehab Assistance Program (RAP)	152	125	159	125
3. Number of clients assisted through landlord and tenant counseling and mediation services under Housing Services Program	520	400	355	400
4. Work with nonprofit developers to evaluate project feasibility (number of sites and/or development proposals evaluated)	22	15	15	15

- *GOAL 5: Develop new housing initiatives to meet the need for affordable housing and the goal of maintaining a diverse population, including preparation of plans and reports for federal, state, and other funders (Consolidated Housing and Community Development Plan, the One Year Action Plan, Fair Housing Plan, and Executive Order 418 Housing Certification).*

- *GOAL 6: Establish and maintain asset management function for Trust, CDBG, HOME, DHCD, Inclusionary Zoning, and Harvard loan portfolio. Manage and monitor compliance with loan terms and deed restrictions on first-time homebuyer units and nonprofit-owned rental developments.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Continue to manage asset management database and monitor affordable units, including Inclusionary Zoning, nonprofit-owned housing units, etc. (number of units monitored)	570	400	375	400
2. Number of units marketed by CDD, including Inclusionary Zoning, resale units, etc.	34	10	10	10
3. Number of applications processed for units marketed by CDD	559	200	224	200

ECONOMIC DEVELOPMENT

PURPOSE & OVERVIEW: The community's economic development efforts translate directly into jobs, taxes, goods and services and the overall quality of life. A healthy variety of employment opportunities enables residents to prosper. A strong tax base enables a community to enjoy a high level of public services as well as invest for the future. A wide array of goods and services provided by the private sector makes a community an attractive place to reside and conduct business. Together, the jobs, taxes, and services generated by economic activity contribute to the quality of life experienced and enjoyed by residents and businesses alike. Recognizing the roles played by both the civic and business communities in generating the quality of life that makes Cambridge an attractive place to live and invest, the City seeks approaches to economic development that provide for mutual gains.

The Economic Development Division's efforts focus on supporting entrepreneurship by providing a broad range of services to assist businesses; monitoring changes in the job base and working to maintain a diversified employment base; helping companies get access to capital through counseling and referrals; monitoring changes in the real estate market; maintaining thriving commercial districts; and promoting a healthy business climate.

FY06 GOALS

- *GOAL 1: Cultivate a supportive environment for business, with particular emphasis on small, women and minority-owned businesses.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of business development events sponsored or organized in collaboration with other agencies and business organizations	7	4	4	4
2. Total number of small companies provided with business development services, including loan packaging, referrals to alternate capital sources, start-up feasibility analyses, and business plan assistance	215	200	165	100
3. Number of small, minority and women-owned businesses provided with business development and support services, including marketing assistance and information on how to do business with the City	85	100	88	100
4. Update Minority and Women-owned Business Directory (number distributed)	300	n/a	400	600
5. Total number of low-moderate income participants in pre-business and business planning workshops, and financial literacy programs supported by the City in collaboration with non-profit agencies	41	65	80	75

■ *GOAL 2: Promote thriving commercial districts.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of facade or signage and lighting improvements completed	10	10	10	10
2. Number of businesses provided with exterior design services and information on accessibility, permitting, financing, and working with contractors	n/a	n/a	22	20
3. Number of small businesses served by Best Retail Practices program workshops and individual consultations	46	35	42	35
4. Number of small businesses provided with Best Retail Practices program grants to implement design and other improvements	n/a	n/a	6	10
5. Provide technical assistance to Cambridge business associations, organizations, and neighborhood groups (number of initiatives)	7	6	6	12
6. Update commercial district data to identify vacancies and gaps in the retail mix, and solicit targeted businesses to complement the mix (number of contacts initiated)	n/a	n/a	28	25
7. Survey retailers to assess what additional programs and services would be helpful (percent complete)	n/a	n/a	n/a	100%

■ *GOAL 3: Support efforts to sustain a diverse array of employment opportunities accessible to Cambridge workers.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Work with community partners to connect residents with opportunities to obtain education and skills needed for jobs in Cambridge (number of initiatives)	2	2	2	4
2. Support Just A Start and Cambridge Health Alliance biomedical training and healthcare career advancement programs (number of participants enrolled in programs)	30	30	30	30

■ *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	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Maintain a database to track available commercial space and assist with site searches to promote vacant commercial properties and optimize commercial mix (number of businesses seeking information)	n/a	n/a	28	25
2. Maintain and publish a development log of projects to facilitate communication with other City departments (number of logs)	5	6	5	4

■ *GOAL 5: Market Cambridge as a location for business.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of brochures distributed to highlight Cambridge's biotech cluster and market the advantages of Cambridge as a business location	n/a	n/a	750	1,000
2. Participate in collaborative effort to attract targeted businesses to Cambridge (number of contacts initiated)	5	10	8	10

■ *GOAL 6: Maintain a supportive business climate.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of new local businesses provided with information regarding economic development services available through the City	146	120	140	120
2. Number of brochures distributed to market economic development programs	371	400	378	400
3. Number of contacts with Cambridge companies to increase communication with the business community, promote economic development and encourage good corporate citizenship	3	5	5	5

ENVIRONMENTAL AND TRANSPORTATION PLANNING

PURPOSE & OVERVIEW: The Environmental and Transportation Planning Division is responsible for improving the City's quality of life and working environment by managing the design or improvement of transportation systems to facilitate all modes of transportation, with a special emphasis on pedestrian and bicycle facilities and traffic calming measures; coordinating and planning transportation infrastructure projects; implementing vehicle trip reduction programs to improve safety and reduce congestion and pollution; reviewing development proposals and regional transportation

initiatives to ensure that the City's natural resources are protected and appropriate mitigation strategies are implemented; promoting environmentally safe and renewable practices; and preventing childhood lead poisoning.

FY06 GOALS

- *GOAL 1: Educate residents about the health and community benefits of travel by means other than single occupancy vehicles; provide information about travel safety, emphasizing tips for respecting all road users; and assist residents seeking to use alternatives.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of publications distributed	18,600	16,000	14,000	16,000
2. Number of transportation educational/promotional initiatives organized or participated in	12	10	10	10

- *GOAL 2: Reduce congestion and air pollution caused by motor vehicles through planning efforts to implement Transportation Demand Management (TDM) program measures, promote alternative fuel and low-emissions vehicles, analyze cumulative traffic impacts and review proposed traffic mitigation strategies for new development projects.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of employers and large residential property owners consulted on implementing TDM program elements	36	36	36	36
2. Number of PTDM plans and special permits reviewed and/or monitored for compliance	35	30	30	32
3. Number of City employee enrollments in MBTA pass subsidy program and other TDM incentives	415	400	557	500

■ *GOAL 2: (continued)*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
4. Number of traffic impact studies, site plans, and park plans reviewed to ensure that they further the City's transportation goals	13	10	10	10

■ *GOAL 3: Plan, advocate for, and implement improvements to enhance safety and encourage walking, bicycling, and public transportation use.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of traffic calming projects designed	5	4	4	4
2. Number of recent infrastructure and transit service improvements evaluated, including traffic calming projects	3	4	4	3
3. Number of projects undertaken or involved in to support and enhance conditions for bicycling (including installation of bike racks), walking, and/or use of public transportation	8	6	6	6
4. Number of regional transportation planning projects or processes participated in	10	10	11	10

- *GOAL 4: Protect natural resources, reduce potential human exposure to toxic substances and reduce energy use and greenhouse gas emissions in Cambridge.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of major projects and sites requiring environmental review or management worked on	12	10	10	10
2. Number of initiatives undertaken to implement or monitor results of Climate Protection Plan	6	6	6	6

- *GOAL 5: Work with representatives from the community, state agencies and other City departments to design and implement major transportation planning projects.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of infrastructure projects under design	n/a	2	3	3
2. Number of construction projects where design oversight provided, including Cambridgeport Roadways, Yerxa Rd. underpass, Lafayette Square/Massachusetts Ave., Harvard Square, and Porter Square	6	8	8	5

■ *GOAL 6: Involve community in design and implementation of environmental and transportation policies and projects.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of public meetings hosted/ staffed with standing committees	53	45	35	40
2. Number of project-specific community meetings hosted/staffed or presentations to community groups	34	20	38	20

■ *GOAL 7: Continue to create lead-safe, affordable housing in the City of Cambridge through Lead-Safe Cambridge (LSC) financial, technical, relocation, and medical assistance, and prevent childhood lead poisoning through outreach and education.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of private, residential affordable units deleaded	65	54	54	52
2. Number of private, residential affordable units receiving landscaping services to treat leaded soil	18	30	30	21
3. Number of eligible LSC deleaded units monitored for compliance with affordable housing covenant	357	225	225	375
4. Number of community events sponsored or participated in	47	40	40	40
5. Number of individuals contacted at community events, trainings, and workshops	7,000	5,000	4,850	5,000

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
		CONTINGENCY	**68,820**

This allotment represents the Community Development Block Grant (CDBG) contingency for FY06 and is reserved principally for overruns in already funded projects. This $68,820 appropriation will be used to ensure the realization of affordable housing, neighborhood business development and open space projects undertaken during the fiscal year since estimated costs are frequently lower than the actual cost of completing a project.

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
428,820	464,340	HISTORICAL COMMISSION	475,520

PURPOSE & OVERVIEW: Established in 1963, the Cambridge Historical Commission (CHC) administers comprehensive historic preservation programs that protect more than 3,000 buildings in two historic and five neighborhood conservation districts, 24 individual landmarks, and 37 properties covered by preservation restrictions. In addition, the Commission is responsible for reviewing demolition applications for buildings over 50 years old and can delay demolition of significant buildings to seek preservation alternatives. Restoration of historic public areas, such as Longfellow Park, the Revolutionary-era Fort Washington, and the Old Burying Ground, is an ongoing Commission responsibility. The Commission also maintains City monuments and statues and installs historic markers at sites throughout the city. In direct outreach to the community, the staff meets with homeowners, developers, and local groups to encourage preservation options and offer technical advice on restoration and historic paint colors. The Commission also offers preservation grants to low- and moderate-income families, affordable housing agencies, and non-profit organizations that own historically or architecturally significant buildings. Community Preservation Act (CPA) funds continue to have a beneficial impact on this program by greatly increasing both the number and amount of grants available. The Commission's wide ranging educational and informational programs benefit children and adults in local schools and community groups. The Commission maintains an extensive archive of the City's architectural and social history, including information on every building in the city, historic photographs and maps, and biographical material on many Cambridge individuals. The Commission's publications program includes histories of the architecture and development of Cambridge neighborhoods and an ongoing oral history program.

FY05 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Used Community Preservation Act funds to: support the City's affordable housing programs by providing a total of $181,000 to support exterior restoration of six buildings; support restoration of City-owned historic structures and landscapes, including the Cambridge Public Library, Cambridge Common, and the Cambridge Cemetery fence; and initiate a new program to provide restoration grants to non-profit organizations that occupy historically or architecturally significant buildings.

- Substantially completed the Mid Cambridge Neighborhood Conservation District (NCD) review of the Cambridge Public Library Main Library Expansion Project.

- Conducted design review of several large projects, including: 153 and 167 Brattle Street; 14½ and 16 Watson Street; 1 First Street; 19 Ash Street; 42 and 48 Trowbridge Street; 25 Willard Street; 257 Mount Auburn Street; 5 and 7 Sparks Street; and 239 Prospect Street.

- Initiated a Lower Common NCD Study to explore designating this area as an NCD and began a Half Crown/Marsh NCD Consolidation Study to explore combining these two districts for greater efficiency.

- Advised and assisted area preservationists developing a regional response to the Boston Archdiocese's closing of 82 churches. Contributed to the publication of a toolkit, guidelines, and press materials.

- Completed Year One of a three-year restoration project in the Old Burying Ground, restoring and conserving gravestones and monuments.

- Updated twenty-year old National Register District data and documentation to meet current standards.

- Conducted workshops for the Longfellow Community School group on the basics of oral history, including interview techniques and equipment. Presented similar workshops to Simmons College library science students and Tufts University undergraduates.

- Published *All in the Same Boat: 20th Century Stories of East Cambridge, Massachusetts*, the third in a series of Cambridge oral histories. The book explores the daily lives of three generations of residents, as well as the experiences of immigrants who recently arrived.

- Submitted the completed manuscript and illustrations of *Building Old Cambridge: Architecture and Development* to the publisher.

- Helped organize and present *Cambridge Discovery Walks*, a series of free walking tours on July 3, 2004, on a variety of topics in neighborhoods throughout the city. Led by more than 20 volunteer guides, the tours attracted over 500 participants. The walks were sponsored by the Historic Cambridge Collaborative, an informal group of non-profit institutions organized to develop public programs that promote an appreciation of Cambridge history.

- Published a women's history tour of Central Square on the Commission's Web site, in collaboration with the Cambridge Women's Commission.

- Displayed East Cambridge oral histories and photographs at the East Cambridge Savings Banks.

- *Their Cambridge Connection: Three 20th Century Democrats* explored the early experiences of Franklin Delano Roosevelt and John Fitzgerald Kennedy (both students at Harvard) and Thomas P. "Tip" O'Neill.

FY06 GOALS

■ *GOAL 1:* *Enhance the diversity of Cambridge's built environment by administering historic districts, neighborhood conservation districts, landmarks, and protected buildings through public hearings and staff review. The volume of applications is subject to economic conditions and activity in the real estate market.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Total number of applications reviewed by staff	258	267	300	300
2. Number resolved administratively	189	179	200	200
3. Number requiring public hearing	69	88	100	100

■ *GOAL 2:* *Protect significant 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	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Total number of applications reviewed by staff	38	50	50	42
2. Number resolved administratively	23	30	28	24
3. Number requiring public hearing	15	20	22	18

■ *GOAL 3:* *Protect significant buildings through landmark designations and easement donations. Landmark designations protect buildings by order of the City Council; easement donations accomplish the same goal, with additional benefits to the property owner. Landmark designation studies often result in the donation of an easement.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Total number of buildings protected as landmarks	24	27	25	27
2. Total number of buildings protected by easements	37	40	40	42

■ *GOAL 4:* *Support neighborhood preservation by working with area residents to establish new historic and neighborhood conservation districts (NCD). Complete study for petitioned Lower Common NCD; prepare for possible additional NCD study if requested by neighborhood property owners.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of public meetings	n/a	n/a	12	18
2. Estimated attendance at meetings	n/a	n/a	120	162
3. Complete Lower Common study committee report and submit to City Council	n/a	n/a	n/a	100%

■ *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 paint colors.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. On-site consultations with homeowners, institutions, public agencies, and businesses	68	145	145	155

■ *GOAL 5: (continued)*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
2. Number of paint consultations	36	35	35	25

■ *GOAL 6: Monitor adverse impacts on historic resources by participating in state and federal review procedures. The volume of reviews is subject to economic conditions and activity in the real estate market.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of environmental assessments and number of Sec. 106 reviews under Historic Preservation Act of 1966, including reviews for Lead Safe Cambridge	11	20	20	22

■ *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 $15,000 for homeowners and up to $50,000 for agencies.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of grants to homeowners	6	8	12	12
2. Number of grants to agencies	4	n/a	3	8

■ *GOAL 8: Support municipal and non-profit owners of historically or architecturally significant buildings by providing financial assistance for exterior restoration.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of grants to City-owned buildings/landscapes	4	n/a	4	4
2. Number of grants to buildings owned by non-profit agencies	n/a	n/a	3	8

■ *GOAL 9: Maintain an active publications program to foster community awareness of Cambridge history.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Publish "Old Cambridge: Architecture and Development" (including graphic design, preparation, and printing)	0%	100%	0%	100%

■ *GOAL 10: Initiate an oral history of World War II and the homefront in Cambridge in collaboration with the Veteran's History Project at the Library of Congress/American Folklife Center.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of meetings with veterans groups, Gold Star families, and City officials to locate interview subjects	n/a	n/a	5	20
2. Number of interviews with Cambridge veterans, medical personnel, and others involved in the war effort	n/a	n/a	5	75

- *GOAL 11: 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	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of programs	37	70	70	72
2. Estimated audience	1,555	2,000	2,000	2,025
3. Total number of historic site markers	128	129	129	132

- *GOAL 12: Assist members of the public using the Commission's archive of Cambridge architectural and social history.*

- *GOAL 13: Enhance department Web site to provide improved public information and outreach.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of major functional or content additions	12	n/a	16	18
2. Number of hits to C.H.C. Web site	261,909	239,000	275,000	300,000

- *GOAL 14: Support Cambridge's continuing leadership in historic preservation by offering presentations, lectures, and tours presenting Cambridge as a role model for preservation programming.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of programs	31	n/a	34	36

FINANCING PLAN. This plan is funded by $453,020 in property taxes; $5,000 in Community Development Block Grants; and $17,500 in royalties and other income.

STATUTORY ANALYSIS. Salaries and Wages, $447,340; Other Ordinary Maintenance, $27,380; and Travel and Training, $800.

ACTUAL FY04	PROJECTED FY05		BUDGET FY06	CONSERVATION COMMISSION
73,310	83,675	CONSERVATION	90,805	

PURPOSE & OVERVIEW: The Conservation Commission's purpose is to protect and enhance the City's natural resources through regulatory review, planning, environmental monitoring and education. In pursuing these goals, the Commission undertakes a wide array of activities. The Commission administers the Massachusetts Wetlands Protection Act Regulations, reviewing, permitting, and inspecting projects proposed in or near Cambridge's wetlands, floodplains and water bodies. Related to this, the Commission plays an important role in the implementation of the Massachusetts Stormwater Management Policy and Standards for development projects located near sensitive natural resources. The Commission also assists with the interdepartmental review of Environmental Impact Reports, other state and federal environmental documentation, and permit applications for projects that may impact Cambridge or its water supply. The Commission regularly provides technical assistance to other City departments and local advocacy groups on natural resources and environmental planning issues, and works with regional, state and federal agencies and community groups to address issues of both short and long-term environmental concern. The Commission also coordinates the 13 community gardens which serve approximately 450 Cambridge gardeners each year. The seven members of the Conservation Commission are appointed by the City Manager to three-year terms, and are served by one permanent staff person.

FY05 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Worked with City departments, businesses, developers and other groups in Cambridge to fulfill statutory requirements under the Massachusetts Wetlands Protection Act, through holding public meetings and hearings, issuance of permits, monitoring of construction activities and issuance of certificates of compliance.

- Served on the Fresh Pond Advisory Board. This Committee was established by the City Manager for the long-term management of the water quality, natural landscapes and recreational resources in the Fresh Pond Reservation.

- Continued development of the "Cambridge Wetlands and Floodplain Conservation Ordinance." The aim of the Ordinance is to enhance protection of Cambridge's most sensitive environmental resource areas, including the Charles River, Fresh Pond, Little River and Alewife Brook, and the wetlands, floodplains and habitats bordering these water resources.

- Oversaw revision of the "1989 Cambridge Wetlands Update: Identification, Classification, and Evaluation." The Commission worked with other City departments and the City's consultants to develop a complete and comprehensive inventory, assessment and mapping of all wetland resource areas in Cambridge, and to record the data collected in a user-friendly GIS format for use by City departments and on the City's Web site. The document was completed in the spring of 2004 and distributed in the spring of 2005.

- Contributed to efforts by federal and state regulatory agencies, and local watershed groups to improve water quality in the Charles River and Alewife Brook. In the Charles River watershed, the Commission worked with other City departments in cooperation with the U.S. Environmental Protection Agency (EPA) and Massachusetts Water Resources Authority (MWRA) on efforts to make the Charles River "fishable and swimmable" by 2005.

- The Director of the Commission was appointed by the City Manager to serve on the Tri-Community Watershed Committee along with other representatives from Cambridge and the towns of Arlington and Belmont. The purpose of the Committee is to develop and implement cooperative strategies aimed at reducing flooding and the impacts of flooding in the Alewife Brook Watershed.

- Served on the Metro-Region Conservation Agents Association (MRCAA) with representatives from the City of Boston as well as Arlington, Somerville and Medford. The purpose of the Committee is to ensure consistent implementation of the Wetlands Protection Act and management of contiguous watersheds.

- Served on the City of Cambridge Open Space Committee with representatives from the City Manager's Office, Community Development, Recreation, Department of Public Works, and Electrical Department. The purpose of the Committee is to steer open space projects and develop open lines of communication between City departments. In the fall of 2003, the Committee submitted a revised 5-Year Open Space Plan to the Executive Office of Environmental Affairs; the plan was approved; continued to update the plan in 2005 to ensure that it includes the Cambridge Public Water Supply information.

- Administered the Cambridge Community Garden program and distributed informational materials and maps to interested residents and City staff.

- Educated other City departments about the Conservation Commission's permitting process and requirements.

FY06 GOALS

■ *GOAL 1: Fulfill statutory requirements under the Massachusetts Wetlands Protection Act.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of public meetings/ hearings	59	32	32	32
2. Number of permits issued	20	15	15	15
3. Number of site inspections	114	100	100	100

■ *GOAL 2: Administer and enhance the Community Gardens Program.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of gardens on public land	6	6	6	7
2. Number of gardens on private land	7	7	7	7
3. Number of estimated gardeners	450	450	450	460

- *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	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of public meetings	n/a	n/a	n/a	9
2. Number of projects being administered	n/a	n/a	n/a	3
3. Number of site inspections	n/a	n/a	n/a	15

- *GOAL 4:* *Continue development of the "Cambridge Wetlands and Floodplain Conservation Ordinance" to achieve effective protection of the functions and values of the City's water resources, wetlands and floodplains.*

- *GOAL 5:* *Work with the MIS Department to update the Conservation Commission Web page. The Web page includes agendas, meeting minutes, and function to address the questions and concerns of the City of Cambridge Community.*

FINANCING PLAN. This plan is supported by $69,305 in property taxes, $20,000 from the Water Fund, and $1,500 in filing fees.

STATUTORY ANALYSIS. Salaries and Wages, $86,055; Other Ordinary Maintenance, $3,865; and Travel and Training, $885.

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
73,370	76,155	PEACE COMMISSION	79,490

PURPOSE & OVERVIEW: The Cambridge Peace Commission's mission is to promote peacemaking within Cambridge at the personal, neighborhood and citywide level. Originally established in 1982 to confront the concerns of nuclear war, the Commission has expanded its mission to challenge local forms of discrimination that foster violence and to promote ideas and programs that affirm diversity and build community within our city. Dedicated to the concept of thinking globally and acting locally, the Commission connects international issues with Cambridge. The Commission pays special attention to the concerns of young people and the schools by collaborating with others to design creative programs that might prevent further violence. The Commission acts as a link between peace organizations, social justice efforts, anti-violence coalitions, communities and the municipal government.

FY05 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

The Commission has addressed violence and promoted peace and justice in schools through:

- Working with the Peaceable Schools Group to organize a summer Institute to build multicultural, safe, equitable and democratic classrooms and improve urban school climate addressing the challenge to leave no child behind.

- Working with School Department administrators, teachers, City officials and community agencies to create educational materials, networking opportunities and programs that provide multicultural awareness, resources and exchange possibilities about Africa and the Middle East, and to organize an educational campaign and trip to the United Nations.

- In cooperation with Cambridge Rindge and Latin School (CRLS) administrators, created and distributed materials advising CRLS students and parents of their rights under the law to opt out of forced contact from military recruiters and organized an educational event with a U.S. veteran of the Iraq war.

- Supervising a staff and youth leadership team to coordinate Youth Peace and Justice Corps (PJC), a project of diverse CRLS students who build skills, relationships, awareness and action for self-esteem, social justice and peace through weekly sessions facilitated by a diverse team of Cambridge youth workers, and creating opportunities for education and networking among youth.

The Commission has worked to promote peace and justice locally as alternatives to violence by:

- Chairing the Violence Prevention Task Force bringing together community agencies, Cambridge Public School Department personnel with police and violence prevention workers to share information and policies to address violence, successful passage of a school-wide anti-bullying policy and creating a forum on bullying, connecting in-school and after-school staffing.

- Participating with the Police Executive Research Forum (PERF) to build relationships with police and a cross-section of Cambridge neighborhoods.

- Collaborating with community agencies, neighborhoods, youth, schools and peace organizations to respond to the community related to the U.S. war with Iraq and its domestic effects by sponsoring two events: a public exhibition of U.S. soldiers' boots and Iraqi civilians' names entitled "Eyes Wide Open" with Area 4 Youth Center staff and neighborhood residents; and "Shocked and Awed", an exhibit of drawings by Iraqi children with the Cambridge Multicultural Arts Center and Peace Games.

- Connected with and provided support to communities in the aftermath of murder of Cambridge community member.

- Continuing to provide support and information about the Community Crisis Response Team (CCRT) of the Cambridge Health Alliance, a volunteer team helping individuals, families and neighborhoods respond to violence and trauma.

In the community, the Commission has fostered peace through building bridges:

- With communities of faith, school personnel and City staff, chairing the Cambridge committee for the annual Holocaust Program with music, remembrances and reflections at Temple Beth Shalom.

- Organizing a citywide event for Martin Luther King's birthday, recognizing 27 community members as readers, bringing together residents, communities of faith and peace organizations to celebrate peace making in a time of war.

- Worked with neighborhood groups, elderly residents and city departments to sponsor a library forum on dissent, the showing of the Underground Railway Theater presentation "State of Grace", the exhibition of materials on the legacy of the Korean War and the experiences of Korean-Americans titled "Still Past Presents" at CMAC, and the hosting of an evening series with Youville elders.

- Working with a planning group of community leaders, City employees, City Councilors and residents to create the first Gay, Lesbian, Bisexual, and Transgendered Commission for the City.

- With veterans, women, inter-faith communities, health professionals and educators, initiated a series of community statements on the war and trauma which appeared as advertisements in the Cambridge Chronicle. Each letter expressed the sentiments of the particular community affected.

- Supporting the Muslim community in the face of hate speech and connecting communities of faith around issues of suppression of freedoms.

The Commission has acted locally for global concerns and globally for the community by:

- Strengthening the connection between Cambridge and El Salvador through the Sister City project; working with Latino students and organizations and Cambridge groups on issues of culture, immigration and globalization; and coordinating delegations of City officials, teachers, youth and unions.

- Working with the Area Four Youth Center staff, school and community members to create a series of educational programs on Haiti.

- Collaborating with the Mayor and Vice-Mayor on the Mayors for Peace initiative, including production of a video, providing information on the campaign for nuclear disarmament and hosting the national staff person for the Campaign. Supporting the International Peace Messenger City Assembly through a delegation to the national assembly and supporting work on nuclear weapons and the Non-proliferation Treaty.

- Sustaining citizen understanding of Cuba by creating and chairing the Sister City relationship between Cambridge and Cienfuegos, Cuba.

FY06 GOALS

- *GOAL 1:* *Respond to school violence and create school peace by creating programs, workshops and institutes for public school teachers and staff to enable them to more effectively resolve conflicts, appreciate diversity and promote peace-making in the classroom. Support model programs that foster Cambridge youth reaching out to peers across neighborhoods and racial/ethnic identity on issues of violence and social justice.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of community/school partnerships	5	3	4	4
2. Number of students receiving multicultural/violence prevention programming	150	80	100	100
3. Number of youth involved in leadership development and peace-making efforts	35	25	30	30
4. Number of youth reached for peace-making and educational efforts	125	75	200	200
5. Number of teachers and staff receiving multicultural, violence prevention, or peaceable schools training/education	n/a	n/a	n/a	75

- *GOAL 2:* *Build peace-oriented alternatives to violence in the community. Support City, community and school collaborations to sustain violence prevention, diversity and peace initiatives and explore models of restorative justice and community mediation. Provide education and outreach on the costs of personal and institutional violence to Cambridge and support alternatives.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of community members reached on violence prevention efforts	n/a	n/a	n/a	200

■ *GOAL 2: (continued)*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
2. Number of community-based events or networking opportunities addressing issues of violence	n/a	n/a	n/a	7

■ *GOAL 3: Value and support Cambridge's diversity and bridge community divisions by creating, supporting and recognizing programs and groups that promote community building, peace and justice, and decrease violence. Sponsor forums, recognition, and educational and networking events that address issues of class, race and gender and build support for social justice and community issues.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of events for networking	8	6	8	5
2. Number of participants at community cultural and recognition events	450	350	500	350

■ *GOAL 4: Thinking globally, acting locally by disseminating information relevant to Cambridge's diverse communities and linking cultural programming with social/ political action for peace. Initiatives include ongoing response to current global issues through Sister City efforts; initiating municipal resolutions and policies of support for countries facing unwarranted injustices; creating public forums on issues of global concern; acting as a resource center for collaborative efforts among community, school, university, and local peace and justice organizations.*

FINANCING PLAN. This budget will be financed by $56,040 in property taxes; and $23,450 in cherry sheet revenue.

STATUTORY ANALYSIS. Salaries and Wages, $66,860; Other Ordinary Maintenance, $10,780; and Travel and Training, $1,850.

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
381,805	480,115	CABLE TELEVISION/CITY TV-8	530,950
500,750	572,835	CCTV	568,130
882,555	1,052,950		1,099,080

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 that is associated with the City in the areas including, but not limited to, education, culture, arts, health and human services and history.

As we move through the 21st century, *City TV-8* will play an increasingly important role in forging community understanding as it builds upon its legacy of presenting both public and cultural affairs programming. The Office of Cable Television, in its upcoming season, will continue to partner with a number of City of Cambridge departments and agencies to produce and broadcast programs and specials.

In what has now become a regular focus for the Office of Cable Television, *City TV-8* will continue to produce original programming. Cambridge, with its important contributions in the local, national and international arena, is a potent environment for the production and dissemination of information and ideas. With the advancements and accomplishments being made in the areas of education, science, intellectual thought, politics and governmental leadership to name a few, there is a wealth of opportunity to develop programming to stimulate and serve our viewing audience.

City TV-8 also works with and develops programming specifically for City departments and agencies. This includes time-sensitive announcements to the public such as 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.

FY05 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Developed and produced public service announcements for the Recycling Department and the Department of Traffic, Parking & Transportation.
- Worked in collaboration with the School Department to design the renovations to the Solomon Garage Building to house the new cable television production facility that will be used for student

instruction as well as *City TV-8* broadcasts.

- Provided cable coverage and broadcasting for a variety of athletic events in the community.
- Broadcast *Cambridge Celebrates Marriage Equality*; four hours of live programming as Cambridge became the first city in the nation to accept Marriage Intentions for same-sex couples to wed. We also provided pool coverage audio for local, national and international media outlets for the event.
- Produced a full slate of *Destination Cambridge* programming, promotional spots and public service announcements to highlight Cambridge as a destination location for out of town delegates and attendees of the Boston-based 2004 Democratic National Convention.
- Continued to cover and broadcast important community events and celebrations, including the Memorial Day parade, the Veteran's Day and Patriots Day observances, the Annual Dance Party and Danehy Park Family Day.
- We also continue to re-stock our acquired titles and series in order to provide *City TV-8* viewers with a viable alternative for educational, artistic and cultural programming.

FY06 GOALS

■ *GOAL 1: Work with City departments utilizing the new services and technologies of the Office of Cable TV.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of departments utilizing services	30	30	30	30
2. Number of department related studio based programs	n/a	n/a	n/a	3
3. Number of bulletin and informational on-screen text messages generated	n/a	n/a	n/a	50

■ *GOAL 2: Continue to provide a wide range of viewing options utilizing both acquired and City TV-8 produced programming.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Hours per week of programming	57	57	57	57

■ *GOAL 2: (continued)*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
2. Programs per week	40	40	40	40
3. Number of in-house programs produced	40	40	40	40
4. Number of hours of live City Council and Subcommittee meetings covered/rebroadcast	100/200	100/200	100/200	100/200
5. Number of live events covered/rebroadcast (CRLS Graduation, Memorial Day Parade, Dance Party)	3	n/a	3	3
6. Number of sports programs covered/rebroadcast (CityRun Road Race, Mayor's Cup Baseball Tournament, CRLS Thanksgiving Day)	3	n/a	3	3

- *GOAL 3: Work with City departments to write and produce high quality public service announcements for broadcast on Channel Eight.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of Public Service Announcements produced	n/a	2	3	3

- *GOAL 4: Form a collaborative effort between the City TV-8 staff and RSTA students and staff to develop a regular youth news segment that will be produced at the new Media Arts Studio. Over time, programming will expand from a single segment into a full half-hour newscast that will fully utilize RSTA students in all phases of the production.*

FINANCING PLAN. This budget will be financed by $1,900 in property taxes; $1,096,880 in municipal access fees; and $300 in the sale of program tapes.

STATUTORY ANALYSIS. Salaries and Wages, $480,050; Other Ordinary Maintenance, $615,580; and Travel and Training, $3,450.

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
16,192,015	**18,403,135**	**MATURING BONDED DEBT**	**20,952,770**
5,028,815	**5,296,735**	**INTEREST ON BONDS**	**6,905,335**
600	**600**	**SANDERS TEMPERANCE FUND**	**600**
	600	**DOWSE INSTITUTE FUND**	**600**
213,095	**216,000**	**BOND SALE FEES**	**216,000**
21,434,525	**23,917,070**		**28,075,305**

DEBT SERVICE

PURPOSE & OVERVIEW: The primary purpose of this allotment is to finance the debt service on all City bonds with the exception of Water and School issues. Funds to cover the debt service on all issues related to improvements to the water system, including the construction of

a new water treatment plant 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 a new Ambulatory Care Center at the Cambridge Hospital, is included in this budget with reimbursements from the CHA included as a revenue to offset these costs. The allocations shown above, as well as the amount for debt service included in the Water budget, include the gross debt service on the loans from the Massachusetts Water Pollution Abatement Trust (MWPAT) for sewer reconstruction projects and the construction of a new water treatment plant. Approximately 44% of the total debt service on sewer loans and 33% 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 several fire stations, and improvements to the City's many recreational facilities.

The City issued bonds most recently on February 1, 2005 to finance a portion of the construction costs of a new main library, reconstruction of Cambridge Street, sewer reconstruction in several areas, improvements to Russell Field, Area 4 parks, and the Gold Star Mothers Pool, acquisition of an automated meter reading system, and improvements to Harvard and Porter Squares.

In conjunction with the February 1, 2005 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 (with Fitch Ratings awarding its "superior AAA based on Cambridge's diversified economy characterized by a sizable and stable employment base, a substantial and growing tax base, consistently strong fiscal performance, and a low debt burden.") Cambridge is one of only nineteen cities nationally to receive the highest rating from all three agencies.

SIGNIFICANT BUDGET MODIFICATIONS: The sizable increase in the Maturing Bonded Debt and Interest on Bonds components of this budget for FY06 is directly attributable to the debt service payments on the February 2005 General Obligation bonds as well as loans that the City received from Massachusetts Water Pollution Abatement Trust (MWPAT) to finance sewer reconstruction projects. In addition, the interest on the Bond Anticipation Notes (BANs) that were issued to finance the acquisition of the new Police Station is included in the Interest on Bonds allotment and is funded through a Free Cash allocation. These notes will be retired from proceeds of the bond issue planned for February 2006. Of the approximately $4.16 million in additional debt service costs, $1.585 million is related to sewer reconstruction projects with the remaining $2.575 million funded by a transfer from the Debt Stabilization Fund of $2.0 million and a Free Cash allotment of $.581 million. While total sewer debt has increased $1.585 million, the portion covered by the sewer service charge has increased by $1.951 million with a $.366 million decrease in MWPAT subsidies.

MATURING BONDED DEBT. This allotment covers the cost of the principal payments on the City's existing bonded debt with the exception of the School and Water debt, which is included in their respective budgets. This allotment also includes the total principal payments on the City's loans from the Massachusetts Water Pollution Abatement Trust (MWPAT) and the Massachusetts Water Resources Authority (MWRA) that have been used to cover a large portion of the costs of the Phase VI Sewer Separation Project. There is no impact on this cost center for FY06 from the issue planned for the Winter of 2006 because the first principal payment will not be due until the Winter of 2007, which will be reflected in the FY07 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 1, 2005 and confirmed at the highest level by all three agencies. Although market conditions were not as favorable as they were in January 2004, the City received a True Interest Cost of 3.39%.

SANDERS TEMPERANCE FUND. In 1864, Charles Sanders bequeathed $10,000 to the City 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 informed the City Council of their intent to establish the Dowse Institute with a grant of $10,000 to be given to the City under the condition that the City would pay $600 "in each and every year forever" to finance the Institute. In return, the Institute's trustees agreed to apply the annual appropriation to lectures "on literacy or scientific subjects to be delivered in Cambridge." In the same year, the City Council accepted the grant, and with the approval of the executors, the $10,000 was used to defray the cost of the "Athenaeum," a structure which was used as a City Hall for many years.

BOND SALE FEES. This cost center provides funds for all costs related to the issuance of General Obligation bonds including fiscal advisory and legal fees, rating agency services, and preparation, printing, and mailing of the official statements. In addition, fees related to loans that the City receives from the Massachusetts Water Resources Authority (MWRA) and Massachusetts Water Pollution Abatement Trust (MWPAT) are included in this cost center.

FINANCING PLAN. The sewer service charge will provide $10,398,990 for a portion of the debt on the sewer and surface drainage issues with the remaining $1,658,355 funded through state subsidies. Golf course fees of $107,525 will cover debt service on bonds issued for improvements to the golf course. Loan repayments of $43,815 will offset costs related to the Section 108 housing loan. The Cambridge Health Alliance will cover its share of the debt service on hospital bonds with a contribution of $2,377,500. The Parking Fund will contribute $162,190 for its share of the debt service for traffic and parking related projects. Free Cash will contribute $581,000 and Debt Stabilization Transfer will cover $2,000,000. A property tax contribution of $10,745,930 will cover the remainder of debt service costs.

STATUTORY ANALYSIS. Other Ordinary Maintenance, $216,000; and Extraordinary Expenditures, $27,859,305.

THIS SPACE RESERVED FOR COUNCILLORS' NOTES

SUMMARY: HUMAN RESOURCE DEVELOPMENT

FY04 ACTUAL	FY05 PROJECTED	PROGRAM EXPENDITURES	FY06 BUDGET
5,173,190	5,557,965	Library	5,660,440
13,885,015	14,784,295	Human Services	15,287,365
149,175	154,910	Women's Commission	163,840
159,535	159,890	Human Rights Commission	166,300
490,150	531,310	Veterans	549,805
19,857,065	21,188,370		21,827,750

FINANCING PLAN	FY06 BUDGET
Taxes	17,827,285
Fines & Forfeits	60,000
Charges for Service	2,443,190
Intergovernmental Revenue	1,497,275
	21,827,750

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
3,625,025	3,893,345	MAIN LIBRARY	3,975,370
1,548,165	1,664,620	BRANCH LIBRARY	1,685,070
5,173,190	5,557,965		5,660,440

PURPOSE & OVERVIEW: The Cambridge Public Library provides excellent collections, services, and programs to meet the informational, educational, and recreational needs of our community. In addition to traditional library services such as book circulation and story times for children, the library offers access to online information and newer audiovisual formats. Cambridge has a unified system with a strong Main Library and six active neighborhood branches, which are tailored to the unique constituencies and needs of their neighborhoods. Library services are offered a collective average of 329 hours each week and the library online resources are available 24 hours a day. Active cardholders exceed 58,000.

FY05 MAJOR DEPARTMENTAL ACCOMPLISHMENTS

- As in the past, library use continues to increase. In a survey conducted by Opinion Dynamics Corporation, 72% of those surveyed had used the Cambridge Public Library in the last 12 months. That is up from 64% in 2002. Seventy-seven percent rated library services good or excellent and no one rated the services poor.

- Based on statistical reports published by the Massachusetts Board of Library Commissioners, the Cambridge Public Library exceeds most comparable and nearby libraries in services offered and has one of the lowest salary cost per hour open.

Facilities

Main Library Expansion:

- Completed construction drawings and specifications for the Main Library expansion.

- Relocated Main Library collection and staff to a temporary location (Longfellow School) while the Main Library is under construction and provided additional services at branch libraries while the Main Library was closed.

- Developed architectural plans for the Collins Branch in order to bring it into compliance with the Americans with Disabilities Act**.**

- Developed specifications for the replacement of the HVAC system at the Central Square Branch.

Services and Programs

- Collaborated with the Friends of the Library, the Cambridge Public Schools, the Cambridge Forum, and *The Horn Book Magazine* to bring author Katherine Paterson to Cambridge.

- Served as the Boston area host for Caldecott Award winning author and illustrator Christopher Van Allsburg on his promotional tour of the film *The Polar Express* and collaborated with the Cambridge Public School and the Harvard University Art Museums to exhibit Cambridge students' works at the Fogg Art Museum.

- Introduced Bamboo, the Library's mascot, to the community; over 500 entries were received in the contest to name him; the summer reading program *Reading Panda-monium* was focused on him.

- Hosted Moonbeams and Masked Dreams, a celebration of the Main Library building with a building illumination, music, mask making, storytelling, and displays of models of the new Main Library.

- Continued the *Cambridge Reads* program in collaboration with the Cambridge Center for Adult Education, the Mayor's Office, the Friends of the Cambridge Public Library, the Harvard Book store, and the Cambridge Family YMCA with citywide books discussions of *The Kite Runner* and an appearance by Khaled Hosseini.

- Borrowed over 130,000 items from other libraries for Cambridge patrons.

- Hosted over 100,000 public computer sessions.

- Added 35,000 new items to the library collection.

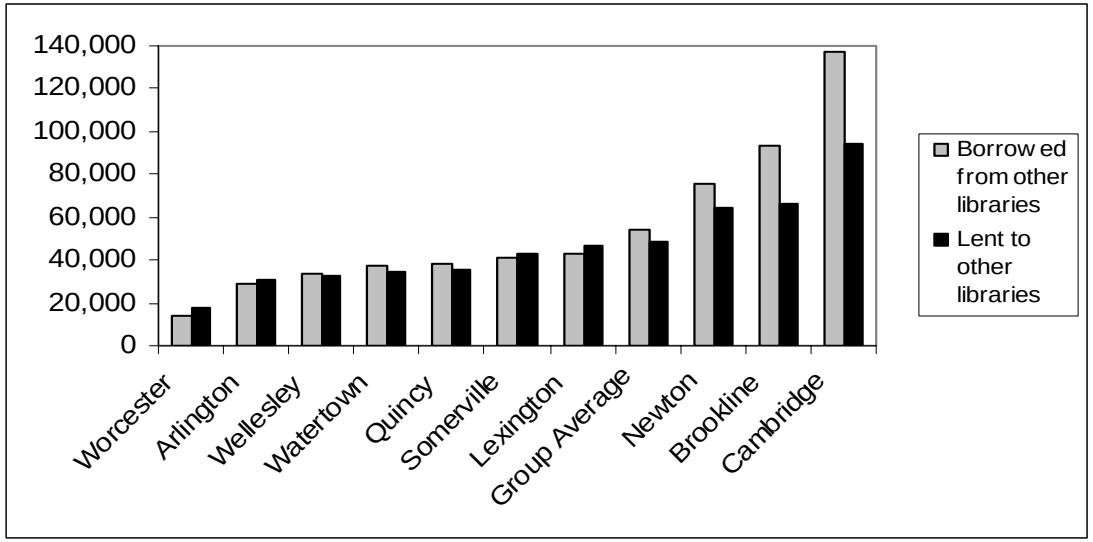
Figure 1. FY04 Comparative Statistics on Regional Library Use

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	Cost Per Hour Open
Wellesley	115	568,134	21.3	541	16,809	650	$165.60
Cambridge	**329**	**1,187,063**	**11.66**	**2,752**	**64,443**	**6,930**	**$177.60**
Somerville	124	417,976	5.43	454	8,653	1,250	$205.40
Watertown	101	460,577	14.02	364	9,132	278	$230.30
Quincy	121	573,099	6.43	553	13,251	850	$237.30
Lexington	80	447,427	14.6	177	7,091	376	$248.10
Arlington	80	562,782	13.36	294	11,454	1295	$259.40
Group Average	**133**	**791,886**	**9.72**	**822**	**19,522**	**1,829**	**$284.34**
Brookline	153	1,054,611	18.5	442	13,334	778	$313.20
Newton	127	2,000,437	23.85	1,756	38,128	3,333	$475.10
Worcester	94	646,757	3.70	891	12,923	2,550	$531.40

Figure 2. FY04 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.



FY06 LIBRARY SYSTEM GOALS

- *GOAL 1: Improve materials availability to library patrons by increasing acquisitions of CDs, DVDs, and audio books.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Total A-V acquisitions	5,554	8,085	8,085	9,297
2. Percent increase	4.8%	n/a	45.5%	15%

- *GOAL 2: Process materials (books, CDs, DVDs) to respond to patron requests.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Process books, CDs and DVDs requested by other communities for their patrons*	n/a	48,000	60,000	47,500
2. Process books, CDs and DVDs borrowed from other communities for Cambridge patrons *anticipated decrease in FY06 due to storage of 40% of Main Library print collection	n/a	110,000	130,000	130,000

- *GOAL 3: Maintain quality of service in an efficient and cost effective manner.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. System Circulation	1,123,755	1,000,000	1,100,000	1,000,000
2. Audiovisual Circulation	304,084	300,000	310,000	310,000
3. Register new borrowers	6,925	8,000	8,000	5,000

■ *GOAL 3: (continued)*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
4. Process network transfers	n/a	150,000	150,000	155,000
5. Questions answered	430,012	400,000	400,000	400,000
6. In-library computer sessions	103,207	90,000	90,500	100,000
7. Total program attendance	64,443	50,000	40,000	45,000
8. Children's circulation for summer reading	59,157	50,000	60,537	53,000
9. Total transactions	1,856,775	1,690,000	1,691,000	1,700,000
10. Cost per transaction	$2.67	$ 3.22	$ 3.22	$3.30

■ *GOAL 4: Complete five-year strategic plan for library system.*

■ *GOAL 5: Manage increasing library use by evaluating hours of operation, program offerings, and other services to identify where efficiencies can be achieved and reallocations can be made.*

FINANCING PLAN. This budget will be financed by property taxes, $5,178,290; fines, $60,000; state aid to free public libraries, $113,240; and cherry sheet revenue, $308,910.

STATUTORY ANALYSIS: Salaries and Wages, $4,674,745; Other Ordinary Maintenance, $949,045; and Travel and Training, $36,650.

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
359,965	438,605	ADMINISTRATION	439,180
387,920	430,915	PUBLIC SERVICES	353,710
794,470	854,955	REFERENCE SERVICES	857,890
764,485	754,490	CIRCULATION SERVICES	824,535
382,745	449,230	TECHNICAL SERVICES	487,305
407,755	418,585	CHILDREN'S SERVICES	448,765
331,645	331,670	SUPPORTIVE SERVICES	344,645
196,040	214,895	COMPUTER TECH. SUPPORT SVCS	219,340
3,625,025	3,893,345		3,975,370

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. Transactions at the Main Library account for 70% of all library activity. In FY06, the Main Library will be in a temporary location and approximately 40% of its adult collection will be in storage until the new Main Library opens.

FY06 GOALS

- *GOAL 1: Provide library users with access to a broad collection of print, electronic, and audiovisual resources.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Select, purchase and catalog new acquisitions for library collection	35,649	35,000	35,500	34,400
2. Deliver library materials to home-bound residents, nursing homes, and senior housing (number of books)	13,404	14,000	12,000	14,000
3. Deliver library materials to home-bound residents, nursing homes, and senior housing (number of deliveries)	832	1,000	700	750

■ *GOAL 1: (continued)*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
4. Pack and ship materials within the CPL and to other libraries (# of bins)	8,113	10,500	11,000	11,000
5. Fulfill requests for books, CDs, DVDs, etc. from branches and other libraries by retrieving materials from shelves and shipping to requesting libraries	26,801	30,000	55,000	40,000

■ *GOAL 2: Maintain Web site and provide remote use of library resources via Internet and Minuteman Library Network.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of visits to library Web site through City portal	569,228	500,000	600,000	625,000

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
238,185	230,340	O'NEILL (NORTH CAMBRIDGE)	286,680
214,020	230,870	VALENTE (CAMBRIDGE FIELD)	253,610
173,360	189,855	BOUDREAU (OBSERVATORY HILL)	163,775
137,855	188,935	O'CONNELL (EAST CAMBRIDGE)	160,950
146,790	166,525	COLLINS (MOUNT AUBURN)	174,005
637,955	658,095	CENTRAL SQUARE	646,050
1,548,165	1,664,620		1,685,070

PURPOSE & OVERVIEW: The branch libraries are designed to provide neighborhood-based services especially to children and their families. The branch collections specialize in high demand materials, popular fiction for adults and children, as well as materials in languages other than English where demand exists. The Central Square Library houses materials in Spanish, Créole, and Bengali as well as 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 expensive reference materials available only at the Main Library. Branch libraries are responsible for much of the outreach efforts by the library to neighborhood constituencies by the CPL system. Their small size enables them to be more inviting to those unfamiliar with public libraries and how they work.

FYO6 GOALS

- *GOAL 1: Complete renovation of Collins branch to make it accessible to disabled persons, including a new rest room and ramp.*
- *GOAL 2: Complete upgrade of HVAC system at Central Square branch.*
- *GOAL 3: Measure branch circulation, computer use, and inter-library loans monthly and reallocate staff as needed during Main Library relocation.*

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
1,675,080	1,931,545	ADMINISTRATION	2,038,665
1,413,430	1,510,575	OFFICE OF WORKFORCE DEV.	1,558,435
1,897,885	1,993,310	PLANNING & DEVELOPMENT	1,895,210
1,575,945	1,652,400	COMMUNITY SCHOOLS	1,722,995
1,113,370	1,225,330	RECREATION	1,376,000
885,275	940,230	ELDERLY SERVICES/COA	1,003,700
2,408,175	2,531,300	CHILD CARE & FAMILY SUPPORT SERVICES	2,597,760
525,325	530,420	GOLF COURSE	500,760
658,820	670,990	LEARNING CENTER	721,260
1,731,710	1,798,195	YOUTH PROGRAMS	1,872,580
13,885,015	14,784,295		15,287,365

PURPOSE & OVERVIEW: In FY06, the Department of Human Service Programs 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 FY05, the Department began a significant planning effort 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 for the Homeless, Haitian Services, the Cambridge Prevention Coalition, the Commission for Persons with Disabilities, the Kids' Council, and the Center for Families and Child Care. Services purchased by the City for residents through not-for-profit agencies include: homeless services; mental health; substance abuse services; domestic violence programs; food programs; legal assistance; and specialized services for newcomers and linguistic minority communities. The Department, in its overall goals for the year, is continuing to emphasize collaborations among the divisions and with other City departments and human service providers to meet the needs of Cambridge's most vulnerable residents, in support of the City Council's goals to improve access to services, to support the diversity of the City, to enhance educational

opportunities for children and youth and for adults with limited educational background and to enhance workforce opportunities for teens and adults.

SIGNIFICANT BUDGET MODIFICATIONS: The FY06 Human Services Budget reflects an addition of $40,000 to support the inclusion of children with special needs in Out of School Time programs across the Department. In addition, $16,500 is included for a rent increase for 19 Brookline Street, which houses the Community Learning Center and the Multi-Service Center. The Mayor's Summer Youth Employment Program has been increased by $37,000 to reflect the actual costs of running the program for 750 youth. Based on receiving additional Community School program revenues during the fiscal year that are then typically appropriated, this budget has been adjusted by $50,000 to reflect these increased revenues to facilitate program delivery. In addition, $6,000 has been added to cover increased costs for senior transportation through SCM transportation as well as $15,000 to provide funding to community based organizations to develop family support activities. The Department's Community Development Block Grant Funds were reduced by $30,410. In addition, two positions have been reduced, a golf professional position and a senior clerk typist position.

GOALS:

- In collaboration with the School Department, the Cambridge Health Alliance, Cambridge Public Library, Police Department, Cambridge Community Foundation and community partners, continue implementation strategies to achieve the two goals adopted by the Kids' Council for the Agenda for Children: *Children and their parents need to be able to read and Children and youth need access to supervised activities in nurturing and safe environments.*

- Focus the efforts of all Department Out of School Time Programs so that children with disabilities will be effectively supported and actively engaged in all our programs.

- In partnership with the Chamber of Commerce and individual employers, expand ongoing cycles of an intensive career exploration program for teens to enhance teens' employability.

- To improve public access to the wealth of health and human services available to residents through City and community providers, enhance access to the online resource guide and paper directory through both community providers and community organizations and through direct information and referral telephone support for residents seeking services.

- To improve the quality of services and to ensure that the Department and its services are responsive to the needs of a diverse population, continue supervisory training for staff and implement an enhanced diversity program across the Department.

- Continue the provision of housing search assistance and stabilization for families, individuals and senior citizens.

- Expand opportunities for Cambridge residents of all ages to come together with their neighbors and across the City through continued support and staffing for community celebrations and events.

- Develop an intensive English for Employment Class for clients of the Cambridge Employment Program to increase their employment prospects.

- Continue developing leadership skills of Community Learning Center students through family literacy training and new student leadership projects in workforce development and education.

- To ensure appropriate taxi service is available for Cambridge senior and disabled residents, continue to collaborate with the License Commission to increase taxi accessibility.

FY05 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Served 60,792 meals in 29 sites throughout the city during the 2004 Summer Food Service Program. Meals were served at 9 open sites, including parks, MDC pools, housing developments and at 20 enrolled sites.

- Highlighted the work and services of the Commission for Persons with Disabilities through a Citywide celebration of the 25th Anniversary of the Commission and through a lunchtime Diversity Program featuring adaptive equipment and technology to enhance employability of individuals with disabilities.

- Hosted successful event with community providers and foundation representatives to explore ways to support community based organizations in challenging fiscal times.

- Continued to provide meals to elders at the Citywide Senior Center 365 days a year providing important nutrition and building community with seniors from across the City. Also provided wellness programs, English for Speakers of Other Languages, multi-cultural celebrations, computer classes, monthly social events and creative arts activities.

- Twenty-five Community Learning Center students, who were trained as Literacy Ambassadors working with the Agenda for Children's "Let's Talk" Campaign, delivered 68 workshops in five different languages to over 400 students helping them to enhance the literacy skills of their children.

- Provided parent support and fostered community through a network of parent/child playgroups, family literacy events, and a Caring for Babies Forum.

- Fostered community by providing staff and programmatic support to numerous community celebrations including Area IV Community Pride Day, Hoops "N" Health, Community Gospel Celebration, Community and Youth Appreciation Day, Arts in the Park events, the 12th annual North Cambridge Crime Task Force's Day and Night Out Against Crime, among others.

- Distributed a new directory of human service programs to complement the comprehensive online database to improve access to information about services in the community.

- Served over 400 adult residents through the Cambridge Employment Program, offering career counseling, job search assistance and referral to education and training, supporting workforce development opportunities for residents.

- Developed a new Entrepreneurship summer program for teens to introduce them to the concepts of business development.

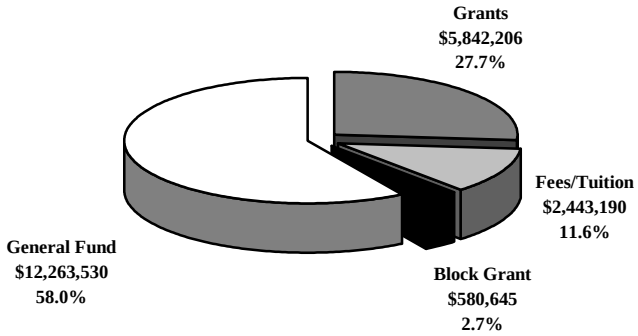
- Served a record number of 750 youth in the Mayor's Summer Youth Employment Program, providing youth with a learning and skill building experience as well as a paycheck.

FINANCING PLAN. This budget is supported by $11,977,265 in property taxes; $66,335 in recreational activity fees; $13,650 in league fees; $66,000 in swimming pool fees; $564,975 in golf course fees; $8,000 in special needs fees; $20,000 in senior center revenue; $1,085,230 in child care tuition fees; $442,000 in community schools fees; $62,000 in field permit fees; $20,000 in senior meals revenue; $20,000 in Bureau of Nutrition revenue; $30,000 in youth program fees; $266,265 in cherry sheet revenue; $580,645 in Community Development Block Grant funds; and $65,000 in Extended Day revenue.

STATUTORY ANALYSIS. Salaries and Wages, $12,646,475; Other Ordinary Maintenance, $2,550,440; Travel and Training, $65,450; and Extraordinary Expenditures, $25,000.

ACTUAL FY04	PROJECTED FY05		BUDGET FY06

TOTAL DHSP FUNDING – FY06
$21,129,571



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 FY06 budgets and could be changed as those budgets are finalized.

DEPARTMENT OF TRANSITIONAL ASSISTANCE, EMERGENCY TRANSITIONAL PROGRAMS ($78,439). 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.

U.S. DEPARTMENT OF HOUSING & URBAN DEVELOPMENT, EMERGENCY SHELTER GRANT PROGRAM ($139,616). These funds are used to assist Cambridge overnight and day shelter programs with operating and facility improvement expenses, and other services for homeless persons.

MASSACHUSETTS DIVISION OF HOUSING AND COMMUNITY DEVELOPMENT/ HOUSING ASSISTANCE PROGRAM ($129,937). These funds are utilized to provide housing search and stabilization services to families through the Multi-Service Center.

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT SUPPORTIVE HOUSING PROGRAM (SHP) ($2,423,032). This represents SHP grants administered through the City to fund 29 Cambridge programs assisting homeless persons through a continuum of care with housing and services.

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT SHELTER PLUS CARE ($116,316). Administered through the City and the Housing Authority, this multi-year grant provides housing subsidies for homeless individuals with disabilities. Several collaborating community agencies and the Multi-Service Center are contributing housing search and supportive services as required for local match.

FUND FOR HOUSING THE HOMELESS ($5,792). This fund consists of donations and proceeds from special events to meet the needs of homeless persons being placed in permanent housing.

U.S. DEPARTMENT OF EDUCATION, BUREAU OF NUTRITION ($100,000). Federal reimbursement ensures those children receiving free or reduced-price meals during the school year can also receive nutritious meals during school vacations. The Department operated 29 meal sites in the summer of 2004, serving 60,972 meals and snacks.

MASSACHUSETTS DOE/EMPLOYMENT RESOURCES INC. ($906,744). The Community Learning Center, in collaboration with the Cambridge Housing Authority, receives state funds for Adult Basic Education, English for Speakers of Other Languages, civic education, volunteer coordination, education for homeless adults, workplace education, family literacy and health education. A grant of state funds through ERI supports these activities as well.

EVENSTART/BALF/FAMILY LITERACY COLLABORATIVE ($64,259). Evenstart federal funds are contracted through the Cambridge Public Schools to the Community Learning Center for a program of early childhood education and family literacy. CLC provides the services to adults and the School Department provides the early childhood portion. A small grant supports the training of adult students to train other parents in their native languages in how to share literacy-enhancing activities with their young children through the “Let’s Talk” campaign.

CAMBRIDGE HOUSING AUTHORITY ($78,670). Funds from the U.S. Department of Housing and Urban Development are subcontracted to the Community Learning Center from the Cambridge

Housing Authority to provide classes in basic computer skills and Bridge Program transitional classes for CHA residents who are interested in attending college.

FOUNDATIONS/FRIENDS OF THE CLC ($81,000). The Community Learning Center receives funds from several foundations, for transitional classes for adults with a GED or high school diploma who are interested in attending college, for training students as computer lab assistants and literacy trainers for additional ESOL classes and for out-of-school youth working towards an adult diploma or GED.

CAMBRIDGE HOUSING AUTHORITY ($69,000). The Office of Workforce Development receives funds from the Cambridge Housing Authority to expand Cambridge Employment Program job search services to public housing residents.

EXECUTIVE OFFICE OF ELDER AFFAIRS/PROJECT BREAD ($73,118). The Council on Aging receives an annual award from the State Elder Affairs Formula Grant Program which is used primarily for the Substance Abuse Services for Seniors (SASS) program and for weekly medical and grocery shopping transportation. Project Bread funds support the senior center food pantry.

LOW INCOME FUEL ASSISTANCE/FEMA ($1,067,200). The City of Cambridge is the only municipality currently operating a fuel assistance program in the Commonwealth. The program will serve over 2,300 households in Cambridge and Somerville over the 2004-05 winter season with financial assistance for heating bills and rental assistance if heat is included in the rent. FEMA funds of $15,000 are included and are used for emergency situations.

MASSACHUSSETTS DOE, CENTER FOR FAMILIES ($153,583). This Massachusetts Family Network grant funds parent outreach, education and support to families with children prenatal to age three.

CHILDREN'S TRUST FUND, CENTER FOR FAMILIES INITIATIVE ($60,000). This Massachusetts Family Center grant funds family support programs for families with children from birth to age six.

SUBSTANCE ABUSE AND MENTAL HEALTH SERVICES ADMINISTRATION/ MASSACHUSETTS DPH/CAMBRIDGE HEALTH ALLIANCE ($205,000). These grants fund the Cambridge Prevention Coalition to provide 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.

MASSACHUSETTS EXECUTIVE OFFICE OF PUBLIC SAFETY, NORTH CAMBRIDGE CRIME TASK FORCE ($38,000). This grant is awarded to the City through the Community Policing Grant Program to support community involvement in crime prevention efforts. The grant is used to cover the salary of the Taskforce's coordinator as well as Taskforce operations.

MASS DOE SCHOOL COLLABORATIONS/CAMBRIDGE PERFORMANCE PROJECT ($52,500). Community Schools receive DOE funds for program collaborations through the Cambridge Public Schools. 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.

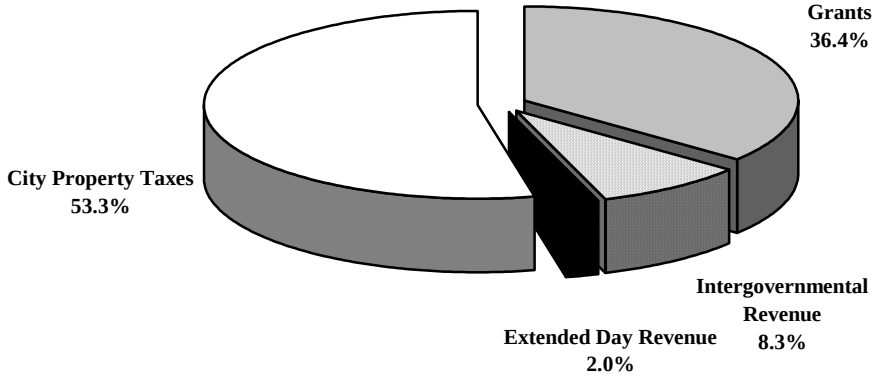
ACTUAL FY04	PROJECTED FY05		BUDGET FY06
356,075	475,385	LEADERSHIP	467,675
560,610	604,860	OPERATIONS	661,465
129,145	132,245	MIS	138,945
375,260	456,865	EXTENDED DAY	498,855
253,990	262,190	AGENDA FOR CHILDREN	271,725
1,675,080	1,931,545		2,038,665

PURPOSE & OVERVIEW: The Administration Division provides leadership, financial, personnel, MIS and clerical support to the operating divisions of the Department as well as to the 28 satellite locations, almost 200 salaried and 450 part-time and seasonal employees. The Division provides oversight to the Agenda for Children, a collaboration of the Department, the School Department, the Cambridge Health Alliance, the Library, the Police Department, the Kids' Council, and the community. The Division acts as the liaison with other City Departments including the Purchasing, Auditing, Personnel, Payroll, Finance, Law and MIS Departments as well as outside vendors and contractors. The Division manages a budget of $6.4 million in grant funding, and $14.7 million in the general fund, which includes $2.4 million in tuition and fees. The Division is responsible for budget preparation, accounts payable and receivable, and expense and revenue tracking and reconciliation as well as the recruitment and hiring of staff, all payroll processing, employee orientations, employee benefit tracking and other related functions.

For the 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. Cross-divisional teams led by staff have been working to address issues of communication, diversity, and staff support and validation. One component of the project has been a joint effort with the Personnel Department to develop comprehensive supervisory training for managers. The Department's pilot project for enhanced diversity training was revamped into a four-part diversity program that will be rolled out in FY06. In addition, the Division is working with a department-wide working group to redesign the DHSP orientation to provide a more comprehensive introduction to the Department, its policies and its operating principles and has developed a new DHSP handbook for staff.

MIS acts as a liaison with the City's MIS Department and responds to the Department's MIS needs. The Division is also responsible for the administration of the Federal Fuel Assistance Program serving over 2,300 low-income households. In addition, the Division administers the Federal Summer Nutrition Program providing nutritious meals and snacks at 29 sites in the summer.

FUNDING SOURCES/ADMINISTRATION:



Grants	**$1,167,200**
Intergovernmental Revenue	**$266,265**
Extended Day Revenue	**$65,000**
City Property Taxes	**$1,707,400**
TOTAL:	**$3,205,865**

Includes funds anticipated to be received in FY06, but not yet appropriated.

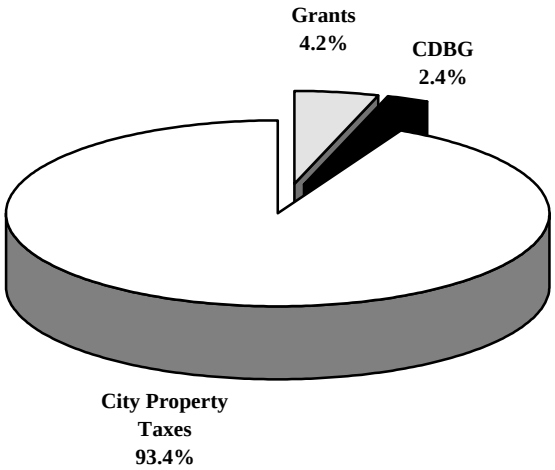
ACTUAL FY04	PROJECTED FY05		BUDGET FY06
1,413,430	1,510,575	**WORKFORCE DEVELOPMENT**	1,558,435

PURPOSE & OVERVIEW: The mission of the Office of Workforce Development (OWD) is to expand employment and training opportunities for Cambridge youth and adult residents. It does so by developing partnerships with employers, community-based organizations, the schools and post-secondary institutions. Through a combination of direct service, program coordination, and outreach efforts, OWD services reach nearly 1,000 residents and businesses each year.

Consistent with City Council goals around education and economic development, OWD oversees a number of programs that support learning and increase the employability of residents. The Cambridge Employment Program (CEP) offers free job search assistance to adults seeking employment and makes referrals to education and training programs. The Mayor's Summer Youth Employment Program (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 career exploration 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); the Jobs Consortium (for local job developers); and the Business Advisory Committee (for local employers). The Office coordinates the Summer Jobs Campaign to recruit private sector jobs for teens, and the Bunker Hill Community College Advisory Committee, to plan and advertise course offerings at the Cambridge satellite of BHCC. The Office contacts every resident who has applied for a temporary nine-week position with the City to inform them about employment services and other programs. And, each year OWD creates and distributes a directory of employment and education opportunities for residents, *Cambridge Works and Learns*. The Office works closely with the Chamber of Commerce and Economic Development staff to help residents maximize the benefits of existing economic development activities and participates in regional planning through its work with the Metro North Regional Employment Board.

FUNDING SOURCES/WORKFORCE DEVELOPMENT:



Grants	**$69,000**
CDBG	**$38,500**
City Property Taxes	**$1,519,935**
TOTAL:	**$1,627,435**

Includes funds anticipated to be received in FY06, but not yet appropriated.

FY06 GOALS

- *GOAL 1: Continue job placements and employment and training referrals for adult residents of Cambridge.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of CEP job placements	194	160	165	180
2. Number of CEP referrals to education and training	116	n/a	70	75
3. Number of nine week applicants contacted for job search assistance	n/a	n/a	185	185
4. Number of employers participating in OWD sponsored activities with residents and employment and training providers	25	n/a	30	30
5. Number of enrollments in courses at Bunker Hill Community College Cambridge Satellite Campus	150	200	128	120
6. Number of individuals enrolled in courses at Bunker Hill Community College Cambridge Satellite Campus	139	180	126	110

- *GOAL 2: Coordinate the efforts of local employment and training providers and support the professional development of local program staff.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of local youth and adult program staff participating in service coordination efforts	40	55	55	55
2. Number of workforce development professionals attending OWD sponsored trainings and workshops	118	120	120	120

■ *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	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of students enrolled in school to career activities including internships	41	50	43	40
2. Number of student enrollments in work-readiness and career awareness workshops	130	130	130	130
3. Number of youth visits to the Youth Employment Center	488	400	400	400
4. Number of private sector summer and school year jobs	120	125	120	120
5. Number of employers, post-secondary representatives and community-based agencies engaged in school to career/career awareness activities	37	35	35	35

■ *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	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of youth enrolled in MSYEP who receive work experience, work readiness workshops and career awareness activities	726	725	750	750

■ *GOAL 4: (continued)*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
2. Number of supervisors/mentors trained in working with young employees	124	125	130	130
3. Number of students enrolled in Summer Work and Learning projects with school-to-work competencies	192	200	246	215
4. Number of youth served in school year employment and service learning activities	43	43	50	50
5. Number of youth enrolled in MSYEP who report satisfaction with their job	95%	95%	94%	95%
6. Number of supervisors who were very satisfied with their youth worker(s)	88%	90%	71%	90%

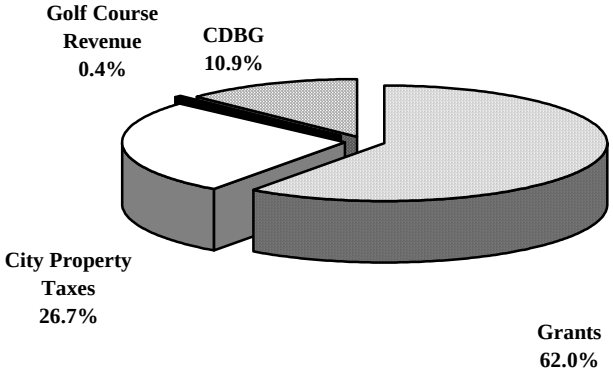
ACTUAL FY04	PROJECTED FY05		BUDGET FY06
100,070	104,215	LEADERSHIP	109,660
927,950	898,905	CONTRACTS	780,070
		COMMISSION FOR PERSONS	
116,600	121,740	WITH DISABILITIES	127,705
84,600	122,495	KIDS' COUNCIL	125,870
615,675	693,875	HUNGER AND HOMELESS SVCS.	697,485
2,915		PLANNING & DEVELOPMENT	
50,075	52,080	HAITIAN SERVICES	54,420
1,897,885	1,993,310		1,895,210

PURPOSE & OVERVIEW: Planning and Development staff assist various groups in assessing community needs and seeking resources to meet the needs, particularly working with the Human Service Commission. Staff are involved in several initiatives within the Department such as development and analysis of consumer satisfaction surveys and the Department's Inclusion efforts. Another major emphasis is staffing the City's committee to develop a Ten-Year Plan to End Homelessness. Consistent with the City Council's goal of improving access to services, the Division is promoting utilization of the online Human Services Information and Referral Database (www.CambridgeSomervilleResourceGuide.org) and its companion printed directory, the Desk Guide. The Division gives technical assistance to agencies seeking funding from many sources, and coordinates the processes for agency proposals for funds that flow through the Division, such as Community Development Block Grant, Emergency Shelter Grant and the HUD Supportive Housing and Shelter Plus Care Programs. The Grants Management unit administers outgoing contracts for a variety of community services.

This Division also offers direct casework services to homeless and at-risk individuals and families and transitional single room occupancy housing for men and women through the Multi-Service Center. As a component of case management activities, financial assistance from several sources is available on a limited basis to stabilize families and individuals at risk of losing housing and to help homeless people move into housing. DHSP-staffed programs are complemented by services provided on site by Shelter, Inc., Tri-City Mental Health, National Student Partnership, North Charles, Shelter Legal Services and CASCAP Representative Payee/Budget Counseling Services. Haitian Services provides case management and services to persons who have resettled here from Haiti.

The Cambridge Prevention Coalition will continue to provide substance abuse prevention services in collaboration with other City agencies. The Coalition is developing and implementing a program to decrease youth access to alcohol through trainings for alcohol servers and sellers, and through other community environmental strategies.

FUNDING SOURCES/PLANNING & DEVELOPMENT:



Grants	**$3,098,132**
CDBG	**$542,145**
Golf Course Revenue	**$20,000**
City Property Taxes	**$1,333,065**
TOTAL:	**$4,993,342**

Includes funds anticipated to be received in FY06, but not yet appropriated.

FY06 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	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of clients seen for personal counseling, mental health services, substance abuse services, employment	2,436	2,600	2,500	2,600
2. Number of clients placed in temporary housing	271	250	255	275
3. Number of clients placed in permanent housing	134	140	140	140
4. Number of clients maintained in current housing	198	180	180	180

■ *GOAL 2:* *Provide homeless prevention counseling and housing search assistance for homeless families and those at risk of homelessness consistent with the City Council's housing support goal.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of family intakes	536	300	325	350
2. Number of families placed in housing	140	125	125	125
3. Number of families referred for personal counseling, mental health services, substance abuse services, employment	871	750	775	775
4. Number of families maintained in current housing	536	375	375	375

■ *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 supporting the continued socio-economic diversity of the City consistent with the City Council's goals.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of clients served in youth and family services programs	1,344	1,350	1,900	1,700
2. Number of clients served through domestic violence and abuse prevention program.	228	220	220	220
3. Number of clients served through linguistic minority programs	1,325	1,625	1,000	1,000
4. Number of clients served through homelessness prevention and service programs	5,494	4,500	4,800	4,800
5. Number of client visits to food pantry programs	19,954	15,000	18,000	18,000
6. Number of clients served through elderly and disabled service programs	400	400	400	400

COMMISSION FOR PERSONS WITH DISABILITIES

PURPOSE & OVERVIEW: According to the 2000 U.S. Census, there are 13,760 Cambridge residents with disabilities, including 2,319 with sensory disabilities, 5,167 with physical disabilities, and 4,033 with mental disabilities. Among Cambridge residents of working age, 5,761 were identified as having a disability that interfered with or prevented employment. The Commission for Persons with Disabilities promotes the full integration of people with disabilities into all aspects of Cambridge community life consistent with the City Council's goals of promoting diversity. Covering a wide range of access and disability topics, Commission staff provide information to individuals with disabilities, their families, and social service agencies. Ensuring compliance with the Americans with Disabilities Act (ADA) continues to be an essential focus of the Commission's interactions with other City departments. Other ADA efforts include serving as a clearinghouse for processing requests for reasonable accommodations from City employees and supervisors, educating Cambridge businesses about their ADA obligations, and providing technical assistance to both the public and private sectors. Staff is available to provide disability awareness training throughout the city, free of charge, to businesses, non-profits and schools.

The Commission continues to administer a number of programs for Cambridge residents with disabilities, which include: issuing Temporary Disability Parking Permits, providing Taxi Discount Coupons, and processing applications for accommodations for disabled residents unable to comply with the City's trash and recycling requirements. The Commission hosted a highly successful 25th Anniversary celebration as well as an informative adaptive technology presentation for City staff in conjunction with the Employees Diversity Committee.

FY06 GOALS

- *GOAL 1: Continue implementation of the City's ADA Compliance Plan and provide training and assistance to public entities in Cambridge such as the Health Alliance and Housing Authority.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of trainings and technical assistance sessions provided to City employees, departments and other public entities	83	80	80	80

■ *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	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of site visits and access surveys of Cambridge businesses completed	65	60	50	50
2. Number of Cambridge agencies and businesses which remove barriers to access	10	12	10	12
3. Number of trainings delivered to Cambridge Taxi School attendees to enhance awareness of serving passengers with disabilities	12	12	12	12
4. Number of taxi coupon users served	38	50	50	50
5. Number of temporary disability permits issued	26	28	28	28

■ *GOAL 3: Improve understanding of disability issues and awareness of resources for people with disabilities.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of disability awareness trainings delivered to various City departments and staff	64	35	35	35
2. Number of responses to individual service, information and referral requests	1,395	1,200	1,300	1,300
3. Number of training and technical assistance sessions delivered to Cambridge private sector businesses and organizations	72	75	35	35
4. Number of community newsletters on disability resources, news and information	6	10	6	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 children and families. The Council is comprised of parents, community members, top City officials, and representatives from universities, business, philanthropies, and community organizations. Currently, the major undertakings of the Kids' Council are the *Center for Families*, the *Agenda for Children,* the *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, increase opportunities for public participation in local government, promote high quality services and improve access to those services, strengthen and support education and learning, and foster community.

The Kids' Council's first major initiative, the 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 Agenda for Children brings together different City entities (schools, City departments, the health system) with community-based agencies, businesses, and residents to promote the well being of our City's children. Drawing upon extensive community input, the Kids' Council prioritized two goals for citywide action: 1) All Cambridge children and families will be able to read, and 2) All Cambridge children and youth will have equal access to safe, stimulating, nurturing, and healthful out-of-school time activities, in order to ensure optimal academic performance and overall healthy development. The initiative's Community Engagement component will continue to facilitate and strengthen connections to parents in order to promote the importance of the two goals. The King Open Extended Day Program, launched as a pilot to address the out-of-school time goal, will be completing its sixth year. Last year, the program underwent changes in its staff and service population as a result of the School Consolidation Plan. In light of the changes, the program's re-evaluation recommendations were reviewed and amended.

The Youth Involvement Initiative began in summer 2002. The initiative's goal is to increase the engagement of the young people of Cambridge in the civic life of their city through the creation of opportunities for participation by youth. In its first three years, the Youth Involvement Initiative completed a Mapping Project that was led, planned and conducted by youth on "drug use in Cambridge;" sent the City's first two Youth Delegations to the National League of Cities Conferences; trained 13 Youth Facilitators to lead the planning and production of the City's first Middle School Youth Summit in June 2004; and advocated in changing City ordinance to have three youth voting

members on the Kids' Council. The initiative will continue to find 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 the Policy has begun and will continue in order to support full inclusion in Out of School Time Programs. Also, the Kids' Council will continue to develop and implement a promotion and marketing plan to raise public awareness of the Kids' Council, its goals, initiatives and programs.

Long-term Plan to Sustain and Increase Capacity for Kids' Council Efforts

- *GOAL 1: Develop a three year Strategic Plan - including funding and plausible funding sources - for Kids' Council operations, initiatives and activities, in the context of other City efforts when feasible and appropriate.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Percentage completed in development of Kids' Council Strategic Plan	10%	100%	33%	100%

- *GOAL 2: Develop a comprehensive plan to raise public awareness of the Kids' Council, its goals, initiatives and efforts.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Percentage completed in development and implementation of Kids' Council Marketing Standards & Guidelines	25%	100%	25%	100%
2. Percentage completed in development of Kids' Council brochure in 4 languages	n/a	100%	25%	100%
3. Percentage completed in development of Kids' Council Web site	n/a	100%	60%	100%
4. Number of newspaper ads posted in 4 languages	n/a	7	1	7

Policy Plan for Inclusion of Children and Families with Special Needs in Programs

- *GOAL 1:* *Support the Implementation of the City adopted Inclusion Policy for Out of School Time in City operated and supported programs in order to ensure equal access and appropriate opportunities for individuals with disabilites.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Out of School Time staff will be offered basic training in inclusion of children with special needs; percentage of full time staff trained	n/a	n/a	50%	100%

- *GOAL 2:* *Develop a training, evaluation and capacity building plan to ensure that: a) teachers and care providers have the skills to meet the special needs of all children in their groups; b) teachers and care providers have the skills to help all children benefit from the inclusion of children with special needs; c) teachers and care providers have access to consultants and other supports so that they can fully implement the inclusion policy; and d) inclusion practices are evaluated on a regular basis to inform future training and capacity building efforts.*

- *GOAL 3:* *Develop a public awareness plan to educate community about the adopted Inclusion policy and City's efforts on inclusion.*

Youth Involvement: Youth Participation Planning

- *GOAL 1:* *Increase youth engagement in the civic life of Cambridge through the creation of opportunities for participation by youth.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Minimum number of youth members participating on the Youth Involvement Subcommittee	18	15	14	15

■ *GOAL 1: (continued)*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
2. Percentage completed in the implementation of a plan for a citywide Youth Event to be held by fall 2005	n/a	n/a	75%	100%
3. Percentage of recommendations implemented from 2005 Youth Event	n/a	n/a	n/a	100%
4. Percentage completed of a plan to increase promotion and outreach about the Youth Involvement Subcommittee	n/a	n/a	n/a	100%

Agenda for Children: Literacy Initiative

■ *GOAL 1: Parents, primary caregivers, and early care and education providers will be supported as primary and continuous teachers of literacy furthering the City Council's educational goal.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of parents and children reached through citywide outreach, education, and support components of Literacy Initiative	747	925	950	1,000
2. Number of early care and education professionals reached through professional development	298	150	150	190
3. Number of books and resource materials distributed to children and families	2,560	2,500	2,500	2,500
4. Number of Literacy Ambassadors who work in their communities to engage parents in participating and shaping Literacy Initiative	12	6	6	9

■ *GOAL 2: Augment the dissemination of Literacy Initiative messages through collaboration.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of new City departments incorporating Let's Talk messages into their regular practices	n/a	n/a	n/a	2
2. Number of City departments distributing Agenda for Children literacy materials as part of their regular practices	n/a	n/a	n/a	2

Agenda for Children: Out-of-School Time Initiative

■ *GOAL 1: 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	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of Programs participating in Leading for Quality Trainings	44	45	42	45
2. Number of Out of School Time Staff participating in Leading for Quality Trainings	79	n/a	128	130
3. Number of Programs receiving on site Quality Coaching	n/a	n/a	7	12
4. Number of Programs completing self-assessment	n/a	n/a	20	40
5. Number of Programs reporting on Program Improvement Efforts	36	n/a	40	45
6. Number of programs participating in annual Lights on Afterschool event to promote awareness of afterschool issues and importance	25	30	40	45

■ *GOAL 1: (continued)*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
7. Number of adult family members participating in Afterschool Family Support Conference	n/a	n/a	75	100

■ *GOAL 2: Continue to improve the quality of the King Open Extended Day Program and enhance the relationship with the School Day Staff.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Collaborate with King Open School staff to implement a tool for tracking children's academic, social and emotional growth; percentage implemented	n/a	n/a	25%	100%
2. Percentage of families responding to surveys regarding program quality and improvements	n/a	n/a	55%	60%
3. Percentage of families reporting satisfaction with program quality	n/a	n/a	90%	95%

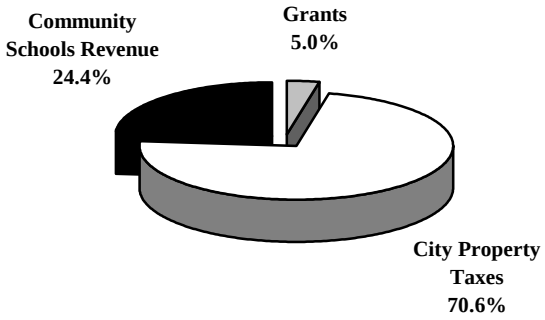
ACTUAL FY04	PROJECTED FY05		BUDGET FY06
81,680	98,715	LEADERSHIP	104,190
1,287,690	1,280,925	COMM. SCHOOLS PROGRAMS	1,365,410
206,575	272,760	SUPPORT SERVICES	253,395
1,575,945	1,652,400		1,722,995

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 programs with the School Department, full-day summer and vacation camps. Many programs have been adapted to encourage participation of children with special needs and all programs are now working towards that goal.

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 $34,766 was awarded to 106 children attending summer camp. Additional families received financial support through childcare vouchers and School Department scholarship funding. During the summer of FY05, Community Schools collaborated with three elementary schools to allow children enrolled in school sponsored academic programs to participate in summer camps. As a result of this collaboration, an additional $23,470 in scholarship assistance was provided to 36 children.

The Division continues to provide ongoing support to the grant funded North Cambridge Crime Task Force in addressing neighborhood safety and community building events such as the award winning National Night Out event. Community Schools also provide forums for senior citizens to address safety concerns with the Cambridge Police Department. Participant fees supplemented by corporate and individual donors and by City tax dollars support Community Schools programs.

FUNDING SOURCES/COMMUNITY SCHOOLS:



Grants	**$90,500**
Community Schools Revenue	**$442,000**
City Property Taxes	**$1,280,995**
TOTAL:	**$1,813,495**

Includes funds anticipated to be received in FY06, but not yet appropriated.

FY06 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	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of children's classes citywide during the school year	1,161	1,100	1,100	1,100
2. Number of adult, family and senior classes citywide during the school year	278	250	250	250
3. Number of summer camps for children	10	11	10	10
4. Number of children served in summer camps	684	750	810	800
5. Number of school vacation camps	14	8	8	8
6. Number of youth enrolled in Counselor In Training (CIT) programs	121	125	125	125

■ *GOAL 1: (continued)*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
7. Number of partners, such as universities, community coalitions, community-based agencies and City departments, collaborating on children's programs and neighborhood improvements	59	60	60	60
8. Number of collaborative summer academic/camp programs	3	3	3	3
9. Percentage of families responding to surveys regarding program quality and improvements	n/a	n/a	50%	50%
10. Percentage of families reporting satisfaction with program quality	n/a	n/a	90%	95%

■ *GOAL 2: Continue to provide summer Arts in the Park events for families, childcare programs, and summer camps supporting the City Council goal to foster community.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of Arts in the Park events	81	65	93	80

■ *GOAL 3: Create opportunities for residents of all ages to engage in educational forums on domestic violence prevention, crime prevention and personal safety.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of meetings for youth and adult residents with an emphasis on crime prevention, personal safety, and community resources	49	45	45	45

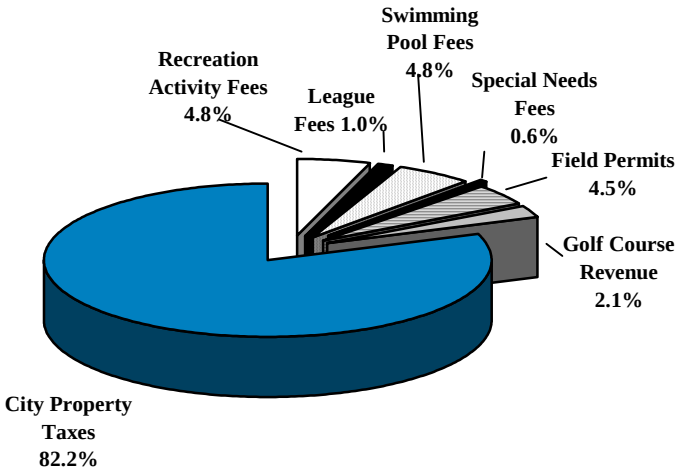
ACTUAL FY04	PROJECTED FY05		BUDGET FY06
91,065	95,655	LEADERSHIP	101,050
55,155	53,445	SUMMER	63,570
83,480	63,275	GOLD STAR	68,570
160,470	215,395	WAR MEMORIAL	203,920
147,510	152,130	SPECIAL NEEDS	272,850
2,125	3,000	LEAGUES	3,000
63,980	68,440	RECREATION ACTIVITIES	67,815
271,970	324,965	DANEHY PARK	334,005
237,615	249,025	SUPPORT SERVICES	261,220
1,113,370	1,225,330		1,376,000

PURPOSE & OVERVIEW: The mission of the Recreation Division is to provide quality, affordable and accessible recreational opportunities for Cambridge residents of all ages in well-designed and maintained recreational facilities. The Recreation Division is responsible for the management of year-round, citywide and neighborhood-based recreation programs and facilities; for the scheduling of all City parks for athletic uses; and for the maintenance and management of Mayor Thomas W. Danehy Park, the 55 acre former landfill which has become the main focal site of youth and adult athletic leagues and city-wide special events such as the Danehy Park Family Day. Danehy Park Family Day, as well as the youth and adult leagues, support the City Council goal of fostering community. The Division oversaw an expansion of the recreational opportunities at Danehy with the addition of a new upgraded 400 meter running track and synthetic surface soccer field and will continue systematic improvements to the extensively used fields to ensure quality playing surfaces. Staff is also engaged in open space initiatives such as the Fresh Pond Master Plan Advisory Committee, the Kids' Council Inclusion Policy Plan Subcommittee and the Open Space Committee.

The Division provides municipal support for Cambridge Camping - Inner City Day Camp, Cambridge Girls Softball, Little League Baseball, Babe Ruth Baseball, Youth Soccer, Youth Hockey, Shoot Straight Basketball and Pop Warner Football and manages the City of Cambridge Road Race - "CityRun" - which annually attracts 700 participants and approximately $16,000 in corporate and individual donations and was named one of the top 100 road races in New England by New England Runner Magazine. The Recreation Program also provides athletic opportunity to many summer camps through coordination of the annual Citywide Youth Games held at Danehy Park each summer. The Division coordinates multi-faceted recreational programs and activities at the War Memorial Pool and Fieldhouse, and the Gold Star Pool, and summer children's activities at neighborhood parks and playgrounds, including a family movie series, clinics in baseball, basketball, golf and tennis, adult leagues in softball and basketball and an extensive summer and school year program for children with

special needs.

FUNDING SOURCES/RECREATION:



Recreation Activity Fees	**$66,335**
League Fees	**$13,650**
Swimming Pool Fees	**$66,000**
Special Needs Fees	**$8,000**
Field Permits	**$62,000**
Golf Course Revenue	**$29,215**
City Property Taxes	**$1,130,800**
TOTAL:	**$1,376,000**

Includes funds anticipated to be received in FY06, but not yet appropriated.

FY06 GOALS

- *GOAL 1: Provide high quality instruction to children and adults in swimming and recreation activities, including tennis, jazz/ballet and gymnastics.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of youth recreation classes	100	100	100	100
2. Number of adult recreation classes	24	24	24	24
3. Number of youth swimming classes	60	80	80	80
4. Number of adult swimming classes	24	32	32	32

■ *GOAL 2: Provide year-round recreational programming for special needs participants ranging from pre-school age to young adults.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of children age three and up in summer camps	70	70	30	30
2. Number of children age 6-14 in after school programs	15	25	12	12
3. Number of young adults in evening programs	25	25	25	25
4. Number of children in unified integrated Saturday programs	60	60	60	60
5. Number of children participating in Special Olympics	60	60	60	60
6. Percentage of families responding to surveys regarding program quality and improvements	n/a	n/a	36%	50%
7. Percentage of families reporting satisfaction with program quality	n/a	n/a	95%	95%

■ *GOAL 3: Maximize youth program usage of City athletic fields through consistent sound field management practices.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Total number/percentage of permitted hours of youth programs	13818/77%	13818/77%	13818/77%	13818/77%
2. Total number/percentage of permitted hours of adult programs	4106/23%	4106/23%	4106/23%	4106/23%

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
76,510	83,115	LEADERSHIP	92,560
279,165	309,875	SUPPORT SERVICES	340,605
95,290	81,130	N. CAMBRIDGE SENIOR CENTER	87,345
124,430	140,155	SENIOR CENTER MEALS	145,640
28,920	26,575	SENIOR CENTER ACTIVITIES	26,575
280,960	299,380	CITYWIDE SENIOR CENTER	310,975
885,275	940,230		1,003,700

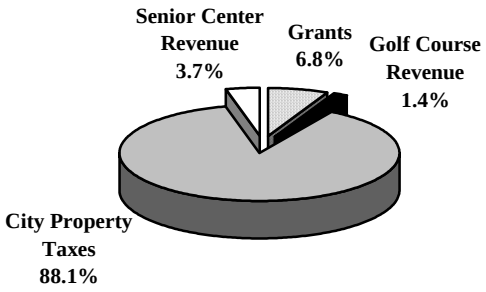
PURPOSE & OVERVIEW: The Elderly Services Division, also known as the Council on Aging (COA), is responsible for the provision and oversight of services to Cambridge residents age 60 and older. The Division's mission is to promote and safeguard the health and independence of seniors, to advocate for seniors in many areas, to arrange for necessary services, and provide meaningful social and recreational options that enhance their lives. Furthering the City Council's goal of providing access to high quality services, the Division provides information, referral and case management services to seniors, and coordinates services that may include homemaker, transportation, counseling and meals as well as numerous other social, advocacy, recreational and support services. Due to the increasingly complex problems of finding health benefits and prescription drug benefits coverage, the COA has sponsored informational sessions for seniors. The Division reaches out to seniors through active promotion of services and through distribution of 4,000 copies of its monthly newsletter. The Substance Abuse Services for Seniors (SASS) program is a unique program within the Commonwealth, serving seniors who have difficulty with substance abuse or medication misuse. The Division operates a Senior Shuttle bus which picks up individuals at all major housing buildings and at other locations in the City, Monday through Friday.

At the Citywide Senior Center and the North Cambridge Senior Center, seniors are provided with a variety of services, classes and events. The Senior Food Pantry is the only pantry in the area specifically serving seniors. Income-eligible participants visit weekly and take home fresh fruits and vegetables, meats and canned goods. Breakfast and lunch are served 365 days per year. Other services and classes include counseling and support groups, vision screenings, blood pressure clinics, men's groups, computer classes, as well as many other educational and recreational offerings, including numerous classes devoted to exercise, movement, and physical health and wellness. Groups of seniors from diverse ethnic backgrounds meet regularly at the Citywide Senior Center, including Asian, Haitian, Russian and African American seniors. The programs offered support the City Council's goals of building community and supporting the racial, socioeconomic and cultural diversity of the City. In addition to weekend meals and casual drop-ins, the Citywide Senior Center now offers classes

on Saturdays in response to requests from many seniors.

To ensure that the programs and services provided at the Center meet the needs of Cambridge's seniors, a citywide advisory committee meets regularly with the Center staff to provide input.

FUNDING SOURCES/COUNCIL ON AGING:



Grants	**$73,118**
Senior Center Revenue	**$40,000**
Golf Course Revenue	**$15,000**
City Property Taxes	**$948,700**
TOTAL:	**$1,076,818**

Includes funds anticipated to be received in FY06, but not yet appropriated.

FY06 GOALS

- *GOAL 1: Continue to provide a comprehensive array of social and support services to Cambridge residents age 60 and over, including information, referral to support services, and case management, benefits counseling, substance abuse services, and the coordination of home-based services.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of information and referral services provided	4,053	3,900	4,055	4,200
2. Number of clients provided case management services	89	95	100	110
3. Number of seniors receiving home-based services	70	85	85	90

■ *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	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of seniors receiving Food Pantry services at twice weekly pantry	401	360	600	600
2. Number of Food Pantry visits by financially eligible seniors	7,455	7,200	7,500	7,500
3. Number of meals served at 806 and 2050 Mass. Avenue sites	33,148	35,500	33,250	33,250
4. Number of different seniors coming to meals at the Senior Centers on a monthly basis	420	475	470	475
5. Number of seniors receiving home delivered food pantry services	20	20	20	20

■ *GOAL 3: Continue transportation services for seniors to the Citywide Senior Center and continue to serve other transportation needs of seniors.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of seniors linked to transportation services to the Center	237	260	275	275
2. Number of seniors served by subsidized weekly food shopping trips	215	240	225	225
3. Number of seniors served by subsidized medical transportation	339	330	300	330
4. Number of seniors using taxi coupons	204	300	225	225

■ *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	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of different seniors attending computer classes	151	160	160	130
2. Number of hours of health/fitness/ wellness classes offered each month	65	67	65	65
3. Number of special events promoting health/fitness/wellness	36	26	28	30
4. Number of seniors interviewed in user satisfaction survey	n/a	80	80	80

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
115,050	120,435	LEADERSHIP	114,470
573,330	606,570	AFTERSCHOOL	553,785
1,277,940	1,338,650	PRE-SCHOOL	1,410,770
409,395	437,545	SUPPORT SERVICES	471,110
32,460	28,100	CENTER FOR FAMILIES	47,625
2,408,175	2,531,300		2,597,760

PURPOSE & OVERVIEW: The Childcare and Family Support Services Division offers residents a wide range of services that directly implement the City Council's goals related to education and valuing and supporting the racial, socioeconomic and cultural diversity of the City. These include six licensed Pre-School programs and seven licensed Afterschool Programs serving approximately 285 children daily, the Center for Families and the King Open Extended Day, a collaboration with the King Open School.

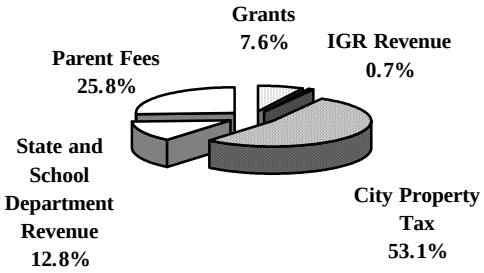
The Afterschool Programs located at the Morse, Fletcher-Maynard, Peabody and King Schools serve children in grades K-4, with one location serving children to grade 6. Parents have the option of enrolling two, three or five days per week. Programs offer a multi-cultural curriculum designed to improve children's positive social development and academic achievement in math, science, literacy and language arts through a project based learning approach.

Five of the six Pre-school Programs, located at the King, King Open, Morse, Kennedy and Peabody Schools are full day, year-round programs and one, located at the Haggerty, is a half day school year program where children are enrolled two, three or five days per week. The Pre-school programs offer a developmentally appropriate curriculum focused on the children's interests and abilities and have been awarded accreditation by the National Association for the Education of Young Children. The Pre-school programs provide a safe educationally and socially enriching environment in which children can learn to be self-confident away from home. Children learn to relate well to their peers, to understand each other's cultural traditions and learn to trust and respond to a variety of adults.

The Division also provides support to the King Open Extended Day Program, a quality out of school time program for children in grades K-6, that bridges the school and after school experiences, fosters community and family connections and supports the emotional and intellectual growth of the children.

Inclusionary practices supporting the integration of children with different needs and abilities are supported in all programs. Funding for services is provided from City tax dollars, parent tuition, and state contracts. More than half the children served receive subsidy or scholarship assistance.

FUNDING SOURCES/CHILDCARE:



Grants	**$213,583**
Childcare Tuition	
State and School Dept. Revenue	**$360,100**
Parent Fees	**$725,130**
Intergovernmental (IGR) Revenue	**$20,000**
City Property Taxes	**$1,492,530**
TOTAL:	**$2,811,343**

Includes funds anticipated to be received in FY06, but not yet appropriated.

FY06 GOALS

- *GOAL 1: Continue to offer high quality licensed pre-school childcare to a diverse population.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of pre-school slots	115	115	115	115
2. Percentage of children receiving some subsidy or scholarship	46%	46%	41%	41%
3. Percentage of teachers remaining more than two years	77%	62%	70%	70%
4. Number of children with special needs served	10	10	10	10
5. Percentage of families responding to surveys regarding program qualtiy and improvements	n/a	n/a	80%	80%
6. Percentage of famlies reporting satisfaction with program quality	n/a	n/a	90%	95%

■ *GOAL 2: Continue to offer high quality afterschool childcare to a diverse population.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of afterschool slots	170	170	170	170
2. Percentage of children receiving some subsidy or scholarship	46%	46%	58%	55%
3. Percentage of teachers remaining more than two years	46%	40%	66%	66%
4. Number of children with special needs served	12	12	16	18
5. Percentage of families responding to surveys regarding program quality and improvements	n/a	n/a	50%	60%
6. Percentage of families reporting satisfaction with program quality	n/a	n/a	90%	95%

■ *GOAL 3: Within the Department's childcare programs, expand opportunities for children to increase their literacy skills by engaging families in a reading program connecting home and school and by increasing linkages to the school day curriculum.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Percentage of families borrowing books for home use	25%	50%	50%	50%
2. Number of visits by school age staff to school day classrooms	22	28	28	28

■ *GOAL 4: Expand the childcare staff's knowledge of state-of-the-art practices working with children with special needs, in parent support techniques and in developmentally appropriate practices.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of staff training sessions targeted to goal	10	10	10	12
2. Number of times pre-school staff complete a full developmental assessment in the areas of cognitive, social, emotional and motor skills for each child	2	2	2	2

CENTER FOR FAMILIES

PURPOSE & OVERVIEW: The Center for Families began in 1994 as an initiative of the Kids' Council and has been part of the Department of Human Services Child Care and Family Support Services Division since 1999. The Center for Families provides support services, including resources and referral, parenting support and education, parent-child activities, and community building opportunities for families of children ages 0-6, directly supporting the City Council's education, fostering community and valuing diversity goals. The Director of the Center for Families is supported equally by funds from the Cambridge Health Alliance, the School Department, and the City. The Center for Families of North Cambridge was established as a local pilot for the initiative in 1994. This neighborhood based, school-linked family support program is housed in the Peabody School Community Wing. Its operating costs are supported by a Family Network grant from the Massachusetts Department of Education. A Family Center grant from the Children's Trust Fund funds Center for Families activities throughout Cambridge. The Center for Families receives support and oversight from two councils: the Citywide Cambridge 0-8 Council and a local Community Advisory Council composed of parents and providers in North Cambridge. The goals and performance measures below reflect family support activities across the City.

FY06 GOALS

- *GOAL 1: Create formal and informal opportunities for families to enhance parent-child relationships and mobilize resources to support family development.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of families enrolled in parent education classes, support groups, or workshops	111	200	200	200
2. Number of families enrolled in parent-child playgroups and other family activities	264	250	275	350
3. Number of families that received information and referral services	128	200	200	200
4. Number of families that received one-on-one consultation/support	45	150	50	75
5. Total number of families participating in all direct service programming	462	400	450	500
6. Number of families that received newsletter or other written information about parenting and family support	551	600	650	900

- *GOAL 2: Extend outreach and services to non-English speaking families, low income families, and families of children with special needs.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of families served for whom English is a second language	84	100	100	150
2. Number of families served who are residents of low income and subsidized housing complexes	97	100	100	150
3. Number of families served who have a child with special needs	24	30	30	50

■ *GOAL 3: Enhance accessibility of programs to families.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of hours of on-site childcare provided for parent groups and classes	235	100	100	100
2. Number of hours of childcare provided for parents participating in ESOL or adult education classes	n/a	200	200	200
3. Number of hours of programming held in community housing or other locations	157	100	200	200
4. Number of hours of family support programming that featured translation or was offered in a language other than English	113	100	80	100
5. Number of languages in which services are available	5	5	5	5

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
326,335	274,655	OPERATIONS	257,765
198,990	255,765	MAINTENANCE	242,995
525,325	530,420		500,760

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 and league fees. The membership program at the golf course offers a variety of categories and rates including families, juniors, junior non-residents, residents, non-residents and senior citizens. In addition, the golf course management staff has instituted a very successful free weekly junior golf lesson program, hosted a recent United States Public Links Ladies Qualifying Tournament and has assisted in the development and implementation of a variety of charitable golf tournaments for non-profit organizations and agencies. Working with the Massachusetts Golf Association and Harvard University, staff has initiated a weekly off-season youth golf lesson program. The Golf Course is implementing the recommendations from the Fresh Pond Natural Resource Stewardship Plan, which will result in establishment of buffer zones to expand, protect and enhance the natural areas of the Golf Course.

FY06 GOALS

- *GOAL 1: Continue to provide reasonable and affordable access to the golf course through different membership and non-membership options.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Total number of rounds annually	31,560	50,000	38,590	40,000

■ *GOAL 2: Continue to expand the youth program at the Golf Course.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of youth members	30	70	52	52
2. Number of youths participating in free weekly clinics	50	50	60	60

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
83,835	88,065	LEADERSHIP	95,570
574,985	582,925	OPERATIONS	625,690
658,820	670,990		721,260

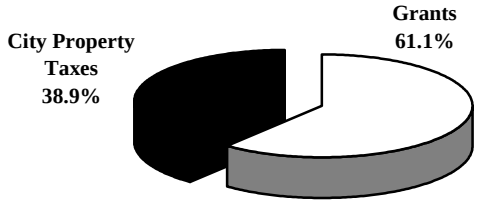
PURPOSE & OVERVIEW: The Community Learning Center (CLC) located at 19 Brookline Street, provides adult basic education classes to more than 1,000 adults each year. The services of the CLC support the City Council goals around education, diversity, fostering community and strengthening community partnerships. The core program includes seven levels of English for Speakers of Other Languages (ESOL) classes and six levels of basic reading, writing and math classes. GED and pre-GED classes prepare students to pass the five high school equivalency examinations. The Adult Diploma Program awards a Cambridge Rindge and Latin School Diploma to adults based on a combination of demonstrated competency in reading, writing, mathematics and US history and credit for previous coursework, employment, home management, languages, and other life experience areas. The Pre-College Bridge Program prepares students for the transition to post-secondary education. All CLC students receive educational counseling; individual tutoring with trained volunteers is available as needed. Students can also learn basic computer operations, and practice their reading, writing and math skills on a computer. CLC provides basic career training in computers for 15-18 students and community members who work with classroom teachers as aides in the computer lab. In addition, CLC provides ESOL citizenship preparation, family literacy classes, and literacy leadership training. Through grants and partnerships, CLC also offers adult basic education classes to employees of Cambridge businesses.

Of the more than 1,000 adults served each year at the CLC, approximately 150 are from the United States and the remainder comes from 70-80 different countries, with over 40 different native languages represented. Approximately 35% of the costs of the CLC have been supported by City tax dollars, with the remaining funds coming from grants, contracts, and private fundraising. These funds have enabled CLC to provide, in addition to the core services described above, outreach and classes for special populations including the homeless and public housing residents, teacher training on working with learning disabled students, workplace education, and the development of health, study skills and civic education curricula.

The CLC ESOL Network offers technical assistance, training, and support for groups throughout Cambridge that are interested in setting up ESOL classes taught by volunteers or paid teachers. Students who are on the waiting list at the CLC are referred to these classes. The ESOL Network

increases the availability of ESOL instruction for Cambridge adults.

FUNDING SOURCES/COMMUNITY LEARNING CENTER:



Grants	**$1,130,673**
City Property Taxes	**$721,260**
TOTAL:	**$1,851,933**

Includes funds anticipated to be received in FY06, but not yet appropriated.

FY06 GOALS

- *GOAL 1: Maintain a full range of adult literacy and English for Speakers of Other Languages classes, family literacy and citizenship/civic education courses.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of school year classes	68	66	66	62
2. Number of school year instructional hours	11,502	11,000	11,000	11,000
3. Number of school year student slots	728	700	700	700
4. Number of summer classes	31	31	36	32
5. Number of family literacy classes	3	3	3	3
6. Number of citizenship classes	2	2	2	2
7. Number of students served	1,141	1,000	1,100	1,100
8. Number of computer operations classes offered	27	25	25	25
9. Number of classes using computer lab regularly	28	38	38	35
10. Number of classes supported by ESOL Network	14	15	15	15
11. Cost per student	$1,625	n/a	$1,599	$1,669

■ *GOAL 2: Continue to improve the quality of instruction.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of in-house staff development sessions	24	20	20	20
2. Number of class curricula written or revised	6	4	4	3
3. Number of evaluation instruments administered and used to inform program design	8	7	8	8

■ *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	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of high school graduates	27	35	30	30
2. Number of advanced ESOL graduates	29	18	18	20
3. Number of students advancing to education and training program	79	70	70	70
4. Number of workshops for students on careers, further education, study skills, health education and support services	37	25	25	25
5. Number of follow-up contacts with former students	138	130	130	130
6. Number of collaborative projects with agencies or groups to improve quality of and access to services	10	8	8	8

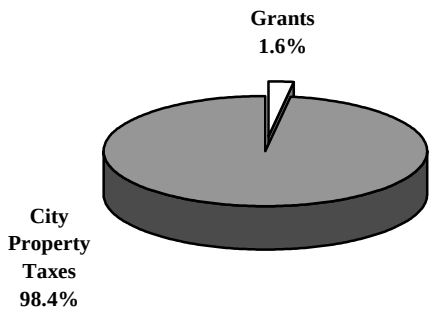
ACTUAL FY04	PROJECTED FY05		BUDGET FY06
1,731,710	1,798,195	**YOUTH CENTER PROGRAMS**	1,872,580

PURPOSE & OVERVIEW: The Cambridge Youth Programs' goal is to enrich the lives of youth (aged 9-19) by promoting their leadership skills while providing them with a safe, stimulating environment in which to grow. Programs are provided through a network of five youth centers located in different neighborhoods of the city. The centers include classroom space, meeting rooms, gymnasiums and easy access to parks and fields. A diverse and multi-talented staff is available six days a week to provide direct services and mentorship to youth. The work of the Youth Programs supports the City Council's goals of education, diversity and promoting community.

The Cambridge Youth Programs have a history of adapting to the changing needs of the community. The centers all have licenses through the Office of Child Care Services for the after-school leadership program, which runs Monday through Friday for 9-13 year olds with participants engaging in community service, life skills development, academic support, recreation and arts programming. Stand UP, a Saturday service learning program, is also available to 9-13 year olds to allow participants to learn about their communities with a focus on service, diversity and learning about the world around them. During the Summer, there are three summer camps, a Summer Sports Leadership Academy, two Summer Arts Programs and pre-teen and teen basketball leagues for girls and boys.

During FY06, the Department, in collaboration with other community organizations and resources, including teens, will examine current and potential services to enhance programming for the City's teens. The teen enrichment program currently provides teens with the opportunity to participate in program planning, career awareness, leadership development and academic support. Another opportunity provided for older teens is the Leaders in Action program, now in its fifth year, which is a training internship for youth age 16-18. Leaders in Action teens work in each youth center and participate in biweekly trainings focused on self-awareness, career development, event planning, communication and service learning among others. The Neighborhood Service Project, a collaboration with the Office of Workforce Development, continues to operate in the spring providing 14 and 15 year olds with an introduction to the world of work through service learning projects. During the summer, teens may participate in *Girls Taking Action* or the *Youth In Leadership* program where participants engage in experiential learning opportunities, provide service to their community, practice interviewing skills and complete projects.

Funding is provided for services to support at risk youth through a contract with the Salvation Army *Bridging the GAP* program. In addition, the City, working with the Port Action Group, has contracted for a part-time community liaison and for street worker services in Area 4, focused on older youth and young adults. In support of the City Council goal of fostering community, the Youth Division provides major support for community building activities such as Area 4 Community Pride Day, Danehy Park Day and Hoops "N" Health.



Grants and Fees	**$30,000**
City Property Taxes	**$1,842,580**
TOTAL:	**$1,872,580**

Includes funds anticipated to be received in FY06, but not yet appropriated.

FY06 GOALS

- *GOAL 1: Focus and deepen program impact by providing quality programs for pre-teens and by expanding and enhancing quality programs for teens.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of pre-teens 9-13 in licensed after school program	227	245	225	225
2. Number of teens participating in evening program, summer leadership program and after school internship programs	229	250	300	300

■ *GOAL 1: (continued)*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
3. Number of teens involved in programming planning	n/a	n/a	n/a	50
4. Number of summer programs for pre-teens and teens	8	7	7	7
5. Number of trainings provided to full- and part-time staff	18	15	15	15
6. Percentage of families responding to surveys regarding program quality and improvements	n/a	n/a	44%	50%
7. Percentage of families reporting satisfaction with program quality	n/a	n/a	90%	95%

■ *GOAL 2: Enhance program visibility and deepen connections to families, neighborhoods, schools and community-based organizations.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of partnerships/collaborations with community based organizations	12	12	12	12
2. Number of parents and community volunteers who participate in program activities	60	55	30	40
3. Number of community events sponsored by or supported by Youth Programs	5	5	5	5

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
149,175	154,910	**WOMEN'S COMMISSION**	163,840

PURPOSE & OVERVIEW: The Cambridge Commission on the Status of Women was established in October 1977 to "act as a centralizing force in the City of Cambridge and in the community to deal with all women's issues." The powers and duties of the Commission are: "to ensure the equal status of women in educational, economic, political, health, legal and social spheres; to design and implement programs that promote equality for women in the City; to recommend policy to all departments, divisions and agencies of the City, including the City Manager and City Council; to initiate, coordinate and monitor legislation; and to respond to incidents of discrimination against women."

FY05 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- As part of the citywide Domestic Violence Free Zone, developed community meetings to respond to abuse of elder women, prepared a new response system to assist the School Department in handling cases of children witnessing family violence and worked with the Cambridge Health Alliance on protocols and practices to enhance domestic violence screening skills for health care providers. Met with officials and community activists in Greenfield, MA to assist in their development of a Domestic Violence Free Zone. Coordinated monthly meeting of local agencies and organizations to improve and increase domestic violence services and prevention programs. Served on the Governor's Domestic Violence Task Force Committee on Prevention and Education.

- Presented the 8th annual Fifth Grade Girls' Sports Day at MIT with sports and recreation clinics for every fifth grade girl in the Cambridge Public Schools to encourage a commitment to lifelong healthy physical activity. Collaborated with the Cambridge YWCA and Cambridge Community Services on new after-school and summer programs for elementary and teenage girls. Initiated collaboration among all school-based programs for girls at CRLS.

- Presented three self-defense and safety awareness programs in collaboration with Girls' Lifetime Empowerment and Awareness Program (LEAP) and the Police Department including a 5-week session for mothers/guardians and daughters at the Windsor Health and Community Center and a semester-long training in safety awareness for peer leaders with the Students Teaching About

Respect (STARS) program at Cambridge Rindge and Latin School (CRLS).

- Coordinated planning for the 11th annual Women's Health Day in spring 2005 for high school-aged girls. Chaired the Women's Health Task Force of the Cambridge Health Alliance and the Community Advisory Committee to the Cambridge Birth Center that focused on evaluating, coordinating and enhancing services for adolescents throughout the system.

- In collaboration with the Historical Commission and the Arts Council, presented several programs on women's history, including a celebration of the Window Shoppe in Harvard Square, a consignment shop and bakery developed by and for women fleeing the Holocaust. Hired an editor to organize and refine the database of women's contributions to the life of the City of Cambridge to be posted on the City's Web site. Led tours of the Cambridge Women's Heritage Trail in and around Central Square and mid-Cambridge. Reviewed design and initiated fundraising for a major piece of public art commemorating women's roles in Cambridge history to be placed in the new main branch of the Cambridge Public Library.

- Sponsored two sessions of the Girls' LEAP Program for safety awareness for students at Cambridge Rindge and Latin School and one for pre-teen girls and their parents/guardians at the Windsor Health and Community Center in collaboration with the Police Department's Rape Aggression Defense Team.

- Played key role in implementing a unique program called Reaching Out About Depression (ROAD) for low-income women in Cambridge affected by stress and depression. Coordinated the Kitchen Table Conversations Group, a weekly support/action group for women and children living in public housing who have been affected by state and national welfare reform policies and budget cuts. Initiated project to support affordable healthy eating and counteract obesity among low-income women.

- Developed a sustainable format and began data collection for a comprehensive Report on the Status of Women and Girls in Cambridge; surveyed 25 stakeholders in organizations and neighborhoods to gather input on categories and uses of the information.

FY06 GOALS

- *GOAL 1:* *Develop working committees of municipal departments and community-based organizations to proceed with the coordination of the Domestic Violence-Free Zone Implementation Plan; coordinate Citywide Domestic Violence Task Force meetings including quarterly joint meetings with Somerville.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. New working Committees/ Projects established	2	2	2	2
2. Number of Domestic Violence Task Force meetings	10	10	10	10

- *GOAL 2:* *Work with neighborhood groups and individual women and girls in safety awareness and security activities.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Initiate notification of key women safety activists within 48 hours of publication of police alert	100%	100%	100%	100%
2. Number of days to organize a neighborhood/community meeting in collaboration with Police Department and other agencies/groups in order to respond to an assault or other incident of violence against women	7	7	7	7
3. Number of self-defense and safety awareness classes organized/ number of participants	5/120	5/150	5/150	5/150

■ *GOAL 2: (continued)*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
4. Implement specialized classes/ programs for pre-teens and teen-aged girls; number of classes	3	3	3	3

■ *GOAL 3: Work with School Department, other City departments and community groups to evaluate girls' needs in relation to sports, physical fitness, health services and academic achievement.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Estimated number of participants in the Annual 5th Grade Girls' Sports Day	310	300	300	300

■ *GOAL 4: Create a Cambridge Women's Arts and Heritage Project in collaboration with the Arts Council, Historical Commission and Public Library.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Develop a museum-quality Web site for the project	30%	100%	30%	100%
2. Number of public events focusing on themes relevant to the project	5	5	5	5

■ *GOAL 5: Measure the status of women and girls in Cambridge.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Produce an annual report	n/a	25%	25%	100%

FINANCING PLAN. This budget is supported by property taxes, $153,880; and cherry sheet revenue, $9,960.

STATUTORY ANALYSIS. Salaries and Wages, $152,980; Other Ordinary Maintenance, $9,860; and Travel and Training, $1,000.

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
159,535	159,890	HUMAN RIGHTS COMMISION	166,300

PURPOSE & OVERVIEW: The Cambridge Human Rights Commission (CHRC) was established in 1984 for the purpose of protecting the Civil Rights of the citizens of the City. In operational terms, this means that the Commission is mandated to investigate and adjudicate complaints of discrimination in the areas of employment, housing, public accommodation and Civil Rights Act violations. The Commission educates the public, including school-age children, about their rights and responsibilities under the law, advises the administration about issues affecting City departments, and provides training to City employees.

FY05 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Collaborated with the Boston Fair Housing Center, with funding assistance from HUD, to perform testing on a number of Real Estate agencies in the City. The result warranted the Commission to initiate a complaint against a realtor for discriminatory practice based on family status. The Realtor subsequently agreed to voluntarily comply with the Commission's Consent Order to cease and desist its practice, to post public notices on discrimination laws, to retrain its staff, and to report its client lists to the Commission annually.

- Worked with other City agencies to provide collaborative training programs to local non-profit organizations, schools, and private businesses.

- Continued an aggressive outreach program in collaboration with various other City agencies. The outreach program includes a user-friendly Web site with online complaint forms, brochures with various translated versions, Speakers Bureau information, and a Civil Rights Curriculum. People with a potential complaint of discrimination can file a preliminary complaint online with the Commission.

- Continued implementing mediation as a component of the Commission's enforcement mission. All formal complaints under the Commission's investigation are now subject to an attempt of mediation at some point before a determination on the merit of the case is made. Since its implementation, over 30% of cases were amiably mediated before a finding was made.

- Continued to investigate complaints referred by the Massachusetts Commission Against Discrimination (MCAD) where all parties are represented by attorneys pursuant to the MCAD's new Rules and Procedures. This referral recognizes the Commission's ability to investigate complaints of discrimination that involve complex legal issues.

- Continued to provide an electronic-based Fair Housing curriculum in conjunction with the Cambridge Public Schools, which introduces Cambridge high school students to the public rights and responsibilities under Fair Housing laws.

- Continued to train Commissioners and staff in skills related to the work of the Commission. Commissioners are now actively involved in case mediation.

- Sponsored an annual Fair Housing Month Celebration in partnership with the Fair Housing Committee. Over 200 Cambridge students from sixth grade through eighth grade participated in the annual poster and essay contest. Several business establishments in Cambridge collaboratively assisted the Commission in the celebration. Cambridge Trust, Cambridgeport Bank, Cambridge Savings, East Cambridge Savings, the Cambridge Council of Realtors, and several local businesses donated money, certificates of savings bonds, and gift certificates toward the awards and prizes for the winners.

- Produced a newsletter, which is widely distributed to community organizations, City employees, and people interested in discrimination issues. The newsletter consists of news of the Commission and legal news and analysis in the area of discrimination law.

- Collaborated with the Boston Fair Housing Center in their various projects aiming at strengthening Fair Housing laws and investigative practices.

- Continued to receive funding from HUD for enforcement works, education, outreach, and training programs.

- Secured a one-year memorandum of understanding with the MCAD to maintain case processing and enforcement between the two agencies.

FY06 GOALS

■ *GOAL 1: Increase public awareness of the Cambridge Human Rights Commission.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of public inquiries	450	400	440	450
2. Number of community training sessions	20	20	20	20
3. Number of events related to human rights issues	40	40	40	40

■ *GOAL 2: Improve efficiency and effectiveness of case intake, investigation and referral process.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of complaints open from previous year	n/a	20	5	5
2. Number of complaint intakes from public inquiries	100	100	115	100
3. Number of complaint intakes from other agency referrals	42	60	50	50
4. Number of complaints under investigation	62	85	80	75
5. Number of complaints closed after investigation	46	70	70	70
6. Number of tests performed on complaints under investigation	5	5	5	2
7. Number of complaints referred to other agencies due to lack of jurisdiction.	93	120	85	75
8. Average number of days until case is routed	n/a	3	2	2

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

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Mediations performed regarding City employees' issues	4	5	4	4
2. Number of formal complaints under mediation	62	85	80	75
3. Number of complaints mediated	15	30	30	30

■ *GOAL 4: Perform public hearings on cases investigated.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of complaints pending hearing	4	4	4	2
2. Number of complaints heard and adjudicated	1	1	1	1

■ *GOAL 5: Maintain funding by the Federal Department of Housing and Urban Development (HUD). HUD pays the Commission on a case-by-case basis. The reimbursement rate is negotiated each year.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of complaints paid by HUD	10	10	10	10
2. Reimbursement per case by HUD	$1,800	$1,800	$1,800	$1,800

■ *GOAL 6:* *Continue interaction between the Cambridge Human Rights Commission and other City departments in collaborative efforts, including education and training, with funding provided by the Personnel Department.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Joint projects and training (sexual harassment, disabilities, diversity, Fair Housing, etc.)	15	15	15	15
2. Number of trainings related to the work of the Commission provided to Commissioners	n/a	n/a	1	2

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

STATUTORY ANALYSIS. Salaries and Wages, $161,545; Other Ordinary Maintenance, $4,055; and Travel and Training, $700.

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
280,390	296,310	ADMINISTRATION	304,805
209,760	235,000	BENEFITS	245,000
490,150	531,310		549,805

PURPOSE & OVERVIEW: Mandated by Massachusetts General Law, Chapter 115, the Department's mission is to advocate on behalf of Cambridge's wartime veterans (8,192) and their families (23,477 individuals), provide them with quality support services, and direct a financial assistance program for those veterans and their dependents who are in need. The primary function of the Department is to administer a benefits program which provides monetary aid to qualified veterans and/or their dependents for food, clothing, shelter, utilities, house supplies, personal needs, insurance, fuel, telephone and transportation, as well as medical, dental, hospital, nursing home care and burial allowances. The cost of this benefits program is reimbursed by the State at the rate of $.75 for every City dollar expended. In addition, the Department assists veterans who are completely disabled or parents and wives of veterans killed in action or who died as a result of a service-connected injury in receiving an annual $1,500 annuity at no cost to the City. In FY05, Cambridge veterans and their families received $2.7 million in Federal Veterans' Administration benefits. The Department assists veterans in processing applications for federal benefits, such as service connected compensations, disability pensions, personal needs/aids and attendance pensions, social security/disability benefits, medical, education, housing, employment, life insurance and death benefits. The Department also provides assistance in filing for City tax exemptions and abatements earmarked for veterans or their spouses. The Department coordinates public events on Patriots', Veterans' and Memorial Days, including the Memorial Day Parade. In addition, in conjunction with the Cambridge Veterans' Organization (CVO), the Department participates in the dedication of streets, squares and parks and by attending funerals of veterans killed in action. Each Memorial Day, over 9,000 flags are placed on the graves of veterans interred in Cambridge cemeteries. The Department serves as Burial/ Graves Agent for indigent Cambridge residents (non-veterans) buried in the Cambridge cemetery.

SIGNIFICANT BUDGET MODIFICATIONS: An increase of $20,000 for veterans' benefits based on the FY05 projected costs is included in the FY06 Veteran's Budget. The veterans' benefits budget is $245,000 with this increase. It is anticipated that the state will reimburse the City for a portion of these cost increases.

FY05 MAJOR DEPARTMENTAL ACCOMPLISHMENTS

- In conjunction with the Election Commission, disseminated 67,000 Veterans' Census survey forms to all Cambridge's households. The goal of the survey is to identify all living and deceased

veterans from Cambridge.

- Implemented an initiative to register all Cambridge World War II veterans in the Washington, D.C. WWII Registry.

- In conjunction with the United States Army, participated in the 230th Observance of the birthday of the US Army. The June 14th Observance was held on the Cambridge Common.

- Assisted veterans and/or their spouses in applying for the Prescription Advantage Program. The Commonwealth of Massachusetts mandated this program for all eligible recipients in FY06.

- Successfully managed a 5% increase in the number clients served. Continued to minimize M.G.L. Chapter 115 expenditures (Veterans' Benefits) by aggressively procuring federal benefits, third party reimbursements and improving case management.

- Continued to enhance the Department's Web site ensuring that quality, up-to-date information is available to veterans and their families.

- Assisted veterans and/or their spouses in applying for the Mass. Health Insurance Program. The Commonwealth of Massachusetts mandated this program for all eligible recipients effective upon their enrollment in the Veterans' Benefits program.

- Implemented revised changes in polices and procedures, pursuant to CMR 108 (Massachusetts Veterans Benefits Laws and Regulations) effective January 2005.

- Worked closely with the Assessing Department to reach veterans who may be eligible for property tax abatements.

FY06 GOALS

■ *GOAL 1: Continue compliance with MGL Chapter 115 (Veterans' Benefits) regulations.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 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%

■ *GOAL 1: (continued)*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
3. Ensure state returns for reimbursement are forwarded to the state within 30 days following the payment month	100%	100%	100%	100%
4. Units of service administered to clients receiving weekly/monthly City subsidy	1,220	1,300	1,300	1,400
5. Number of veterans receiving City subsidy	45	45	45	47
6. Number of spouses or dependents receiving City subsidy	32	35	35	36
7. Percentage of new clients accessing federal benefits	20%	25%	25%	25%

■ *GOAL 2: Increase public awareness of veterans' benefits, services and issues by producing a veterans' television program on cable television and veterans' articles for local publication.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of Cable TV programs produced or rebroadcast	12	12	12	12
2. Number of newspaper articles produced	17	16	16	16

■ *GOAL 3: Increase community participation in veterans' ceremonial events by increasing public awareness through personal presentations, media utilization, linkages with schools, community organizations and other City departments. Continue the ceremonial and public events function of the Department by honoring both living and deceased veterans.*

■ *GOAL 4: Produce timely updates to the Veterans' Department Web page.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of veterans benefits updates	12	12	12	12
2. Number of informational/current event updates	12	12	12	14

■ *GOAL 5: Continue to upgrade staff skills with an emphasis on team building, skill sharing and accountability.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of internal staff trainings	4	4	4	4
2. Number of external trainings	12	12	12	12

■ *GOAL 6: Aggressively identify and access federal and state resources for eligible clients.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Conduct assessments and evaluations of client eligibility for federal and state benefits; number of assessments	4	4	4	4

FINANCING PLAN. This budget is financed by $351,550 in property taxes; $4,500 in reimbursements from the Veterans' Administration for burial payments; $183,345 in reimbursements from state Veterans' payments; and $10,410 in cherry sheet revenue.

STATUTORY ANALYSIS. Salaries and Wages, $251,255; Other Ordinary Maintenance, $48,900; and Travel and Training, $249,650.

SUMMARY: EDUCATION

FY04 ACTUAL	FY05 PROJECTED	PROGRAM EXPENDITURES	FY06 BUDGET
117,057,360	118,677,560	Public Schools	124,044,400

FINANCING PLAN	FY06 BUDGET
Taxes	96,618,485
Fines & Forfeits	100,000
Intergovernmental Revenue	27,025,915
Miscellaneous Revenue	300,000
	124,044,400

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
117,057,360	**118,677,560**	**EDUCATION**	**124,044,400**

The proposed FY05-06 School Budget of $124,044,400 represents an increase of $1,991,205, or 1.6% over the FY05 budget of $122,053,195. The budget is within the financial guidelines established by the City Manager for the School budget.

Although the FY05-06 School budget increase is the lowest effective increase (1.6%) in the past 10 years, reallocation of funds has allowed for the following program improvements and initiatives:

- Leadership Development and Staff Development funding for: Principals leadership development program ($152,500), Internship Program at Elementary ($160,000) and Secondary ($80,000) levels for aspiring leaders, increase in school-based professional development allocations from $20/pupil to $40/pupil ($122,300), districtwide inservice training ($103,093), including paraprofessionals and teacher sabbaticals ($63,317).

- High School Success: High School graduates follow-up study and Special Education transitional services for students ages 18-22 (total $75,000).

- Securing the Future: security communication systems for all schools and cafeteria recycling programs (total $43,000), and establishing a Debt Stabilization fund for bonding future school projects ($450,000).

- Instructional Advancement and Closing the Achievement Gap: reading program at CRLS for 9th and 10th grade students in MCAS courses ($20,000); three new teacher positions at RSTA for new Media Arts program and 30% increase in student technical course time ($189,950); Middle School initiatives including Avid Program in four (4) schools, Math software, small increase in M/S summer program funds (total $117,962); expansion of Literacy Collaborative to additional schools including four (4) half-time literacy coordinators and training ($275,710); expansion of Extended Day program to all elementary schools with focus on MCAS support ($374,088).

These initiatives and improvements total $2,227,000 and are offset by reductions totaling ($2,227,000), including ($1,275,427) in administrative positions and operations staff reductions, and the remainder in enrollment-based teacher and aide reductions. Staffing has been reduced by a net total of 39.68 FTE positions in this budget, including 19.35 administrative and operations positions.

In addition to the above initiatives, this budget reflects internal reallocations to significantly increase other funding in schools. The "per pupil" allocations to schools for supplies, materials and books has been increased from an average of $115/pupil to $140/pupil, and School Improvement Plan funding has been increased by over $249,800 (approximately 23%).

FINANCING PLAN. This budget is supported by property taxes, $95,682,485; hotel/motel taxes, $936,000; parking fines, $100,000; Medicaid reimbursement, $900,000; free cash, $300,000; and cherry sheet revenues, $26,125,915.

STATUTORY ANALYSIS. Salaries and Wages, $89,952,060; Other Ordinary Maintenance, $25,912,125; Travel and Training, $1,766,450; and Extraordinary Expenditures, $6,413,765.

THIS SPACE RESERVED FOR COUNCILLORS' NOTES

SUMMARY: INTERGOVERNMENTAL

FY04 ACTUAL	FY05 PROJECTED	PROGRAM EXPENDITURES	FY06 BUDGET
15,731,620	16,012,295	M.W.R.A.	15,987,460
11,385,920	13,046,285	Cherry Sheet Assessments	15,954,135
6,500,000	6,500,000	Cambridge Health Alliance	6,250,000
33,617,540	35,558,580		38,191,595

FINANCING PLAN	FY06 BUDGET
Taxes	16,493,565
Charges for Service	16,464,460
Intergovernmental	5,233,570
	38,191,595

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
15,731,620	16,012,295	MASSACHUSETTS WATER RESOURCES AUTHORITY	15,987,460

PURPOSE & OVERVIEW: In FY85, the State Legislature approved a bill creating the Massachusetts Water Resources Authority (MWRA). The Authority acquired the operation of metropolitan Boston's sewer and waterworks system from the Metropolitan District Commission (MDC). Since the City has its own source of water, the MWRA traditionally has had little impact on the City's water rate. Because of the responsibility given to the MWRA to improve existing sewerage systems, especially as they affect the Boston Harbor, the Authority influences the City's sewer service charge.

For FY06, the MWRA estimated charge of $15,987,460 represents a 0.2% decrease from the FY05 charge of $16,012,295. The FY06 MWRA budget amount is based on an estimate received from the MWRA.

FINANCING PLAN. This appropriation is fully supported by sewer service charges.

STATUTORY ANALYSIS. Other Ordinary Maintenance, $15,987,460.

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
17,715	9,710	ELDERLY GOVERNMENTAL RETIREES	8,280
36,135	36,930	AIR POLLUTION CONTROL	35,775
26,305	26,860	MAPC	27,610
7,269,190	7,421,205	MBTA	7,593,315
351,510	468,680	C.S. REGISTRY HOLD PROGRAM	477,000
3,685,065	5,082,900	EDUCATION	7,812,155
11,385,920	13,046,285		15,954,135

PURPOSE & OVERVIEW: The Cherry Sheet is a form showing all state and county charges to the City as certified by the state director of accounts. The name is due to the fact that years ago the document was printed on cherry colored paper.

The figures shown above 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.

ELDERLY GOVERNMENTAL RETIREES. The Elderly Governmental Retirees Plan is a contributory group health and life insurance plan established for City employees who retired prior to the adoption of the City's group policy on July 1, 1957. This allotment covers the administrative premium costs as determined by the state and is carried on the Cherry Sheet.

AIR POLLUTION CONTROL. The Air Pollution Commission supervises six districts statewide. The Metropolitan Boston Control District, of which Cambridge is a member, has a staff of 35 pollution inspectors. The Commission is empowered through the Office of the Governor and has a mandate to control air pollution through the enforcement of the Metropolitan Boston Air Pollution Control Acts and Safety Standards.

METROPOLITAN AREA PLANNING COUNCIL. The Metropolitan Area Planning Council (MAPC) serves 101 communities as a clearinghouse for the Federal A-95 review process.

PUBLIC TRANSPORTATION. The Massachusetts Bay Transportation Authority (MBTA) provides bus/minibus, trackless trolley and underground subway transportation across the City. The 30 surface routes are located within four-tenths of a mile of 95 percent of all Cambridge residents.

The MBTA provides rapid transit and other mass transportation to 79 cities and towns including Cambridge. The cities and towns are assessed for these services by different formulas. Currently, the state pays 50 percent of the total net cost of service while the remainder is distributed among the 79 cities and towns. The portion of the cost distributed among the cities and towns is divided into an express service assessment and a local service assessment. The express service includes all transportation provided by or under control of the MBTA over rights of way with fully controlled access, and is restricted to the use of such service exclusively. Local service includes all transportation other than express service. The operating expenses are allocated on the following basis: 75 percent of the charge is assessed to cities and towns in proportion to the number of commuters in a city or town to the total number of commuters.

A portion of the total MBTA assessment supports the Boston District Commission, which is responsible for bonds issued by the transportation authority prior to the creation of the Metropolitan Transit Authority in 1947. Debt service is assessed to the 14 cities and towns of the Boston Metropolitan District on a pro-rated basis in proportion to the total assessment of each city and town as derived in the charge for operating expenses. The total local service assessment is based on 50 percent of the population and 50 percent of deficits incurred.

REGISTRY OF MOTOR VEHICLES-HOLD PROGRAM. Since February 1985, the Parking Violations Bureau has implemented a provision of Massachusetts General Laws Chapter 90 which enables the City to request that the state Registry of Motor Vehicles not renew the license and registration of an operator/owner of a motor vehicle that has two or more outstanding parking tickets. This provision is enacted after the motorist has failed to pay the parking tickets and had an opportunity for a hearing. This program has resulted in a significant decrease in the number of delinquent payments.

EDUCATION. The primary component of this allocation is the Charter School Sending Tuition assessment ($7,747,295) which is the amount charged for Cambridge students who attend charter schools. The amount is based on the number of students times the tuition rate of the charter school as calculated by the state using a tuition formula. The significant increase in this cost center is due to the increase in the number students based on a new charter school opening in September 2005. The second component is the amount set aside for School Choice Sending Tuition ($54,905). This is the amount assessed to the sending municipality for pupils attending another school district under school choice. The last 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 that reside in Cambridge ($9,955).

FINANCING PLAN. This appropriation is supported by $10,243,565 in property taxes; $477,000 from the parking fund; $846,305 in cherry sheet revenue; and $4,387,265 in charter school tuition reimbursement.

STATUTORY ANALYSIS. Other Ordinary Maintenance, $15,954,135.

ACTUAL FY04	PROJECTED FY05		BUDGET FY06
6,500,000	6,500,000	CAMBRIDGE HEALTH ALLIANCE	6,250,000

PURPOSE & OVERVIEW: The Cambridge Health Alliance (CHA), an independent public authority, established by home rule legislation effective July 1, 1996, is a nationally recognized safety net and academic health care delivery system. It is comprised of 3 community hospitals (The Cambridge Hospital, Somerville Hospital and Whidden Memorial Hospital in Everett), over 20 community health centers and ambulatory clinics, the Cambridge Public Health Department and Network Health, a statewide Medicaid managed care plan. Cambridge Health Alliance is a teaching affiliate of Harvard Medical School and is also major Cambridge employer with approximately 2,000 employees working in Cambridge.

The Alliance continues to garner national recognition for health care innovation and community excellence, including National Association of Public Hospitals Safety Net Awards (2001-2004), selection by the Robert Wood Johnson Foundation as one of seven sites nationally to receive a Pursuing Perfection grant to improve patient outcomes in all major care processes (2002-present), and several Department of Psychiatry awards, including the 2003 American Psychiatric Association's Gold Award.

The Alliance is committed to providing high quality health care to people of all backgrounds. In the Alliance's quest to offer high quality services responsive to community health needs and advances in medical technology, there are dual pressures – both the increasing demand for uninsured health care and increasing downward pressure on private insurance reimbursement relative to the costs of providing patient care. Approximately 10,000 Cambridge residents count on Medicaid for their health care. Locally, the number of uninsured patients who applied for "free care" at the Alliance increased by 10% in fiscal year 2004 compared to the previous period. The Alliance is one of the largest "safety net" providers in Massachusetts and the state's largest proportional provider of care to people without health insurance, with 58% of funding coming from the Uncompensated Care Pool and Medicaid. With the FY 2006 state and federal budget debates ahead and uncertainties on how the newly extended federal Medicaid waiver will impact critical funding sources for the Alliance starting in FY 2006, Cambridge Health Alliance is actively engaged in advocacy toward the strongest possible outcome during this time of intensified risk related to the financing of key government health care programs. The Governor's FY 2006 budget proposal reduces overall hospital Uncompensated Care

Pool funding by $120 million compared to FY 2005 levels.

An integral part of the Cambridge Health Alliance, the Cambridge Public Health Department is responsible for protecting the health of Cambridge residents, workers, and visitors. Department services include communicable disease prevention and control, school nursing, environmental health, hazardous waste site inspections, indoor air quality inspections, emergency preparedness and response, childhood asthma prevention, West Nile virus response, tobacco control, children's dental health, domestic violence prevention, data analysis, health advocacy, and regulatory enforcement. The Department also produces the annual Cambridge Public Health Assessment.

The Alliance convenes or plays a major role in several City initiatives including the Agenda for Children and the Men of Color Health Initiative among others. The Alliance is a partner in meeting the health care needs of our community with a focus on preventive medicine.

Pursuant to an extension of the service agreement, the City will pay the Alliance $6,250,000 in FY06.

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

STATUTORY ANALYSIS. Other Ordinary Maintenance, $6,250,000.

THIS SPACE RESERVED FOR COUNCILLORS' NOTES

GENERAL GOVERNMENT	600,000
PUBLIC SAFETY	385,000
COMMUNITY MAINT. & DEV.	19,745,580
HUMAN RESOURCE DEV.	6,252,590
EDUCATION	400,000
	27,383,170

CAPITAL BUDGET DECREASES SUBSTANTIALLY IN FY06. Due primarily to a significant decrease in the Bond Proceeds component of the financing plan, the FY06 Capital Budget has decreased $11,551,585, or 29.7%, from its FY05 level of $38,934,755 to $27,383,170 in FY06. However, as mentioned in the Police Equipment/Renovations narrative, the loan order for the acquisition of and renovations to a facility to be used as police headquarters was submitted to the City Council for approval prior to the submission of the FY06 Budget and is not included in this plan. It was necessary to submit the loan order prior to the submission of the budget to expedite the transfer of the property from the owners to the City. If this loan order for $49,500,000 were included, the FY06 Capital Budget would increase to $76,883,170. While the City attempts to show all funding for capital purposes in the capital budget, it is not always possible due to the timing of certain projects.

As with most capital budgets in the past, Bond Proceeds are the primary component of the financing plan. The FY05 Capital Budget included $30,100,500 in bond-financed projects including $16,770,000 in sewer-related debt and $13,330,500 in tax-supported debt that is financing several open space projects including Area 4 Parks construction, Gold Star Mothers Pool improvements, and the final phase of Russell Field improvements as well as enhancements to both Harvard and Porter Squares. The amount to be authorized for sewer-related debt has decreased to $10,365,840 with tax-supported debt decreasing to $8,000,000 including a $2,000,000 loan order for HVAC improvements to several City buildings including City Hall, Coffon Building, Senior Center, and Area 4 Youth Center, replacement of floors and installation of a sprinkler system in City Hall, and masonry repairs at several buildings and a $6,000,000 loan order for the acquisition of property for the West Cambridge Youth Center.

As the table on the following page indicates, the combination of Property Taxes and Free Cash is down $180,000 from its FY05 level of $3,010,000 due mainly to the significant increase in tax-supported debt service in FY06 as a result of the February 2005 bond issue. The allocations to the capital fund from the Parking and Water Funds show moderate increases. While the largest portion of the Sewer Reconstruction budget is funded through bond proceeds whose debt service is covered through sewer service revenues, an allocation from current sewer revenues is also made to cover costs relating to the structural maintenance of the City's storm, sanitary, and combined sewer systems, including certain emergency costs.

A decrease in the City's FY06 Block Grant entitlement has necessitated a net reduction of $173,835 in the portion allocated to the Capital Fund, with the Housing Rehab and Development allotment decreasing $356,835, which is partially offset by an increase of $183,000 in the Neighborhood Business Development component. 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) so that the decrease in the Block Grant share is slight in comparison with the increase due to the allocation of 80% of local funds as well as state matching funds for this program. These funds are not included in the Capital Budget but are appropriated separately after the City Manager receives recommendations from the CPA Committee. The $8,800,000 appropriation made to the Affordable Housing Trust Fund in FY05 increased the total contribution from the CPA since the acceptance of the act in FY02 to $28,080,000. It is expected that a similar appropriation will be made in FY06. For additional information on the CPA, please see the following section.

The City expects to receive an additional $216,910 in Chapter 90 revenues from the State for street reconstruction while the allocation from golf course revenues remains constant.

The following chart shows a comparison of Capital Fund revenues for FY05 and FY06:

	FY05	**FY06**	**Variance FY05-06**
Property Taxes	1,510,000	1,500,000	(10,000)
Free Cash	1,500,000	1,330,000	(170,000)
Parking Fund	500,000	600,000	100,000
Sewer Service Charge	1,000,000	1,200,000	200,000
Water Service Charge	800,000	820,000	20,000
Block Grant	2,187,970	2,014,135	(173,835)
Chapter 90	1,308,785	1,525,695	216,910
Bond Proceeds	30,100,500	18,365,840	(11,734,660)
Golf Course Fees	27,500	27,500	0
TOTAL	**38,934,755**	**27,383,170**	**(11,551,585)**

HOUSING, OPEN SPACE, AND HISTORICAL PRESERVATION. For several years after the abolition of rent control, the City allocated a combination of property taxes and free cash to the Affordable Housing Trust Fund to finance the creation and preservation of affordable housing units in the City. Prior to the submission of the FY02 budget, the City Manager proposed and the City Council approved placing the Community Preservation Act (CPA) on the ballot in the November municipal election for voter approval. The voters accepted the CPA and it became effective during FY02. The CPA levies a 3% surcharge on property tax bills (with certain residential exemptions) to fund housing, open space, and historical preservation. In addition, the City is eligible for state matching funds and has received approximately $15 million from this source since the inception of the program. Since the implementation of the CPA in FY02, $35,100,000 has been appropriated/reserved for housing ($28,080,000), open space ($3,510,000), and historic preservation ($3,510,000). FY06 revenues from the CPA are expected to be up slightly based on a higher property tax levy with the state match expected to be higher based on FY05 CPA revenues (the state match for the CPA is received by the City in the fiscal year following the year upon which it is based). It is expected that the CPA committee will meet in early FY06 to make recommendations to the City Manager for the use of funds in FY06. After reviewing the work of the committee, the City Manager will submit a proposal to the City Council to be implemented in FY06. Thus, although CPA funds are used for purposes that would otherwise be funded through the capital budgeting process, there is no impact on the capital budget that is being submitted to the City Council for approval.

CURRENT REVENUES SUPPORT A WIDE RANGE OF PROJECTS. While the total of the Property Tax and Free Cash components of the capital budget is down from its FY05 level, the FY06 total is large enough to support a wide range of capital improvement projects including further technology upgrades and computer purchases; replacement of the pumper at the Inman Square Fire Station; public building renovations; traffic calming; public art and public art conservation program; park and cemetery tree pruning; sidewalk reconstruction; design funds for the Brookline Street reconstruction project; façade improvement program; open space improvements; school renovations; and improvements to public buildings to make them more accessible to persons with disabilities.

Sewer service revenues have been increased by $200,000 from the previous year's level in recognition of the importance of maintaining the structural integrity of the City's storm, sanitary, and combined sewer systems. 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 fifth phase of the Fresh Pond Master Plan (a planning study for continued capital improvements in and around the Fresh Pond Reservation); enhancements to the laboratory instrumentation and ozone cooling systems; consulting services to investigate the high lift pump failure and wet well overflow alternatives, study the flow patterns through the Payson Park Reservoir, and to continue the transition of the distribution system maps to GIS; and continuation of the water quality monitoring program.

CAPITAL BUDGETING PROCESS IMPROVED. As can be seen from the wide scope of projects included in this plan and total funds allocated to the implementation of the plan, the capital budget is considered to be one of the most significant components of the City's financial plan. It is clear that decisions made during this process will have a lasting impact on the City for many years to come. In order to achieve optimum results from this process, the Capital Improvement Committee, which includes the Deputy City Manager, Chief Fiscal Officer of the School Department, and the heads of the Budget, Community Development, Finance, Human Services, and Public Works Departments, meets on a regular basis throughout the year to ensure that, as needs arise, they may be addressed in a timely and efficient manner. The information received from reviewing the timing and structure of capital projects has proven to be a valuable planning tool. The committee works closely with the City's financial advisors to ensure that this information is applied to future capital budgeting processes.

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 FY06 projection reflected a $2.5 million target in the Pay-As-You-Go capital budget, a decrease of 500,000 from FY05. This reduction was based on the fact that there are many large capital projects in the current plan that will result in a significant increase in the tax supported debt service budget over the next several years. For the FY06 Capital Budget process, departments were instructed to submit pay-as-you-go capital requests (funded from property taxes and free cash) that were equal to or less than the approved/funded amount received in FY05. All requests that exceeded the FY05 amount were required to be designated as "supplemental requests." Departments that did not receive a Pay-As-You-Go appropriation in FY05 could submit a FY06 request but it was required to be submitted as a supplemental request.

Also, the addition of new large projects that are financed through bonding, which were not already part of the FY05-09 plan, were prohibited.

While the total pay-as-you-go budget for FY06 is higher than the $2.5 million target (but below the FY05 amount of $3.0 million), the process required departments to focus their priorities and has produced a sustainable plan for future years.

In preparation for the FY06 Budget, improvements were made to the Web based capital request form system that allows departments to submit their requests electronically and includes more detailed cost information.

In addition, the Finance Department staff continued to work closely with department heads to monitor unexpended capital budget balances in order to develop a timeline for expenditures. Also, department heads were more involved in the process of developing detailed cash flow forecasts and project schedules for capital projects to be bonded. This involvement expanded their understanding of phases of the capital budgeting process that were previously handled primarily by Finance Department staff.

IMPACT ON OPERATING BUDGET DETERMINED. In order to carefully evaluate all capital requests, the committee asked that all departmental funding requests be submitted by early January of 2005. During January and February, the committee met with the various department heads that had submitted requests to review and analyze these proposals. The impact on the operating budget, whether positive or negative, was an important factor in the decision-making process.

Allocations from the Parking Fund will continue to be made in FY06 with a high priority placed on continuing the installation of new digital parking meters and housings that have the capacity to hold twice as many coins as the old mechanical meters. In addition, funds from the FY06 capital budget will be used to install new "Pay and Display" machines in several parking lots with the goal of increasing revenue collections. A prior year project that is currently being implemented and will have a significant effect on the operating budget is the installation of an automatic water meter reading system in homes and businesses throughout the City. It is anticipated that this project will eliminate the need for estimated readings, significantly improve customer service, and enhance revenues.

The Fire Department will continue to receive a significant portion of current revenues to replace vehicles and equipment that have outlived their useful lives. This program has achieved its goal of enhancing public safety and reducing maintenance costs in the operating budget.

In many cases, the investment in public building renovations, such as improvements to HVAC systems in several City and School facilities, will increase energy efficiency and occupant comfort. In a similar manner, the multi-year program to convert all traffic signals to Light Emitting Diodes (LED) will produce significant savings in the operating budget of the Traffic, Parking, and Transportation Department.

While renovations and additions to the City's many parks and playgrounds have significantly improved the quality of life in Cambridge, the park maintenance cost center in the Public Works operating budget has experienced budget increases in recent years. Also, the construction of a new youth center in West Cambridge will require additional funding for personnel and other operating costs when ready for operation. Increases in the City's public art collection have required the establishment of a separate cost center to fund a continuing program of restoration and maintenance.

While 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 those sources of inflow and infiltration that have been identified in investigations of the sewer system. The impact of this program is reflected in the decrease in the FY06 MWRA sewer assessment.

Although there is no direct impact on the operating budget, the Façade Improvement Program, by improving storefronts

throughout the City, provides economic benefits to the businesses that are participating in the program and assists in the building of a more stable tax base. The Neighborhood Business Development, 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.

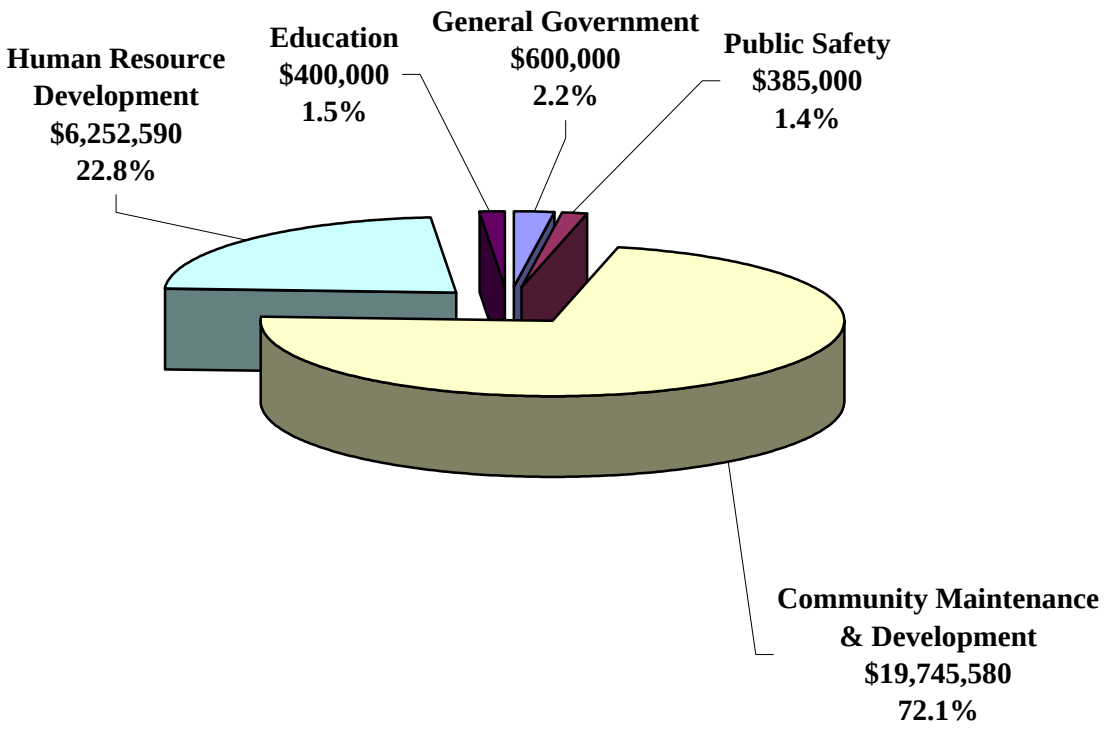
AMBITIOUS PLAN EMERGES FROM PROCESS. The plan that emerged from the above discussions included $27,383,170 for FY06 and $131,841,320 for FY07-10. It is important to note that appropriations are made only for FY06 with future allotments subject to revision as financial circumstances change. As in most capital budgets, bond proceeds are the largest single source of financing, with property taxes the largest source of financing from current revenues. Pay-As-You-Go projects will be financed mainly through Property Taxes for the remainder of the five-year plan, with significant contributions also being made from Free Cash.

BOND ISSUES NOT INCLUDED IN APPROPRIATION. It is important to note that while the $18,365,840 in bond proceeds are included in all charts, graphs and narratives in this section, they are not included in the Public Investment Fund appropriation order in Section VI. On the advice of the City's bond counsel, appropriations for all projects to be funded through bond proceeds 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 in order that the entire capital budget be approved intact.

BLOCK GRANT FUNDING. The Community Development Block Grant portion of the capital budget is $173,835, or 7.9%, lower than FY05 as a result of a decrease in the City's FY06 Block Grant entitlement. As discussed in a previous section, the Neighborhood Business Development component of the capital budget has increased by $183,000 from its FY05 level of $60,000 to $243,000 in FY06 to provide additional funding for programs in getting started in business and financial literacy offered by the Center for Women and Enterprise ($75,000) and the Retail Best Practices Program ($50,000) with two career development programs, the Biomedical Careers Program and the Cambridge Healthcare Career Advancement Program, receiving the remaining $118,000. As mentioned in a previous section, the Block Grant allocation to the Housing Rehab and Development Program has decreased by $356,835 but funds from other sources have increased the total Housing Rehab and Development budget to its highest level since the inception of the program. The Employment Program Fund and Open Space Contingency allotments have been level funded at $350,000 and $95,090 respectively.

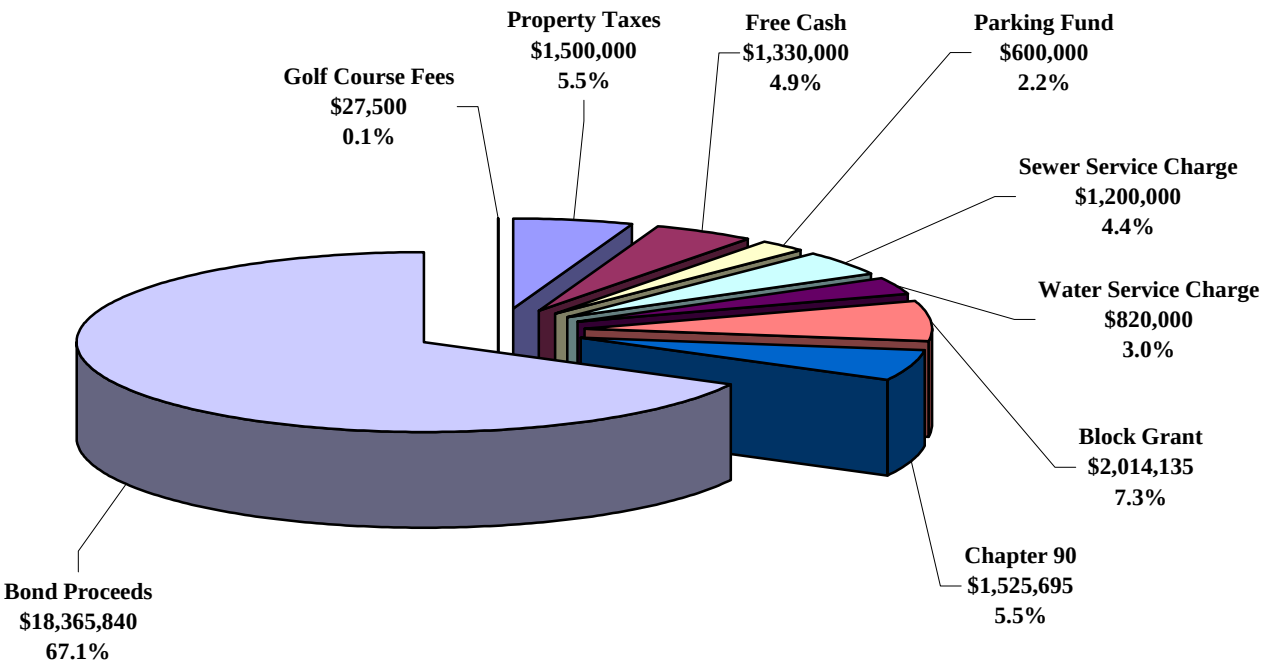
FY07-10 FUNDING. As can be seen from the chart on page V-14, Property Taxes and Free Cash provide a total of $10,600,000 to fund Pay-As-You-Go projects over the next four years. While this level of funding is lower than it has been in most capital budgets, it will be sufficient to fund critical projects while a larger portion of current revenues is used to fund debt service increases related to several large projects for which bonds will be issued during that period. Sewer revenues will be stable for FY07 and then increase to $1,250,000 in FY08 and $1,400,000 in FY09-10. Water revenues will increase in a similar manner from their FY06 level of $820,000 to $1,000,000 in FY07-08 and $1,200,000 in FY09-10. As past bond issues are retired, revenues previously used to cover the debt service on these issues will be available to fund a portion of the Water capital budget. The Community Development Block Grant, Chapter 90, and golf course components of the financing plan will remain stable over the next four years. The figures shown for bond-financed projects relate to appropriations with the amount of bonds issued in these years determined by the cash flow requirements of the projects. Projects to be funded from this source include several sewer reconstruction projects and the reconstruction of Brookline Street.

PUBLIC INVESTMENT APPROPRIATIONS
FISCAL YEAR 2006



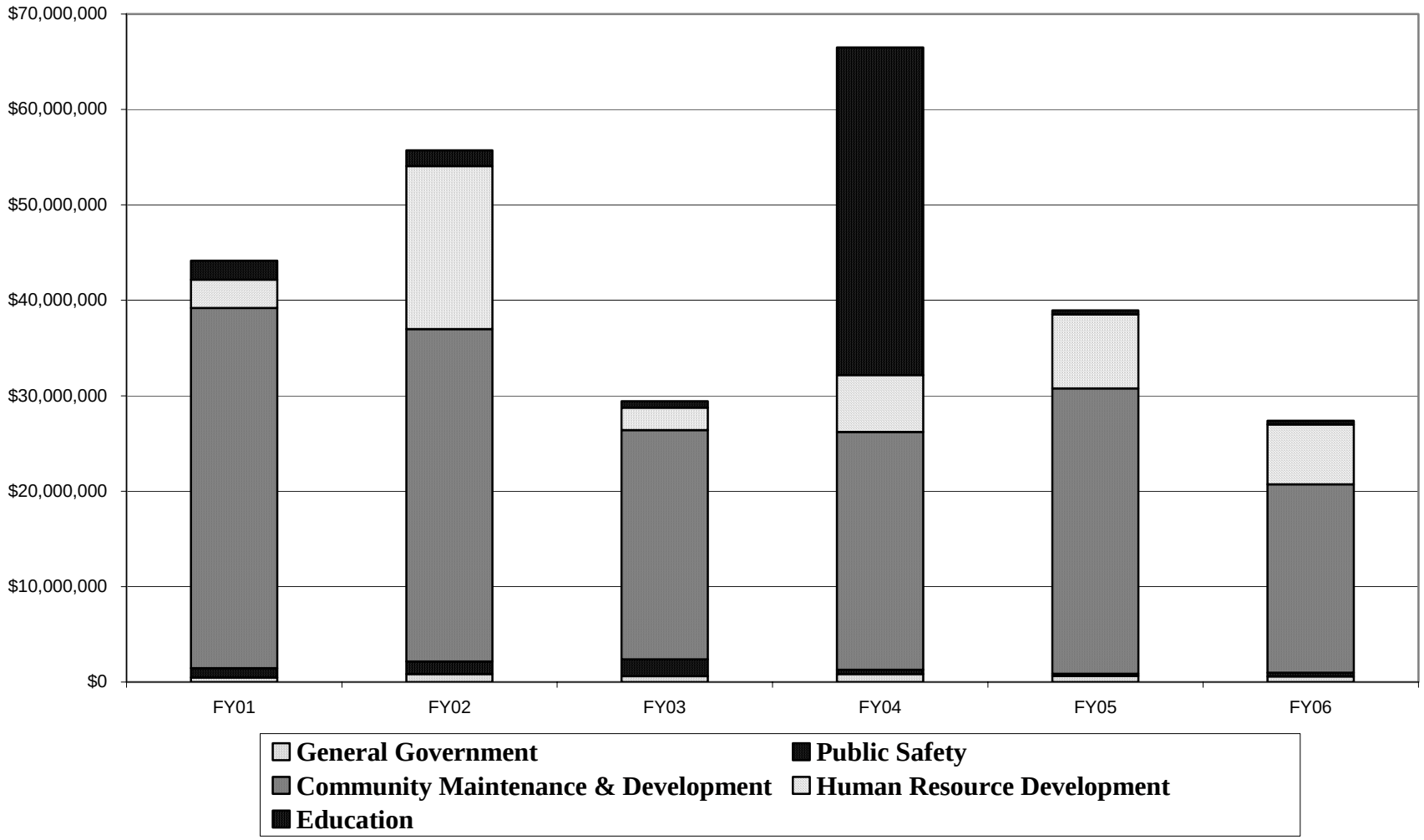
GRAND TOTAL $27,383,170

PUBLIC INVESTMENT FINANCING PLAN
FISCAL YEAR 2006



GRAND TOTAL $27,383,170

PUBLIC INVESTMENT APPROPRIATIONS
FISCAL YEARS 2001-2006



PUBLIC INVESTMENT FUND (IN THOUSANDS)

FUNCTION PROJECT	CURRENT ALLOTMENTS	3/31/05 EXPENDITURES	3/31/05 ENCUMBRANCES	3/31/05 BALANCE	NEW ALLOTMENTS
GENERAL GOVERNMENT					
Cable TV	1,363	200	1	1,162	-
Finance/Management Information Systems	2,221	921	148	1,152	600
General Services/Telephones	120	12	4	104	-
PUBLIC SAFETY					
Fire Vehicles/Equipment/Renovations	671	264	113	294	350
Police Equipment/Renovations	867	368	141	358	35
Emergency Communications Equipment	118	73	-	45	-
Street Light Conversion	2,201	1,858	22	321	-
COMMUNITY MAINTENANCE & DEV.					
Sewer Reconstruction	54,002	12,889	11,075	30,038	11,566
Housing Rehab & Development	9,163	1,527	1,363	6,273	1,326
Neighborhood Stabilization	330	-	1	329	-
Streets, Sidewalks, Trees, Lighting	27,401	8,083	9,151	10,167	2,430
Water System Improvements	8,650	2,744	2,407	3,499	820
Traffic/Parking Improvements	1,204	418	313	473	600
Public Building Renovations	1,625	538	207	880	2,150
Public Art	745	140	231	374	75
Business Rehab/Development/Training	2,702	1,383	294	1,025	778
Public Works Equipment	37	-	-	37	-
Historical Restorations	1,473	291	46	1,136	-
Cemetery Improvements	100	-	-	100	-
HUMAN RESOURCE DEVELOPMENT					
Library Renovations	60,831	2,227	2,168	56,436	-
Parks & Recreation	24,558	4,218	7,397	12,943	6,203
Neighborhood Centers	366	72	108	186	-
Accessibility Improvement	247	9	7	231	50
EDUCATION					
School Equipment/Renovations	48,994	576	246	48,172	400
GRAND TOTAL	**249,989**	**38,811**	**35,443**	**175,735**	**27,383**

THIS SPACE RESERVED FOR COUNCILLORS' NOTES

SUMMARY 2006-2010 APPROPRIATION PLAN

	FY06	FY07	FY08	FY09	FY10	TOTAL
GENERAL GOVERNMENT						
Acquisition of Personal Computers	75,000	75,000	75,000	75,000	75,000	375,000
Technology Upgrades/Enhancements	525,000	525,000	525,000	525,000	525,000	2,625,000
	600,000	600,000	600,000	600,000	600,000	3,000,000
PUBLIC SAFETY						
Fire Vehicles/Equipment	350,000	350,000	-	350,000	350,000	1,400,000
Police Equipment/Renovations	35,000	-	-	-	-	35,000
Radio Replacement/Technology Upgrades	-	-	750,000	-	-	750,000
	385,000	350,000	750,000	350,000	350,000	2,185,000
COMMUNITY MAINT. & DEV.						
Public Building Renovations	2,150,000	80,000	235,000	250,000	200,000	2,915,000
Street/Sidewalk Reconstruction	1,855,695	1,855,695	1,855,695	1,855,695	1,855,695	9,278,475
Park and Cemetery Tree Pruning	100,000	100,000	100,000	100,000	100,000	500,000
Parking Improvements	600,000	600,000	600,000	600,000	600,000	3,000,000
Water System Improvements	820,000	1,000,000	1,000,000	1,200,000	1,200,000	5,220,000
Sewer Reconstruction	11,565,840	30,587,000	10,235,000	30,350,000	26,100,000	108,837,840
Traffic Calming	400,000	400,000	400,000	400,000	400,000	2,000,000
Brookline Street Reconstruction	75,000	75,000	1,300,000	-	-	1,450,000
Historical Restoration	-	25,000	25,000	25,000	25,000	100,000
Façade Improvement Program	185,000	175,000	175,000	160,000	175,000	870,000
Employment Program Fund	350,000	350,000	350,000	350,000	350,000	1,750,000
Housing Rehab & Development	1,326,045	1,326,045	1,326,045	1,326,045	1,326,045	6,630,225
Neighborhood Business Development	243,000	243,000	243,000	243,000	243,000	1,215,000
Public Art	40,000	-	-	-	-	40,000
Public Art Conservation Fund	35,000	35,000	35,000	35,000	35,000	175,000
	19,745,580	36,851,740	17,879,740	36,894,740	32,609,740	143,981,540
HUMAN RESOURCE DEV.						
West Cambridge Youth Center	6,000,000	-	-	-	-	6,000,000
Parks and Recreation	202,590	602,590	322,590	322,590	357,590	1,807,950
Accessibility Improvements	50,000	50,000	50,000	50,000	50,000	250,000
	6,252,590	652,590	372,590	372,590	407,590	8,057,950

	FY06	FY07	FY08	FY09	FY10	TOTAL
EDUCATION						
School Equipment/Renovations	400,000	400,000	400,000	400,000	400,000	2,000,000
	400,000	400,000	400,000	400,000	400,000	2,000,000
GRAND TOTAL	**27,383,170**	**38,854,330**	**20,002,330**	**38,617,330**	**34,367,330**	**159,224,490**

DETAIL 2006-2010 FINANCING PLAN

	FY06	FY07	FY08	FY09	FY10	TOTAL
GENERAL GOVERNMENT						
Property Taxes	600,000	600,000	600,000	600,000	600,000	3,000,000
	600,000	600,000	600,000	600,000	600,000	3,000,000
PUBLIC SAFETY						
Property Taxes	385,000	350,000	750,000	350,000	350,000	2,185,000
	385,000	350,000	750,000	350,000	350,000	2,185,000
COMMUNITY MAINT. & DEV.						
Property Taxes	515,000	550,000	150,000	550,000	550,000	2,315,000
Free Cash	800,000	270,000	750,000	350,000	315,000	2,485,000
Parking Fund	600,000	1,000,000	1,000,000	1,000,000	1,000,000	4,600,000
Sewer Service Charge	1,200,000	1,200,000	1,250,000	1,400,000	1,400,000	6,450,000
Water Service Charge	820,000	1,000,000	1,000,000	1,200,000	1,200,000	5,220,000
Block Grant	1,919,045	1,919,045	1,919,045	1,919,045	1,919,045	9,595,225
Chapter 90	1,525,695	1,525,695	1,525,695	1,525,695	1,525,695	7,628,475
MWRA Grant	-	13,800,000	-	13,750,000	-	27,550,000
Bond Proceeds	12,365,840	15,587,000	10,285,000	15,200,000	24,700,000	78,137,840
	19,745,580	36,851,740	17,879,740	36,894,740	32,609,740	143,981,540
HUMAN RESOURCE DEV.						
Free Cash	130,000	530,000	250,000	250,000	285,000	1,445,000
Block Grant	95,090	95,090	95,090	95,090	95,090	475,450
Bond Proceeds	6,000,000	-	-	-	-	6,000,000
Golf Course Fees	27,500	27,500	27,500	27,500	27,500	137,500
	6,252,590	652,590	372,590	372,590	407,590	8,057,950
EDUCATION						
Free Cash	400,000	400,000	400,000	400,000	400,000	2,000,000
	400,000	400,000	400,000	400,000	400,000	2,000,000
GRAND TOTAL	**27,383,170**	**38,854,330**	**20,002,330**	**38,617,330**	**34,367,330**	**159,224,490**

SUMMARY 2006-2010 FINANCING PLAN

	FY06	FY07	FY08	FY09	FY10	TOTAL
Property Tax	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000
Free Cash	1,330,000	1,200,000	1,400,000	1,000,000	1,000,000	5,930,000
Parking Fund	600,000	1,000,000	1,000,000	1,000,000	1,000,000	4,600,000
Sewer Service Charge	1,200,000	1,200,000	1,250,000	1,400,000	1,400,000	6,450,000
Water Service Charge	820,000	1,000,000	1,000,000	1,200,000	1,200,000	5,220,000
Block Grant	2,014,135	2,014,135	2,014,135	2,014,135	2,014,135	10,070,675
Chapter 90	1,525,695	1,525,695	1,525,695	1,525,695	1,525,695	7,628,475
MWRA Grant	-	13,800,000	-	13,750,000	-	27,550,000
Bond Proceeds	18,365,840	15,587,000	10,285,000	15,200,000	24,700,000	84,137,840
Golf Course Fees	27,500	27,500	27,500	27,500	27,500	137,500
GRAND TOTAL	**27,383,170**	**38,854,330**	**20,002,330**	**38,617,330**	**34,367,330**	**159,224,490**

SUMMARY: GENERAL GOVERNMENT

	FIVE YEAR APPROPRIATION PLAN					
	FY06	FY07	FY08	FY09	FY10	TOTAL
Acquisition of Personal Computers	75,000	75,000	75,000	75,000	75,000	375,000
Technology Upgrades / Enhancements	525,000	525,000	525,000	525,000	525,000	2,625,000
	600,000	600,000	600,000	600,000	600,000	3,000,000

	FIVE YEAR REVENUE PLAN					
	FY06	FY07	FY08	FY09	FY10	TOTAL
Property Taxes	600,000	600,000	600,000	600,000	600,000	3,000,000
	600,000	600,000	600,000	600,000	600,000	3,000,000

FY06	**75,000**
FY07	**75,000**
FY08	**75,000**
FY09	**75,000**
FY10	**75,000**
	375,000

STATUS OF PRIOR YEAR PROJECTS. In the past nine capital budgets, a total of $2,350,000 has been allocated to purchase networked Windows-based computers. The purchase of these computers has enabled City employees to access from their desktops the most powerful and graphical software available as well as many other advancements in computer technology that have occurred in recent years. Also, it has been essential that employees have state-of-the-art equipment to accommodate the installation of the various PeopleSoft applications, including Human Resources, Payroll, and Financial Systems.

At the beginning of this process, the City set the goal of acquiring 500 new personal computers over a five-year period. With the achievement of this goal in FY01, the City was able to reduce the annual allocation for this purpose from an average of $400,000 per year to $100,000 in FY02-04 with an additional decrease in FY05 to $50,000.

FY06 FUNDING. As mentioned in the above section, substantial allocations for the purchase of personal computers were made during FY97-01 with the goal of acquiring 500 new personal computers. With the achievement of this goal in FY01, the allocation for this program that was reduced to $100,000 in FY02 and continued to be funded at that level for FY03-04. The savings from this reduction have been allocated to other areas of technology to enable the City to keep pace with the technological advances that are constantly occurring in the computer industry. A further reduction in this allocation was made in the FY05 budget with funding for this purpose decreasing from $100,000 to $50,000. It is expected that the $75,000 allocated to this cost center will be sufficient to fund the acquisition of the required number of new personal computers during FY06.

FY07-10 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 and citizens who rely on technology to perform their duties and obtain information and services from City government.

FY06	**525,000**
FY07	**525,000**
FY08	**525,000**
FY09	**525,000**
FY10	**525,000**
	2,625,000

STATUS OF PRIOR YEAR PROJECTS. Over the past several years, the City has placed a high priority on upgrading the many management information systems that are used in every City department to provide employees with the most advanced technology available to perform their duties. Bond proceeds have financed large projects such as the acquisition and installation of a new financial system and all phases of the Fiber Optic Infrastructure Project, while Property Taxes and Free Cash have financed several smaller projects, including the upgrade of the application server to handle the large increase in the number of users since the original server was purchased several years ago and the implementation of a secure remote access for necessary City employees to allow these employees to access the system from their homes. The FY05 allocation of $600,000 financed continued renovations to the City's Web site, including both the Internet and Intranet as well as improvements to the Geographic Information System (GIS). FY05 work also focused on continuing the improvements initiated in FY02-04 as well as providing additional e-commerce, launching new services such as Cambridge E-Line, Restaurant Inspection Inquiry, Permits and License Applications online, and upgrade to the Cambridge Web site home page for improved navigation and usability.

FY06 FUNDING. An allocation of $525,000 has been made from Property Taxes to fund this cost center at a level slightly below that of FY05. $400,000 of this budget has been set aside to finance the upgrade of the PeopleSoft system to a higher version which is necessary to ensure the continued operation of the system.

Of the remaining $125,000, $75,000 has been set aside to fund system improvements and new development of Web and database applications and $50,000 for GIS Projects.

The systems and Web improvement projects focus on the continued upgrade to the City Web site. All applications that are currently on the VAX need to be moved to the Web. One of the key projects planned is the Interdepartmental Ticketing and Invoicing Detail Systems for DPW, Traffic, Weights & Measures and License departments. This system will allow for the tracking, reporting and closure of tickets and permits generated by these departments. Other new Web site features planned include the Cambridge City Street and Square Dedications that allows the public to view the list of street and square dedications with personal information and street locators with maps online. Enhanced features on the Web include the property database that will include information about services surrounding property such as maps to closest schools and churches.

GIS has three major initiatives planned including the enhancement of the Interactive GIS Web site and mapping tools that departments such as Water, Public Works and Electrical rely on to map out the City's infrastructure; full integration of the Master Address List and GIS to support new enterprise applications such as the Cambridge Request System, E-Line and the City Street and Square Dedications Web inquiry capability; and more integration with City Assessing data to make it possible to produce the City Tax Atlas which will show City tax districts.

FY07-10 FUNDING. Funds have been allocated in future capital budgets to continue upgrades to the City's Web site and GIS system as well as to the PeopleSoft Financial and Human Resource systems.

SUMMARY: PUBLIC SAFETY

	FIVE YEAR APPROPRIATION PLAN					
	FY06	FY07	FY08	FY09	FY10	TOTAL
Fire Vehicles/Equipment	350,000	350,000	-	350,000	350,000	1,400,000
Police Equipment/Renovations	35,000	-	-	-	-	35,000
Radio Replacement/Technology Upgrade	-	-	750,000	-	-	750,000
	385,000	350,000	750,000	350,000	350,000	2,185,000

	FIVE YEAR REVENUE PLAN					
	FY06	FY07	FY08	FY09	FY10	TOTAL
Property Taxes	385,000	350,000	750,000	350,000	350,000	2,185,000
	385,000	350,000	750,000	350,000	350,000	2,185,000

FY06	**350,000**
FY07	**350,000**
FY08	**-**
FY09	**350,000**
FY10	**350,000**
	1,400,000

STATUS OF PRIOR YEAR PROJECTS. Since the inception of the formal capital improvement plan in FY85, a total of $6,490,000 has been set aside to fund the replacement of fire vehicles and equipment on a timely and cost-effective basis. At the beginning of this program, the City established a policy that recognized the importance of replacing obsolete pieces of equipment when the need arises and has consistently allocated a combination of Property Taxes and Free Cash to implement this policy. In order to ensure that funds are allocated to those needs with the highest priority, the staff of the Fire Department conducts an annual survey of all equipment to determine the condition of each piece and makes recommendations to the Fire Chief concerning capital budget requests.

The FY05 allotment of $85,000 enabled the Fire Department to replace 125 Self Contained Breathing Apparatus (SCBA) cylinders which are 15 years old and are required to be removed from service prior to the expiration date. In addition, the City received funding through the Urban Area Security Grant to replace an additional 100 SCBA harnesses, bottles, and face pieces.

FY06 FUNDING. $350,000 in Property Taxes has been set aside in the FY06 Capital Budget to fund the replacement of the 1991 pumper at the Inman Square Fire Station. The current vehicle will be traded in to reduce the cost of the new vehicle that has been designed with extra compartment space to accommodate additional requirements for hazardous materials and decontamination equipment. This combined use will provide for a quicker response to specialized needs and avoid the use of additional vehicles to transport this equipment.

FY07-10 FUNDING. It is the City's plan to continue to allocate funds for the replacement of fire vehicles and related equipment (it is important to note that certain pieces of equipment are funded in the Extraordinary Expenditures account in the operating budget) during the years included in this plan. The process described above will be adhered to closely with the goal of ensuring that available funds are allocated to the most serious needs of the Department. It is expected that there will be sufficient current revenues available to continue funding this program from those sources without the need for borrowing.

FY06	**35,000**
FY07	**-**
FY08	**-**
FY09	**-**
FY10	**-**
	35,000

STATUS OF PRIOR YEAR PROJECTS. In the past several capital budgets, funds have been allocated to finance both the acquisition of equipment essential to the operation of the Police Department as well as renovations to the Police Station. The FY05 allocation of $30,000 provided funds for the acquisition of 12 personal computers to maintain the daily operations of the Department. The City is currently in the process of acquiring a facility to be used as a police station. The loan order for $49.5 million to cover the cost of acquiring the property as well as all costs related to renovations to make the building and surrounding area suitable for use as a police station was submitted to the City Council for approval in early April 2005. It is expected that the acquisition process will be completed by the end of May 2005 with renovations beginning in 2006 after a design and public bid process. Due to the extensive improvements that will be needed to accommodate the requirements of the Police Department, it is expected that the building will not be ready for occupancy until late 2007.

FY06 FUNDING. In recognition of the need to function at maximum efficiency while the new facility is being renovated, an allocation of $35,000 from Property Taxes has been made in FY06 to finance the acquisition of new furniture and media equipment for the police academy. In addition to the approximately 32 weeks each year that it is used for in-service training, the academy is also used for presentations and other types of training as well as a backup for the Tactical Command Post and Emergency Communications. All furniture and equipment purchased with these funds will be moved to the new facility when it is ready for occupation.

FY07-10 FUNDING. All funds required for the acquisition of and renovations to the new facility are included in the loan order submitted to the City Council in April 2005. Current plans do not call for any future allocations for improvements to the current facility. If any emergency situations arise, funds may be reallocated from other building renovation projects.

FY06	**-**
FY07	**-**
FY08	**750,000**
FY09	**-**
FY10	**-**
	750,000

STATUS OF PRIOR YEAR PROJECTS. Allocations to this cost center were made in the FY01-03 capital budgets. The FY01 allotment of $300,000 funded the first phase of this multi-year project with 80 portable radios and 30 mobile radios being acquired. An additional allocation of $460,000 in FY02 allowed the City to replace the remaining first generation radios by purchasing 97 portable and 64 mobile radios. $71,000 was set aside in the FY03 Capital Budget for the replacement and/or addition of 26 mobile radios in Public Works vehicles. This allocation marked the completion of this cycle of radio replacement.

FY06 FUNDING. As stated in the above paragraph, the City allocated funds for radio replacement and/or additions in three successive capital budgets, obviating the need for any funding in the FY06 Capital Budget.

FY07-10 FUNDING. Funds have been allocated in FY08 for the replacement of the Police, Fire, and Emergency Medical Services Computer-Aided Dispatch (CAD) system. This system, which has been in operation since 1995, is a public safety computer system that records public safety incidents, dispatches units to respond to these incidents, and provides a foundation for police and fire records. In addition, CAD provides mobile data computing, paging, and integration with other public safety computer systems.

SUMMARY: COMMUNITY MAINTENANCE & DEVELOPMENT

	FIVE YEAR APPROPRIATION PLAN					
	FY06	FY07	FY08	FY09	FY10	TOTAL
Public Building Renovations	2,150,000	80,000	235,000	250,000	200,000	2,915,000
Street/Sidewalk Reconstruction	1,855,695	1,855,695	1,855,695	1,855,695	1,855,695	9,278,475
Park and Cemetery Tree Pruning	100,000	100,000	100,000	100,000	100,000	500,000
Parking Improvements	600,000	600,000	600,000	600,000	600,000	3,000,000
Water System Improvements	820,000	1,000,000	1,000,000	1,200,000	1,200,000	5,220,000
Sewer Reconstruction	11,565,840	30,587,000	10,235,000	30,350,000	26,100,000	108,837,840
Traffic Calming	400,000	400,000	400,000	400,000	400,000	2,000,000
Brookline Street Reconstruction	75,000	75,000	1,300,000	-	-	1,450,000
Historical Restoration	-	25,000	25,000	25,000	25,000	100,000
Façade Improvement Program	185,000	175,000	175,000	160,000	175,000	870,000
Employment Program Fund	350,000	350,000	350,000	350,000	350,000	1,750,000
Housing Rehab & Development	1,326,045	1,326,045	1,326,045	1,326,045	1,326,045	6,630,225
Neighborhood Business Development	243,000	243,000	243,000	243,000	243,000	1,215,000
Public Art	40,000	-	-	-	-	40,000
Public Art Conservation Fund	35,000	35,000	35,000	35,000	35,000	175,000
	19,745,580	36,851,740	17,879,740	36,894,740	32,609,740	143,981,540

	FIVE YEAR REVENUE PLAN					
	FY06	FY07	FY08	FY09	FY10	TOTAL
Property Taxes	515,000	550,000	150,000	550,000	550,000	2,315,000
Free Cash	800,000	270,000	750,000	350,000	315,000	2,485,000
Parking Fund	600,000	1,000,000	1,000,000	1,000,000	1,000,000	4,600,000
Sewer Service Charge	1,200,000	1,200,000	1,250,000	1,400,000	1,400,000	6,450,000
Water Service Charge	820,000	1,000,000	1,000,000	1,200,000	1,200,000	5,220,000
Block Grant	1,919,045	1,919,045	1,919,045	1,919,045	1,919,045	9,595,225
Chapter 90	1,525,695	1,525,695	1,525,695	1,525,695	1,525,695	7,628,475
MWRA Grant	-	13,800,000	-	13,750,000	-	27,550,000
Bond Proceeds	12,365,840	15,587,000	10,285,000	15,200,000	24,700,000	78,137,840
	19,745,580	36,851,740	17,879,740	36,894,740	32,609,740	143,981,540

FY06	**2,150,000**
FY07	**80,000**
FY08	**235,000**
FY09	**250,000**
FY10	**200,000**
	2,915,000

STATUS OF PRIOR YEAR FUNDING. In recognition of the high priority placed on the maintenance of both the interior and exterior of City buildings, consistent allocations of both bond proceeds and current revenues have been made to this program since the inception of the formal capital improvements in the mid-1980's. The most significant building improvement project completed in recent years is the complete renovation of the City Hall Annex. Bond proceeds are the most significant component of the financing plan for this project with the original authorization of $8,200,000 being supplemented with an additional $1,950,000 loan order in October 2002. Previous appropriations from current revenues of $433,000 increased the total project budget to $10,583,000. The building was occupied in February 2004. The final punch list for the building will be completed by the end of FY05. The City is in the process of applying for Leadership in Energy and Environmental (LEED) certification, which is expected by the end of this fiscal year.

Funding from FY05 focused on replacing the elevator piston at the Coffon Building at 51 Inman Street, which is scheduled for completion by the end of the fiscal year, and replacement of the elevator at the Police Station. The re-pointing of a building façade, carpet and furnishing program are ongoing and will be continued throughout FY06.

FY06 FUNDING. Funding for FY06 in the amount of $2,150,000 will be used for HVAC improvements, City Hall upgrades, masonry repairs and other projects that will continue to maintain existing structures and increase energy efficiency. $2,000,000 will be funded through General Obligation Bonds, and $150,000 through Free Cash. The funded projects are as follows:

- **HVAC Improvements ($600,000) –** This funding will be used for HVAC improvements that will increase energy efficiency and occupant comfort. This includes replacing City Hall Boilers, HVAC improvements at the Coffon Building, Senior Center, and the Area IV Youth Center. This funding will also be used to fund engineering and construction oversight for these projects. With these improvements, utility and maintenance costs will be reduced in the operating budget.

- **City Hall Renovations ($840,000) –** $481,000 is being allocated to replace City Hall floors which will be coupled with $369,000 in CPA funds appropriated in FY05 to fully fund this project. $340,000 will be used for the sprinklers or second means of egress. $19,000 will be used for elevator cab refurbishing and repairs.

These repairs will continue to minimize future maintenance and repair costs.

- **Masonry Repairs ($560,000) –** This funding is needed for repointing and masonry repair at various buildings.

Free Cash will also be provided in the amount of $150,000. $40,000 is allocated for engineering studies of City buildings to identify efficiency improvements. $40,000 is set aside for carpet and furnishings in various buildings. $30,000 is allocated to fund the replacement of the non-functioning chair lift located at the Police Station. $40,000 is allotted to fund repairs on doors at City Hall and the Senior Center.

FY07-10 Funding. It is expected that allocations will continue to be made to this cost center in future capital budgets to maintain public buildings in a manner consistent with the high priority placed on this program.

FY06	**1,855,695**
FY07	**1,855,695**
FY08	**1,855,695**
FY09	**1,855,695**
FY10	**1,855,695**
	9,278,475

STATUS OF PRIOR YEAR PROJECTS. In FY05 the City appropriated $1,638,785 towards its street and sidewalk reconstruction program. An allocation of $330,000 from Property Taxes supplemented the City's Chapter 90 allocation from the State of $1,308,785. Work is presently ongoing in design and construction.

FY06 FUNDING. The City will receive $1,525,695 from the Massachusetts Highway Department through its Chapter 90 program in accordance with Chapter 291 allocations. Again, as in FY05 a further $330,000 appropriation in Property Taxes is proposed to address pedestrian and sidewalk rehabilitation projects in FY06. This funding will be used primarily to address pedestrian crosswalks and those more challenging sidewalks from an access perspective to ensure compliance with the provisions of the Americans with Disabilities Act (ADA).

The streets proposed for reconstruction include streets with considerable traffic volume, both pedestrian and vehicular, and some that have experienced significant construction activity over the past number of years as well as some neighborhood streets that are in significant disrepair.

Street	From/To	Description	Restoration Cost
Rindge Avenue	Rice/Alewife Brook	Roadway/Ped. Ramps	$ 211,323
Concord Avenue	Garden/Huron	Roadway/Ped. Ramps	$ 179,679
Brattle Street	Elliot/Mason	Roadway/Ped. Ramps	$ 199,717
Lakeview	Brattle/Huron	Roadway/Ped. Ramps	$ 115,839
Lexington	Brattle/Huron	Roadway/Ped. Ramps	$ 101,359
Crawford	Broadway/Chatham	Roadway/Ped. Ramps	$ 24,318
Upland Road	Mass Ave/Newell St	Roadway/Ped. Ramps	$ 245,745
Ames Street	Amherst/Memorial Drive	Roadway/Ped. Ramps	$ 44,088
Prospect Street	Bishop Allen Drive/Hampshire	Roadway/Ped. Ramps	$ 185,168
Huron Ave	Cushing/Grove Street	Roadway/Ped. Ramps	$ 135,790
Linnean	Garden/Raymond	Roadway/Ped. Ramps	$ 38,577
Fulkerson	Binney/Charles	Roadway	$ 44,088
		Total:	**$1,525,691**

FY07-10 FUNDING. It is anticipated that Chapter 90 funds will be the primary component of this budget in future years with current revenues and Street Preservation Offset Fund (SPOF) funds providing additional support as needed.

FY06	**100,000**
FY07	**100,000**
FY08	**100,000**
FY09	**100,000**
FY10	**100,000**
	500,000

STATUS OF PRIOR YEAR PROJECTS. In the FY05 Capital Budget, the City funded a fourth year of cyclical pruning at $100,000 for trees in its open space inventory cycle of pruning for the nearly 3,000 trees in City-managed open spaces as well as continued efforts at the cemetery.

FY06 FUNDING. Funding for FY06 will be used to continue the effort to care for the aging tree canopy in the City's open spaces with 700-750 trees to be pruned. The funding of this project continues a four to five year cycle of pruning for nearly 3,000 trees in City-managed open spaces, exclusive of Fresh Pond Reservation. The emphasis of such a program differs in part from the City's already-established cycle of street tree pruning. In addition to crown cleaning and raising an interest in public safety, pruning in parks and at the cemetery features more intensive tree health care techniques such as crown thinning and reduction. Funding for this project is from Free Cash.

FY07-10 FUNDING. Funds have been included in future capital budgets to maintain the pruning cycle with the FY07 allocation beginning the next phase of a multi-year cycle.

FY06	**600,000**
FY07	**600,000**
FY08	**600,000**
FY09	**600,000**
FY10	**600,000**
	3,000,000

STATUS OF PRIOR YEAR PROJECTS. Over the past several years, the City has maintained the fund balance of the Parking Fund at a level that has enabled it to make consistent allocations to finance the capital portion of the Traffic, Parking, and Transportation budget and still be able to fund the operating budget at the amount required to provide necessary services.

The FY05 Capital Budget included $200,000 for signal work and LED conversions. By the end of FY05, LED conversions will have been completed at 53 of the department's 164 signal locations. In addition, the following projects were completed: addition of new signalized crossing at Cambridge/Antrim; repair of walk signals at Third/Binney and Broadway/Ames; coordination of signal timing at six Massachusetts Avenue signals from Everett Street to Alewife Brook Parkway; improvements to signal time on Green/Western; and improvements to signals at Huron/Aberdeen when traffic calming was completed.

In FY05, the last of several years of work at the Green Street garage was completed. This included the artwork in the stair tower, a new sign over the entrance and a new entrance door from Pearl Street.

The FY05 allotment of $300,000 for the acquisition and installation of digital parking meters has allowed us to replace all our on-street meter mechanisms with modern digital ones. We have purchased and will be installing pay stations for the three lots on Cambridge Street. And we will be purchasing new housings for the locations where meters are needed.

FY06 FUNDING. $600,000 in Parking Fund revenues has been allocated to fund the following projects:

- **Light Emitting Diodes (LED) Traffic Signal Conversion Project: ($200,000) –** These funds will allow 34 more locations to be converted to LED. This is in addition to the 53 completed by FY05. By the end of FY06, 88 of the 164 total locations will have been converted. These conversions reduce energy demand and cost to the department.

- **Installation of Parking Meters: ($375,000) –** These funds will continue the program to upgrade all parking meters and install pay stations in the lots. All areas in the City, which should have parking meters, will have digital meters with large canister housings to support an increase in the parking meter rates. The lots will be converted to pay stations as funds are available.

Implementation of Online Payment System for Street Obstruction Permits: ($25,000) – The Department issues approximately 4,000 permits each year allowing property owners to reserve space in front of their property for moving vans, tool trucks and dumpsters for construction projects. Applications for these permits can now be submitted online but payment must be made in person or over the phone. In FY06, the Department will implement online credit card payment processing for customers. This improvement will be particularly beneficial to the approximately 4,000 people seeking moving van permits, many of whom are moving into Cambridge from locations outside of the City.

FY07-10 FUNDING. Future allotments will fund traffic signal improvements, completion of the conversion of signal lamps to LED, the installation of pay stations in the parking lots, and maintenance work at the First Street Garage.

FY06	**820,000**
FY07	**1,000,000**
FY08	**1,000,000**
FY09	**1,200,000**
FY10	**1,200,000**
	5,220,000

STATUS OF PRIOR YEAR PROJECTS. The Automatic Meter Reading (AMR) Program was initiated in FY04. This is a two-year construction project that started in late 2004. This project will include the replacement of about 5,000 water meters and the installation of approximately 15,000 radio based automatic meter reading devices onto each of the water meters in the City. The long term benefits of the AMR program will be to virtually eliminate all estimated meter readings, significantly enhance customer service and automatically provide daily water meter readings.

The debt service on the General Obligation Bonds for the construction of the Walter J. Sullivan Water Purification Facility and the AMR Project are fully paid by revenues from the water service charge. The water service charge covers approximately 67% of the total debt service on loans from the MWPAT with the remainder of the debt service covered through state subsidies. While debt service of this magnitude would normally have a significant impact on the water rate, the City is able to mitigate this effect by using a portion of the retained earnings in the Water Enterprise Fund ($6,270,708 as of June 30, 2004) to offset debt service costs. By using these reserve funds, the City projects water rate increases ranging from a low of 0.0% in FY06 to a high of 4.9% in FY08 over the next five years. If the City did not have significant retained earnings in the Water Fund that it was able to use to lower the water rate, projected rate increases in the future would be higher.

In addition to the bond-financed water treatment plant and the AMR project, current revenues of $800,000 supported a wide range of projects in FY05, including replacement of infrastructure components of the water distribution system in coordination with many City projects (i.e. Cambridgeport Roadways), continued implementation of the Fresh Pond Master Plan – specifically, the design of the Fresh Pond Northeast Sector Project, and continued US Geological Survey water quality monitoring in our reservoir system.

FY06 FUNDING. Funding for this cost center in FY06 is provided by current water service charge revenues ($820,000) and will fund the following projects:

- **Improvements to Water System in Conjunction with City Projects: ($100,000) –** These funds will provide for the replacement of old valves, hydrants and lead water services utilizing in-house forces in tandem with the Department of Public Works sewer, storm water and roadway work and Community Development Department

surface enhancement projects.

- **Water Works Improvements to the Distribution System: ($205,000) –** 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.

- **Facility Equipment and Services: ($100,000) –** These funds will be used to purchase laboratory instrumentation ($60,000) and ozone cooling system enhancements ($40,000).

- **Consulting Services: ($135,000) –** These funds will be used for services to investigate the high lift pump failure and wet well overflow alternatives ($60,000); to study the flow patterns through the Payson Park Reservoir ($50,000); and to continue the transition of the distribution system maps to GIS ($25,000).

- **Implementation of Fresh Pond Master Plan: ($250,000) –** Funds have been included in this budget to cover the cost of various reservation priorities such as the implementation of signage/infrastructure standards, second pilot path, emergency access to the pond path, drainage improvements and reservation use management planning (e.g.: landscape inventory and dog management).

- **Continuation of the US Geological Survey Water Quality Monitoring Program: ($30,000) –** Funds have been allocated for the continuation of a contract with the US Geological Service to continue cooperative and cost shared watershed water quality monitoring.

FY07-10 FUNDING. Allocations from the retained earnings of the Water Fund balance and water service charges in future years will continue to provide funding for work in the Transmission/ Distribution, Engineering/Administration, Treatment and Watershed areas with the focus on water main improvements.

FY06	**11,565,840**
FY07	**30,587,000**
FY08	**10,235,000**
FY09	**30,350,000**
FY10	**26,100,000**
	108,837,840

STATUS OF PRIOR YEAR PROJECTS. The Public Works Department continues to work on the various sewer separation, stormwater management and flood programs in the Agassiz, Fresh Pond, Harvard Square, Cambridgeport and Area 4 neighborhoods. All of these programs are multi-year programs and are funded through a variety of mechanisms, including General Obligation Bonds, loans from the Massachusetts Water Pollution Abatement Trust (MWPAT), and Massachusetts Water Resources Authority (MWRA) loans and grants. Similar to FY04, due to continued uncertainty with regard to state funding of the MWPAT program, future projections do not presume state financial assistance.

FY06 FUNDING. The FY06 allocation of $11,565,840 represents a reduction in funding from the FY05 level of 17,770,000. However, this allocation is consistent with the overall capital plan for sewer reconstruction. The FY06 funding will allow for the award of four construction projects in the various program areas this year with the goal of providing for sewer separation, flood relief and system rehabilitation. Projections assume that these projects will be funded through the issuance of General Obligations Bonds; however, the Department is presently pursuing MWPAT loans and subsidies for the Fresh Pond, Area 4 and Cambridgeport projects scheduled to begin this year.

- **Fresh Pond/Alewife Area**: **($3,997,209) –** These funds will be used to supplement previous appropriations to pay for the design and construction of the outfall project related to the Fresh Pond Sewer Separation, Stormwater Management and Combined Sewer Overflow (CSO) control program. The expenditure is presently slated to be funded through a bond issuance, but the City continues to work with the Department of Environmental Protection (MA DEP) and MWPAT in pursuing state revolving loans and subsidies.

- **Harvard Square: ($530,719) –** The City will use these funds to supplement previously appropriated funds to construct phase III of this multi-year project. Phase III of the program will be subsumed into the Harvard Square Enhancement project which is anticipated to begin in the summer of 2005. The sewer and drainage work that is being planned will include work on Church Street, Brattle Street, Palmer Street and within the MBTA tunnel between Palmer Street and Mount Auburn Street. Once this phase of the work is completed, a significant portion of Harvard Square between Mass Ave and Brattle Street will be separated and stormwater from the area will then discharge to the Charles River via the University Road drainage system. The project will be funded through a bond issuance.

- **Cherry Street/South Massachusetts Avenue: ($5,307,193) –** This funding will be used to construct the new infrastructure planned for the Bishop Allen/Columbia Street area. The primary function of the proposed plan is to prevent water flowing easterly towards the School/Cherry Street intersection and to divert it to the new storage system being planned for Parking Lot No. 6 and to pump it to the newly constructed South Massachusetts Avenue drainage line. The project is scheduled to be paid for through a General Obligation Bond issue but, since the project is on the intended funding list as proposed by the State Department of Environmental Protection (DEP) for FY06, the City will seek State assistance in funding this project.

- **Cambridgeport: ($530,719) –** This project is part of the ongoing sewer separation and stormwater management project in the Cambridgeport area. The City will replace a large portion of the existing sewer and drainage system in the Albany Street area. This loan authorization will be used to address this issue while the City seeks State Revolving Fund (SRF) options for this project.

- **Remedial Construction: ($1,200,000)** – The Public Works Department uses this funding to maintain the existing storm, sanitary and combined sewer systems. This funding constitutes a critical component of the overall program. These monies are used to fund various contracts to provide structural repairs and corrections to the various systems to ensure their functions are not compromised by the passage of time or by capacity constraints. Funding for remedial construction is from sewer service charges.

FY07-FY10 FUNDING. Future allocations contain funds for later phases of these projects.

FY06	**400,000**
FY07	**400,000**
FY08	**400,000**
FY09	**400,000**
FY10	**400,000**
	2,000,000

STATUS OF PRIOR YEAR PROJECTS. Traffic calming focuses on redesigning streets to improve the safety of people walking, biking and driving on them. Mechanisms may include raised crosswalks and intersections, curb extensions, crossing islands, and other physical features which calm traffic and enhance pedestrian safety. The Community Development Department works to coordinate traffic calming projects with scheduled street and sewer improvements planned by the Department of Public Works. This allows the most efficient use of resources and reduces the disruption to residents during construction.

In FY05, designs were completed for traffic calming on Garden Street from Massachusetts Avenue to Waterhouse Street, Raymond Street at Linnaean, Walden Street, Clifton Street, Windsor Street from Broadway to Main Street, Blanchard Road north from Concord Avenue to City limits and sections of Mt. Auburn Street. Construction is being completed in the 2005 construction season.

FY06 FUNDING. An allocation of $400,000 from Property Taxes will finance FY06 projects. The funding will be used for the design and construction of traffic calming measures, and construction will be managed by the Department of Public Works. Likely projects include portions of Rindge Avenue, Lakeview Avenue, Lexington Avenue, Upland Road, Ames Street, Huron Avenue, Linnaean Street, and Fulkerson Street.

FY07-10 FUNDING. It is anticipated that an allocation will be made in each budget cycle to fund traffic calming projects.

FY06	**75,000**
FY07	**75,000**
FY08	**1,300,000**
FY09	**-**
FY10	**-**
	1,450,000

STATUS OF PRIOR YEAR PROJECTS. This project is an outgrowth of the Cambridgeport Roadways Design process, during which residents and the City's Advisory Committee supported improvements to Brookline Street to reduce the speed of traffic, improve pedestrian safety, and emphasize the residential character of the street. The improvements would be constructed after the completion of the Cambridgeport Roadways project and are necessary to encourage residential use of Brookline Street while directing traffic bound for University Park to Sidney and Waverly Streets. The Cambridgeport Roadways construction, currently under way, is scheduled to be completed during FY06.

FY06 FUNDING. An allocation of $75,000 will be used to begin the community process and design phase for the reconstruction of Brookline Street. Improvements will include paving, street trees, traffic calming and sidewalk reconstruction to improve accessibility at corners/crossing locations. Funding for this project is from Free Cash.

FY07-10 FUNDING. It is anticipated that an additional $75,000 allocation in FY07 would fund the completion of the design and that an allocation of $1.3 million in FY08 would fund construction of the project.

FY06	**-**
FY07	**25,000**
FY08	**25,000**
FY09	**25,000**
FY10	**25,000**
	100,000

STATUS OF PRIOR YEAR PROJECTS. Consistent allocations have been made to this cost center to support a program of maintenance, conservation, and restoration of historic sites and monuments throughout the City. Projects completed in recent years or currently under way include: the fabrication and installation of historic markers at Fort Washington and 14 sites in North Cambridge; ongoing maintenance and restoration of City-owned bronze statuary and plaques, including the Civil War monument on Cambridge Common and *The Hiker* in Arsenal Square; conservation and restoration of the City portrait collection that comprises 12 oil portraits of former mayors and other City officials; masonry restoration of historic monuments and sites, including William Dawes Park and Flagstaff Park; and Year 1 of a three year project to restore and conserve the Old Burying Ground. The restoration of the Old Burying Ground began in October 2002 with a study of the conditions at the cemetery that produced a detailed assessment report with recommended treatments. Of the 721 stones and monuments, it was determined that 185 required conservation and maintenance with 112 of that group needing urgent attention. The consultants recommended that the work be done over a three- year period with the restoration of 50 stones and monuments completed in the fall of 2004.

FY06 FUNDING. Although no funds are allocated to this cost center in FY06, $25,000 has been transferred from other available funds in the Historical Commission capital budget to finance the second phase of the Old Burying Ground restoration project. It is expected that 50 more stones and monuments will be restored during FY06 with the remainder to be completed in FY07.

FY07-10 FUNDING. Future allocations will fund ongoing programs to maintain, conserve, and restore the City's historic sites and monuments commemorating Cambridge's unique role in American history as well as complete the final phase of the Old Burying Ground restoration project.

FY06	**185,000**
FY07	**175,000**
FY08	**175,000**
FY09	**160,000**
FY10	**175,000**
	870,000

STATUS OF PRIOR YEAR PROJECTS. Improvements to storefronts throughout the City continued in FY05 using funds from prior year allocations to support construction of six Façade Improvement projects, nine Signage & Lighting Improvement projects, and design services for over 20 additional participants. This program provides property and business owners with matching grants of up to $35,000 for storefront improvements. An architectural consultant, retained by the City, provides preliminary design services to program applicants.

FY06 FUNDING. The Façade Improvement Program's FY06 Capital Budget allocation will continue façade improvements on a citywide basis. These funds will support four façade improvement projects, 10 signage & lighting improvement projects, and design services for 25 additional participants in the program. Funding for this project is from Property Taxes.

FY07-10 FUNDING. It is anticipated that this program will receive funding in future years.

FY06	**350,000**
FY07	**350,000**
FY08	**350,000**
FY09	**350,000**
FY10	**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.

FY06 FUNDING. $350,000 in Block Grant funds will continue to finance the Just-A-Start Rehabilitation Assistance Program (RAP) which trains and employs Cambridge youths to provide a range of low-cost housing rehabilitation, energy conservation, and de-leading services throughout Cambridge and at the request of the Cambridge Housing Authority. As in prior years, the crews will work on CDBG-eligible low- and moderate-income households.

FY07-10 FUNDING. It is anticipated that Community Development Block Grant funding will continue for this program.

FY06	**1,326,045**
FY07	**1,326,045**
FY08	**1,326,045**
FY09	**1,326,045**
FY10	**1,326,045**
	6,630,225

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 to develop new units.

FY06 FUNDING. $1,326,045 of Block Grant funds, will be used with funds from HOME, Affordable Housing Trust and other sources to finance a range of programs to meet the City's diverse housing needs. The Community Development 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 $637,440 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, $254,288 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).

A portion of Block Grant funds ($309,867) 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. $104,450 in Block Grant funds will be set aside for affordable rental and homeownership development throughout the City. In addition, $20,000 in Community Development Block Grant funds will be used to support the Historical Commission through the Historic Preservation Home Improvement Program to assist owners improving their properties.

FY07-10 FUNDING. It is anticipated that Block Grant funds will continue to support this program.

FY06	**243,000**
FY07	**243,000**
FY08	**243,000**
FY09	**243,000**
FY10	**243,000**
	1,215,000

STATUS OF PRIOR YEAR PROJECTS. The FY05 allocation of $60,000 in Block Grant funds was combined with prior year allocations to support the City's economic development programs for low- and moderate-income individuals and micro-enterprises, including financial literacy and business planning workshops provided by the Center for Women and Enterprise (CWE); the Best Retail Practices program workshops, store consultations, and grants; and the career development programs operated by Just a Start and the Cambridge Health Alliance.

FY06 FUNDING. A total allocation of $243,000 from Block Grant funds will be used to support a range of Economic Development workshops and programs. Funds in the amount of $75,000 will support the continued work of the Center for Women & Enterprise for their workshops on getting started in business and business improvement strategy, as well as financial literacy training in the fundamentals of personal and business financial management. An additional $50,000 will be allocated to the Retail Best Practices grant program, which provides small grants to income-eligible businesses to implement recommended improvements related to interior design, merchandising, marketing, or operations. In support of the City's workforce development efforts, $118,000 will be allocated to two career development programs: the Biomedical Careers Program run by Just A Start to help low-moderate income individuals obtain skills for jobs in the bio-medical industries; and the Cambridge Healthcare Career Advancement Program run by the Cambridge Health Alliance, which provides training in careers such as nursing and medical imaging to facilitate advancement of healthcare employees to higher-skilled jobs.

FY07-10 FUNDING: It is anticipated that Block Grant funds will continue to support Neighborhood Business Development programs.

FY06	**40,000**
FY07	**-**
FY08	**-**
FY09	**-**
FY10	**-**
	40,000

STATUS OF PRIOR YEAR PROJECTS. Several prior year public projects were completed in FY05, including sculptures for Green Street Garage, Squirrel Nut Park, Lowell Street Park, Vellucci Plaza, Valente Library Garden, Donnelly Field, Taylor Square Fire Station, and Russell Field. At the close of FY05, the Arts Council currently has nine permanent artworks in progress in various stages of implementation. Of these projects, five have been fully designed and are awaiting installation as part of larger construction projects: Yerxa Road Underpass, Porter Square Plaza, Harvard Square Design, and two projects for the Main Library Extension Project. Additionally, work on public art projects are under way in conjunction with Lafayette Square, Dana Park, Cambridge Street, and Danehy Park.

Significant emphasis continues to be placed in FY05 on community outreach and education of the City's public art collection. A new two-year program called Public Art ACTS places interactive theatrical performance in dialogue with public artworks in Cambridge to educate the communities about the art. Established programs have continued and will remain in place in the upcoming fiscal year, including the production of printed materials for self-guided public art tours; a public art education curriculum called Art At Your Feet, for use in after-school programs and youth and senior centers; a work training program titled Art Among Us, presented in collaboration with the Mayor's Summer Youth Employment Program (MSYEP) and the Public Works Department, where high school youth are trained in painting utility boxes to curb graffiti problems. Also, several exhibition-related educational events, such as artists' talks, panel discussions, and art performances, continue to educate the Cambridge community about public art in the CAC Gallery.

FY06 Funding. Funds for public art projects at the Gold Star Pool and Gore Street Park are included in separate appropriations and will pay for specific projects at these two sites. For Gore Street Park, an artist will be commissioned to create art for the park entrances; for Gold Star Pool, a muralist may be commissioned to paint the front wall. The second phase of two-year funding for a project by Mierle Laderman Ukeles is included in this allotment and will support a large-scale community outreach project in the residential areas around Danehy Park and installation of the final component, "Community Implants," of *Turnaround/Surround* for that location.

FY07-10 Funding. Although the five-year capital plan does not include specific allocations for public art, it is expected that the appropriate budget transfers for one percent of the overall construction budget for approved building and capital improvement projects will be made concurrent with the budget allocations for such projects.

FY05	**35,000**
FY06	**35,000**
FY07	**35,000**
FY08	**35,000**
FY09	**35,000**
	175,000

STATUS OF PRIOR YEAR PROJECTS. In FY05, 45 sculptures and 11 murals in the City's Public Art Collection received routine cleaning and preventative maintenance from July through October. Five artworks needed and received minor conservation action in addition to maintenance (art at Peabody School, Charles Park, Centanni Way, Fresh Pond Water Purification Facility, and the City Hall Annex). Significant conservation was done for four artworks where the need was more critical including a series of figurative cutouts located at Fort Washington, sculptural seating at Roethlisberger Park, brass cylinders in Carl Barron Plaza in Central Square, and a recent sculptural installation at Danehy Park.

FY06 FUNDING. The program will continue with ongoing maintenance, treatment and reassessment of the collection. Conservation priorities will be based on professional assessments to be done prior to the close of FY05. Funding for this project is from Free Cash.

FY07-10 FUNDING. The program will continue with routine maintenance, treatment, and reassessment of artworks in the collection.

THIS SPACE RESERVED FOR COUNCILLORS' NOTES

SUMMARY: HUMAN RESOURCE DEVELOPMENT

	FIVE YEAR APPROPRIATION PLAN					
	FY06	FY07	FY08	FY09	FY10	TOTAL
West Cambridge Youth Center	6,000,000	-	-	-	-	6,000,000
Park and Recreation	202,590	602,590	322,590	322,590	357,590	1,807,950
Accessibility Improvements	50,000	50,000	50,000	50,000	50,000	250,000
	6,252,590	652,590	372,590	372,590	407,590	8,057,950

	FIVE YEAR REVENUE PLAN					
	FY06	FY07	FY08	FY09	FY10	TOTAL
Free Cash	130,000	530,000	250,000	250,000	285,000	1,445,000
Block Grant	95,090	95,090	95,090	95,090	95,090	475,450
Bond Proceeds	6,000,000	-	-	-	-	6,000,000
Golf Course Fees	27,500	27,500	27,500	27,500	27,500	137,500
	6,252,590	652,590	372,590	372,590	407,590	8,057,950

FY06	**6,000,000**
FY07	**-**
FY08	**-**
FY09	**-**
FY10	**-**
	6,000,000

STATUS OF PRIOR YEAR PROJECTS. The FY00 Capital Budget included a $1,000,000 appropriation and loan order for the acquisition of land for the West Cambridge Youth Center. This appropriation has been fully reserved and is available to supplement the FY06 appropriation.

FY06 FUNDING. The FY06 Capital Budget includes a $6,000,000 appropriation to be funded through bond proceeds for the acquisition of property for the West Cambridge Youth Center. This appropriation will be combined with the $1,000,000 mentioned in the above section for a total project budget of $7,000,000. Currently, the City is in negotiations to purchase a West Cambridge property that would be reconstructed to allow for a full-service Youth Center. It is anticipated that these negotiations will culminate in the purchase of the property within calendar year 2005.

FY07-10 FUNDING. It is not anticipated that any further funding will be required to complete this project.

FY06	**202,590**
FY07	**602,590**
FY08	**322,590**
FY09	**322,590**
FY10	**357,590**
	1,807,950

STATUS OF PRIOR YEAR PROJECTS. An allocation of $50,000 from Property Taxes was combined with $27,500 in Golf Course Revenues and $95,090 in Block Grant Funds for a total FY05 budget of $172,590. The Park Preventative Maintenance component of this budget, which had been allocated $175,000 in previous years, was transferred to the Parks and Urban Forestry Division of the Public Works operating budget in FY05. The FY05 allocation of $172,590 financed the following projects:

- **Beautification Program ($50,000) –** The FY05 allocation of $50,000 will be combined with a portion of prior year balances to fund the restoration of McElroy Park which will complete the Central Square corridor.
- **Block Grant Open Space / Gore Street Park ($95,090) –** These funds are being used to supplement previously appropriated Block Grant and Free Cash allocations to finance the design and upgrade of Gore Street Park. Improvements include new play equipment, a water play area upgrade, additional park lighting, park furniture replacement, fencing and drainage, and ADA accessibility improvements.
- **Improvements to Thomas P. O'Neill, Jr. / Fresh Pond Golf Course ($27,500) –** An allotment of $27,500 from golf course fees will supplement previous appropriations from this source to provide funds for continuing improvements to the golf course.

In addition to the amounts shown above, bond proceeds were allocated to several other open space improvement projects that were shown in separate cost centers in the FY05 budget and will not appear in the FY06 budget because they represented the final allocations necessary to complete these projects. These projects are as follows:

- **Russell Field Improvements ($3,430,500) –** This allocation has been combined with previous appropriations of $3,850,000 in FY00 and $4,000,000 in FY04 to provide total funding of $11,280,500 for a comprehensive renovation project including soil remediation and testing, a new changing facility and press box, installation of an artificial turf football field, improvements to the soccer and little league fields, a new tot lot, and pathway, parking area, and landscaping improvements. The new changing facility to be used by both male and female athletes will include fully accessible team locker rooms, a weight room, a concession facility, and rest rooms available to the public during games. Construction began in the Spring of 2004 and is expected to be completed in the early Fall of 2005.

- **Area 4 Parks ($3,000,000) –** Bond Proceeds of $3,000,000 have supplemented a FY01 Free Cash allotment of $520,000 and FY02 allocation of $750,000 from Bond Proceeds for a total Area 4 Parks budget of $4,270,000. The FY01 and FY02 appropriations financed the development of an Area 4 Parks Master Plan; design and construction of the Fletcher Maynard Academy playground; design of Donnelly Field renovations; design of the neighborhood park at 238 Broadway; and design and construction of the Squirrel Brand Park on the corner of Broadway and Boardman Street. The FY05 allocation has been combined with the remainder of the previous appropriations to fund the demolition of the old buildings at 238 Broadway as well as the construction of a park on the site. The demolition and construction are expected to begin in late Spring of 2005 with the project being completed by late Spring of 2006.

- **Gold Star Mothers Pool Improvements. ($1,100,000) –** This appropriation from Bond Proceeds is being used to finance the first major renovation project at the Gold Star Mothers Pool since its construction in 1947. Funds have been included for the complete replacement of the pool systems including the filtration system and chemical treatment equipment, complete exterior and interior renovations to improve participant circulation and meet the requirements of the Americans with Disabilities Act (ADA), pool surface replacement, plumbing and electrical renovations, and potential construction of additional site amenities such as spray pools and additional patron seating. An architect has been selected with community meetings planned during the Spring of 2005. Construction is expected to begin in early Fall of 2005 and be completed by late Spring of 2006.

FY06 FUNDING. An allocation of $80,000 from Free Cash will be combined with $27,500 in Golf Course Revenues and $95,090 in Block Grant funds for a total budget of $202,590. In addition to this funding allocation, a comprehensive community planning process will be initiated for the complete renovation of the Tobin School – Concord Avenue Playground. The plan will include removal of the existing pressure treated play equipment, potential designs for new playground equipment and layout, protective screening from the adjacent baseball field, new safety surfacing and repaving of the basketball courts. It is expected that funds will be included in the FY07 capital budget to cover the costs of this project. The FY06 allocation will finance the following projects:

- **Beautification Program ($50,000) –** This allocation will provide funds to continue the seasonal flower program as well as enhancement of high profile intersections.

- **Block Grant Open Space Gore Street Park ($95,090) –** These funds will be used to supplement existing funds for renovations to Gore Street Park.

- **Improvements to Thomas P. O'Neill, Jr. / Fresh Pond Golf Course ($27,500) –** An allotment of $27,500 from golf course fees will supplement previous appropriations from this source to provide funds for continuing improvements to the golf course.

- **Improvements to Danehy Park ($30,000) –** This allotment will provide funds for engineering and landscape architectural services at Danehy Park for continued site improvements, maintenance contract oversight, and field renovation work.

In addition to the above allotments, it is expected that an appropriation for $1.4 million will be made from either Free Cash or the Water Fund Balance to supplement a previous appropriation of $1.8 million from the Community Preservation Act (CPA)

Fund to provide total funding of $3.2 million (the current estimate for the project) for the new William Maher Park and ecological restoration project for the Northeast Sector of the Fresh Pond Reservation, adjacent to Neville Manor. This project, which is expected to be bid in May, 2005, includes the construction of a youth soccer field, community garden, constructed wetland, natural habitat area, and passive recreation pathways, is expected to be completed in the spring/summer, 2006.

FY07-10 FUNDING. Current revenues, golf course fees, and Block Grant revenues will provide funding for renovations to the Tobin School playground, smaller playground renovation projects and the continuing program of improvements to the golf course

FY06	**50,000**
FY07	**50,000**
FY08	**50,000**
FY09	**50,000**
FY10	**50,000**
	250,000

STATUS OF PRIOR YEAR PROJECTS. Allocations of $50,000 to this cost center have been made for the past several years to fund a wide range of projects to improve access for people with disabilities, consistent with the program accessibility requirements of the Americans with Disabilities Act of 1990. A total of $325,000 in needed accessibility improvements have been identified (see below). The current balance of $225,000 has carried over from prior fiscal years and will be used in FY06 to make the Collins Branch Library accessible to persons with disabilities.

Collins Branch Library accessibility	$225,000
Coffon Building basement men's restroom access	20,000
Fire alarms: visual alarms and pull station access	35,000
Portable assistive listening system	15,000
Police station: restroom accessibility	15 000
Accessible interior signage for City Hall, Coffon Building, and Lombardi Building	5,000
City Hall: accessible door hardware	10,000
TOTAL	**$325,000**

FY06 FUNDING. In order to continue the program of making public facilities more accessible to people with disabilities, $50,000 will be allocated for renovations to the Coffon Building men's restroom and for visual fire alarms and pull station access in several City buildings. Funding for this project is from Free Cash.

FY07-10 FUNDING. It is the City's intent to continue to improve access to public facilities for people with disabilities by consistently allocating funds in future budgets.

SUMMARY: EDUCATION

	FIVE YEAR APPROPRIATION PLAN					
	FY06	FY07	FY08	FY09	FY10	TOTAL
School Equipment/Renovations	400,000	400,000	400,000	400,000	400,000	2,000,000
	400,000	400,000	400,000	400,000	400,000	2,000,000

	FIVE YEAR REVENUE PLAN					
	FY06	FY07	FY08	FY09	FY10	TOTAL
Free Cash	400,000	400,000	400,000	400,000	400,000	2,000,000
	400,000	400,000	400,000	400,000	400,000	2,000,000

FY06	**400,000**
FY07	**400,000**
FY08	**400,000**
FY09	**400,000**
FY10	**400,000**
	2,000,000

STATUS OF PRIOR YEAR PROJECTS. During the past decade, Bond Proceeds have been the primary source of financing for a program of extensive improvements to four elementary schools – the Baldwin (Agassiz), Haggerty, Morse and Peabody (Fitzgerald) schools. State School Building Assistance (SBA) reimbursements for up to 90% of the cost, including bond interest, have significantly reduced the local cost of these projects.

The state has since made significant changes in the SBA program, including: 1) administration of the program has been transferred from the Department of Education to the Office of the State Treasurer; 2) the 90% special reimbursement rate for desegregation projects has been eliminated and a new reimbursement formula has been put in place that results in Cambridge qualifying for approximately 65% reimbursement; 3) the State has put a hold on all new projects until July, 2007; and 4) the State has advanced the funding schedule for previously-approved projects and Cambridge expects to receive initial funding in FY07.

Currently, Cambridge has the following projects on the SBA approved project list: 1) the Cambridge Rindge and Latin School (CRLS) Field House Roof/HVAC repair project; 2) the War Memorial Renovations project; and 3) the CRLS Roof/HVAC/Windows Renovation project.

In FY05, capital funding of $400,000 from Free Cash was approved for the following projects: 1) Replacement of the heating system boiler at the Cambridgeport School; 2) upgrade and replacement of fire alarm systems in various schools, and 3) engineering feasibility studies of HVAC systems at the King/Amigos School and Tobin School.

FY06 FUNDING. $400,000 in Free Cash will be supplemented by $500,000 in maintenance project funding that has been allocated within the School Department operating budget to fund the following projects: 1) Replacement of the rooftop HVAC units at the Kennedy/Longfellow School; 2) engineering specifications for the Tobin HVAC upgrade; 3) purchase of weight room equipment for the Russell Field facility; and 4) a comprehensive facilities study of building systems and infrastructure in all school facilities.

In FY06, a study will be conducted to determine the possible uses of the current Police Station building that may include new administrative offices for the School Department, as well as the disposition of the Longfellow and Graham and Parks (Upton Street) school buildings.

FY07-10 FUNDING. It is expected that improvements to elementary schools and the high school will continue to be funded through a combination of property taxes and free cash.

INTRODUCED BY CITY MANAGER ROBERT W. HEALY

AN ORDER CONCERNING APPROPRIATION FOR THE FISCAL YEAR BEGINNING JULY 1, 2005

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	325,950	111,440	20,500		457,890		457,890
Executive	999,740	435,450	34,465		1,469,655		1,469,655
City Council	930,305	41,900	45,500		1,017,705		1,017,705
City Clerk	671,655	59,780	750		732,185		732,185
Law	1,071,290	509,225	259,675		1,840,190		1,840,190
Finance	6,822,310	2,263,640	162,500	77,800	9,326,250		9,326,250
Employee Benefits	20,612,685	701,880			21,314,565		21,314,565
General Services	403,840	592,555			996,395		996,395
Election	536,020	194,565	2,270		732,855		732,855
Public Celebrations	374,670	402,800	1,125		778,595		778,595
Reserve		37,500			37,500		37,500
TOTAL	32,748,465	5,350,735	526,785	77,800	38,703,785		38,703,785
PUBLIC SAFETY							
Animal Commission	228,230	12,565	150		240,945		240,945
Fire	29,774,055	803,140	331,750	95,000	31,003,945		31,003,945
Police	31,573,555	871,950	184,000	532,100	33,161,605		33,161,605
Traffic, Parking & Transportation	5,065,550	3, 169,040	19,400	75,000	8,328,990		8,328,990
Police Review & Advisory Board	74,100	1,000	3,000		78,100		78,100
Inspectional Services	2,262,570	107,100	51,825		2,421,495		2,421,495
License	670,340	61,090	8,800		740,230		740,230
Weights & Measures	94,495	7,780	1,745		104,020		104,020
Electrical	1,135,950	939,715	1,670		2,077,335		2,077,335
Emergency Management	128,065	13,635	100		141,800		141,800
Emergency Communications	3,028,955	166,010	15,850	4,000	3,214,815		3,214,815
TOTAL	74,035,865	6,153,025	618,290	706,100	81,513,280		81,513,280

FUNCTION DEPARTMENT	SALARIES & WAGES	OTHER ORDINARY MAINTENANCE	TRAVEL & TRAINING	EXTRA ORDINARY EXPENDITURES	CITY APPRO-PRIATION	STATE ASSESS-MENT	GRAND TOTAL
COMMUNITY MAINTENANCE AND DEVELOPMENT							
Public Works	14,994,160	8,870,650	100,625	400,000	24,365,435		24,365,435
Community Development	3,942,270	587,790	17,500	68,820	4,616,380		4,616,380
Historical Commission	447,340	27,380	800		475,520		475,520
Conservation Commission	86,055	3,865	885		90,805		90,805
Peace Commission	66,860	10,780	1,850		79,490		79,490
Cable T.V.	480,050	615,580	3,450		1,099,080		1,099,080
Debt Service		216,000		27,859,305	28,075,305		28,075,305
TOTAL	20,016,735	10,332,045	125,110	28,328,125	58,802,015		58,802,015
HUMAN RESOURCE DEVELOPMENT							
Library	4,674,745	949,045	36,650		5,660,440		5,660,440
Human Services	12,646,475	2,550,440	65,450	25,000	15,287,365		15,287,365
Women's Commission	152,980	9,860	1,000		163,840		163,840
Human Rights Commission	161,545	4,055	700		166,300		166,300
Veterans	251,255	48,900	249,650		549,805		549,805
TOTAL	17,887,000	3,562,300	353,450	25,000	21,827,750		21,827,750
CITY TOTAL	144,688,065	25,398,105	1,623,635	29,137,025	200,846,830		200,846,830
EDUCATION							
Schools Operating	89,952,060	25,912,125	1,766,450	6,413,765	124,044,400		124,044,400
TOTAL	89,952,060	25,912,125	1,766,450	6,413,765	124,044,400		124,044,400
INTERGOVERNMENTAL							
Massachusetts Water Resources Authority		15,987,460			15,987,460		15,987,460
Cherry Sheet Assessments						15,954,135	15,954,135
Cambridge Health Alliance		6,250,000			6,250,000		6,250,000
TOTAL		22,237,460			22,237,460	15,954,135	38,191,595
GRAND TOTALS	234,640,125	73,547,690	3,390,085	35,550,790	347,128,690	15,954,135	363,082,825

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

FUNCTION	DEPARTMENT	TAXES	LICENSES & PERMITS	FINES & FORFEITS	CHARGES FOR SERVICE	INTER-GOVERN-MENTAL REVENUE	MISCELL-ANEOUS REVENUE	GRAND TOTAL
	Mayor	425,890				32,000		457,890
	Executive	1,090,790		215,000		163,865		1,469,655
	City Council	1,003,595				14,110		1,017,705
	City Clerk	448,935	35,000		228,950	19,300		732,185
	Law	1,690,190	2,500	97,500		50,000		1,840,190
	Finance	7,251,665			468,950	605,635	1,000,000	9,326,250
	Employee Benefits	7,830,475		164,175		9,309,915	4,010,000	21,314,565
	General Services	897,570		4,000		94,825		996,395
	Election	648,605			2,000	82,250		732,855
	Public Celebrations	735,115	15,000			28,480		778,595
	Reserve	37,500						37,500
	TOTAL GENERAL GOVT.	22,060,330	52,500	480,675	699,900	10,400,380	5,010,000	38,703,785
	Animal Commission	226,545	10,000	2,400	1,500		500	240,945
	Fire	30,197,445	75,000	12,500	719,000			31,003,945
	Police	24,291,195	126,565	3,152,425	1,615,355	2,275,065	1,701,000	33,161,605
	Traffic, Parking & Transportation		127,500	4,860,205	3,189,340		151,945	8,328,990
	Police Review & Advisory Board	78,100						78,100
	Inspectional Services	(1,104,515)	3,444,010		82,000			2,421,495
	License	(1,120,475)	1,797,105		24,600	39,000		740,230
	Weights & Measures	59,595			26,500	17,925		104,020
	Electrical	1,368,940	22,935		468,595	207,865	9,000	2,077,335
	Emergency Management	87,900				53,900		141,800
	Emergency Communications	3,214,815						3,214,815
	TOTAL PUBLIC SAFETY	57,299,545	5,603,115	8,027,530	6,126,890	2,593,755	1,862,445	81,513,280

FUNCTION	DEPARTMENT	TAXES	LICENSES & PERMITS	FINES & FORFEITS	CHARGES FOR SERVICE	INTER GOVERN-MENTAL REVENUE	MISCELL-ANEOUS REVENUE	GRAND TOTAL
	Public Works	18,348,295	112,000		3,352,565	2,281,130	271,445	24,365,435
	Community Development	3,017,230	55,000	50,000	281,895	1,062,255	150,000	4,616,380
	Historical Commission	453,020				5,000	17,500	475,520
	Conservation Commission	69,305			21,500			90,805
	Peace Commission	56,040				23,450		79,490
	Cable T.V.	1,900			1,096,880		300	1,099,080
	Debt Service	10,745,930		162,190	10,506,515	4,035,855	2,624, 815	28,075,305
	TOTAL COMMUNITY MAINTENANCE & DEV.	32,691,720	167,000	212,190	15,259,355	7,407,690	3,064,060	58,802,015
	Library	5,178,290		60,000		422,150		5,660,440
	Human Services	11,977,265			2,443,190	866,910		15,287,365
	Women's Commission	153,880				9,960		163,840
	Human Rights Commission	166,300						166,300
	Veterans	351,550				198,255		549,805
	TOTAL HUMAN RESOURCE DEVELOPMENT	17,827,285		60,000	2,443,190	1,497,275		21,827,750
	CITY TOTAL	129,878,880	5,822,615	8,780,395	24,529,335	21,899,100	9,936,505	200,846,830
EDUCATION								
	Schools Operating	96,618,485		100,000		27,025,915	300,000	124,044,400
	SCHOOL TOTAL	96,618,485		100,000		27,025,915	300,000	124,044,400
INTERGOVERNMENTAL								
	Massachusetts Water Resources Authority				15,987,460			15,987,460
	Cherry Sheet Assessments	10,243,565			477,000	5,233,570		15,954,135
	Cambridge Health Alliance	6,250,000						6,250,000
	TOTAL INTERGOVERN.	16,493,565			16,464,460	5,233,570		38,191,595
	GRAND TOTALS	242,990,930	5,822,615	8,880,395	40,993,795	54,158,585	10,236,505	363,082,825

CITY COUNCIL
CITY OF CAMBRIDGE
SUBMITTED APRIL 25, 2005

INTRODUCED BY CITY MANAGER ROBERT W. HEALY

AN ORDER CONCERNING APPROPRIATION FOR THE FISCAL YEAR BEGINNING JULY 1, 2005

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	5,106,130	2,935,305	28,855	9,033,710	17,104,000		17,104,000

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				15,984,245	1,119,755		17,104,000

INTRODUCED BY CITY MANAGER ROBERT W. HEALY

AN ORDER CONCERNING APPROPRIATION FOR THE FISCAL YEAR BEGINNING JULY 1, 2005

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

FUNCTION	PROJECT	APPROPRIATIONS
GENERAL GOVERNMENT		
	Acquisition of Personal Computers	75,000
	Technology Upgrades	525,000
		600,000
PUBLIC SAFETY		
	Fire Vehicles/Equipment	350,000
	Police Equipment/Renovations	35,000
		385,000
COMMUNITY MAINTENANCE & DEV.		
	Public Building Renovations	150,000
	Streets/Sidewalks Reconstruction	1,855,695
	Park and Cemetery Tree Pruning	100,000
	Parking Improvements	600,000
	Water System Improvements	820,000
	Sewer Reconstruction	1,200,000
	Traffic Calming	400,000
	Brookline Street Reconstruction	75,000

FUNCTION	PROJECT	APPROPRIATIONS
COMMUNITY MAINT. & DEV. (cont.)		
	Façade Improvement Program	185,00
	Employment Program Fund	350,000
	Housing Rehab & Development	1,326,045
	Neighborhood Business Development	243,000
	Public Art	40,000
	Public Art Conservation	35,000
		7,379,740
HUMAN RESOURCE DEVELOPMENT		
	Parks & Recreation	202,590
	Accessibility Improvements	50,000
		252,590
EDUCATION		
	School Equipment/Renovations	400,000
		400,000
	TOTAL	9,017,330

BE IT FURTHER ORDERED: That the above appropriations are to be financed from the following sources:

FINANCING PLAN CLASSIFICATION	REVENUE
Property Taxes	1,500,000
Free Cash	1,330,000
Parking Fund	600,000
Sewer Service Charge	1,200,000
Water Service Charge	820,000

FINANCING PLAN CLASSIFICATIONS	REVENUE
Block Grant	2,014,135
Chapter 90	1,525,695
Golf Course Fees	27,500
	9,017,330

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THIS SPACE RESERVED FOR COUNCILLORS' NOTES