SECTION II

CITY OVERVIEW

GUIDE TO THE BUDGET

The FY24 budget document is organized into the following eight sections:

I.   **Introduction:** This section starts with the City Manager's budget message, which reflects the City Council's policies and priorities driving the budget process and highlights major changes and key initiatives included in the FY24 budget. Additionally, there is an important message highlighting the efforts of the Cambridge Anti-Racism, Equity, and Inclusion Initiative (CAEII) focusing on the work of 6 departments. This section also includes a list of the City Council's goals and corresponding icons, as well as a chart that provides an estimate of the amount of FY24 expenditures in the Operating Budget related to each of the 12 goals. This section also includes information on the total expenditures in several priority areas identified by the City Council.

II. **City Overview:** This section begins with a short "guide" to the budget, which includes instructions on how to read pages in the Expenditures and Public Investment sections of this document. The City profile provides a demographic and economic overview of Cambridge, the organizational chart illustrates the functional structure of the City government, and the department directory provides contact information and locations for all City departments. Next, the benchmarks section provides visuals for many of the City's key benchmarks and indicators, which relate to the City's economic, financial, public safety, community maintenance, and human resource development goals. Finally, this section ends with a position list of all full-time budgeted positions for FY22-24.

III. **Financial Summaries:** This section includes summaries of the FY24 operating and capital budgets, an overview of the City's budget process and calendar, explanations of the City's financial policies, a list of key grants received by City departments, the City's long-term financial plans, and an overview of the City's fund structure and fund balances.

IV. **Revenue:** This section summarizes all sources of revenue used to fund the operating budget. Revenues are organized according to six basic categories: charges for services, fines and forfeits, intergovernmental revenue, licenses and permits, miscellaneous revenue, and taxes.

V.   **Expenditures:** This section presents the financing plans and planned expenditures for each City department. Departments are organized alphabetically within six functions: General Government, Public Safety, Community Maintenance and Development, Human Resource Development, Education, and Intergovernmental.

VI. **Public Investments:** This section outlines the financial plan and planned expenditures for the City's capital projects. Capital projects are organized according to five functions: General Government, Public Safety, Community Maintenance and Development, Human Resource Development, and Education.

VII. **Appropriations:** This section summarizes the financial plans and planned expenditures for the operating and capital budgets, with the exception of capital projects that will be funded by bond proceeds.

VIII. **Glossary & Index:** This section contains a glossary of budget-related terms, a helpful acronym table, an index, and photo credits.

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

GUIDE TO THE BUDGET

OPERATING BUDGET – DEPARTMENT AND DIVISION OVERVIEW

INSPECTIONAL SERVICES

❶ **DEPARTMENT OVERVIEW**

The Inspectional Services Department (ISD) is responsible for ensuring effective, efficient, fair, and safe enforcement of all laws and City ordinances that pertain to real property as regulated by Massachusetts State Building Code (780 CMR). ISD's responsibilities also encompass the Massachusetts State Plumbing, Gas, Electrical, and Mechanical Codes; the Massachusetts Access Board Regulations (521 CMR); the regulation of all weighing and measuring devices in commerce, including required annual inspections; and the provisions of the state Sanitary Code that address inspection of food handling establishments, housing, daycares, swimming pools, lead paint, and asbestos.

ISD enforces the City's Zoning Ordinance, including the Short-Term Rental and Cannabis Establishment ordinances. The Department provides administrative support to the Board of Zoning Appeal and oversees the retention of records related to zoning appeals and building permits. The Department also provides for the oversight of emergency demolition and boarding up of dangerous buildings, as well as emergency inspections required as a result of extreme weather events, utility outages, fires, accidents, and similar events affecting the health and safety of residents and buildings.

ISD continues to work as part of the City's Rodent Task Force to help coordinate a citywide approach to rodent control, with a specific focus on neighborhoods impacted by high rodent activity, to educate residents about mitigation measures and to cite when violations are found. In FY22, ISD began contracting with a private pest control company to provide free exterior residential rodent control at the request of property owners and/or tenants. Both ISD staff and the pest control contractor inspect the property and provide specific feedback on issues that should be addressed to help prevent rodent activity.

ISD's contract remains in place with a third-party company that provides website scraping data of short-term rental operators to increase compliance with the City's Short-Term Rental Zoning Ordinance.

❷
```
Inspectional
Services
   |
Board of Zoning
Appeal
   |
Inspection &
Enforcement
   |
Weights &
Measures
```

❸ **INSPECTIONAL SERVICES DEPARTMENT FINANCIAL OVERVIEW**

FINANCING PLAN BY SOURCE	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
CHARGES FOR SERVICES	$176,415	$169,800	**$166,000**
INTERGOVERNMENTAL REVENUE	$17,925	$17,925	**$17,925**
LICENSES AND PERMITS	$42,903,405	$45,454,330	**$30,385,250**
MISCELLANEOUS REVENUE	$0	$125,000	**$125,000**
TAXES	($19,133,790)	($33,238,945)	**($25,466,035)**
TOTAL BUDGETED REVENUE	**$23,963,955**	**$12,528,110**	**$5,228,140**
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	$3,919,780	$4,427,070	**$4,648,010**
OTHER ORDINARY MAINTENANCE	$173,580	$219,960	**$561,960**
TRAVEL & TRAINING	$7,690	$61,750	**$18,170**
EXTRAORDINARY EXPENDITURES	$0	$0	**$0**
TOTAL BUDGETED EXPENDITURES	**$4,101,050**	**$4,708,780**	**$5,228,140**
FULL-TIME BUDGETED EMPLOYEES	**29**	**30**	**31**

❶ Each departmental section of the operating budget begins with an overview of that department's core work and functions.

❷ The departmental org chart reflects the way in which the department's budget is organized and tells the reader which division pages will follow.

❸ This financial table displays the revenue, expenditures, and full-time budgeted personnel for the entire department for the prior fiscal year (FY22 actuals), current fiscal year (FY23 projections), and budgeted fiscal year (FY24 budget). Personnel counts do not include part-time employees or grant-funded positions.

GUIDE TO THE BUDGET

❶ **INSPECTIONAL SERVICES - BOARD OF ZONING APPEAL**
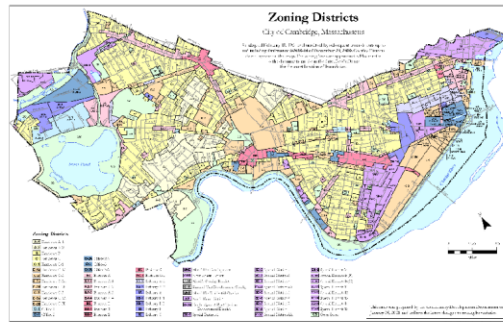
Map of base zoning districts

❸

❷ **MISSION & SERVICES**

ISD's Zoning Division supports the Board of Zoning Appeal (BZA) and provides services to the public. The Division collaborates with other departments in the City regarding enforcement of the Zoning Ordinance and implementation of new ordinances.

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

The BZA hears requests for variances, special permits, 40B comprehensive permits, and appeals. A variance is required if the proposed use or development is prohibited by the Ordinance. A special permit is required where the proposed use or development is identified by the Ordinance as requiring one. A comprehensive permit is required for certain subsidized housing projects. The BZA also hears appeals of zoning determinations made by ISD. All BZA applications, decisions, and transcripts are available online.

❹ **FY24 OBJECTIVES & PERFORMANCE MEASURES**

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

❺

OBJ.	PERFORMANCE MEASURES	FY22 ACTUAL	FY23 PROJECTED	FY24 TARGET
1	Number of BZA applications	157	160	**160**

❻ **BOARD OF ZONING APPEAL DIVISION FINANCIAL OVERVIEW**

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	$179,685	$187,190	**$136,495**
OTHER ORDINARY MAINTENANCE	$76,000	$99,235	**$105,500**
TRAVEL & TRAINING	$0	$0	**$0**
EXTRAORDINARY EXPENDITURES	$0	$0	**$0**
TOTAL BUDGETED EXPENDITURES	$255,685	$286,425	**$241,995**
FULL-TIME BUDGETED EMPLOYEES	2	2	1

❶ After the department overview page, each division within a department will have at least one page that summarizes its strategic and financial plans for FY24.

❷ Each division overview page begins with a description of the division's mission, programs, and services in greater detail than appears on the departmental summary page.

❸ Many divisions include images to provide further context for their work.

❹ This section presents the division's objectives for FY24. Many objectives directly further City Council goals, as indicated by the goal icons to the left of the objectives. Please see Section I for a list of all City Council goals and corresponding icons.

❺ Each performance measure ties to a specific objective above.

❻ This table displays division-specific expenditures and full-time budgeted employees.

GUIDE TO THE BUDGET

PUBLIC INVESTMENT BUDGET - PROJECT PAGES

GENERAL GOVERNMENT ❶

FINANCE: PARTICIPATORY BUDGETING

FY24 PROJECT DESCRIPTION	CITY COUNCIL GOALS
❷ Over 8,700 Cambridge residents age 12 and older voted in the City's ninth Participatory Budgeting (PB) vote in December 2022, setting a record for voter turnout in Cambridge's PB process. Over 1,300 project ideas were submitted and $1,065,000 in FY24 capital funds will be allocated to the eight winning projects. The winning projects are as follows: Trees for Danehy Park and Cambridge ($100,000), Technology for Youth Centers ($250,000), Look and Listen: Safer Crossing for Cambridge ($180,000), Smart Recycling and Trash Compactors ($40,000), Electric Vehicle Charging Stations ($250,000), E-cargo Bikes for Watering Trees ($25,000), More Outdoor Public Wi-fi ($100,000), Three New Public Art Murals ($120,000). More project details can be found online at pb.cambridgema.gov.	❸

IMPACT ON OPERATING BUDGET

❹ The Budget Office's operating budget includes funds to support PB implementation costs (outreach materials, mailings, T-shirts, food for volunteers, translation of voting materials, PB website and online idea collection map hosting fees, etc.).

5-YEAR APPROPRIATION PLAN ❺

FUNDING SOURCE	FY24	FY25	FY26	FY27	FY28	TOTAL
Property Taxes	$1,065,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$5,065,000
GRAND TOTAL	$1,065,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$5,065,000

FY25-FY28 FUNDING

❻ The City expects Participatory Budgeting funding to be $1,000,000 per year through FY28.

PROJECT VISUAL	STATUS OF PRIOR YEAR PROJECTS
❼	The City has allocated $6.4 million to 56 PB capital projects between FY16-FY23. The winning projects from those cycles include digital equity learning supplies, public art murals, trees, water fountains, electric vehicle infrastructure, youth center upgrades, resources for homeless residents, and many others. ❽

❶ Public Investment project pages begin by listing the function the project falls under (e.g. General Government, Public Safety) at the top, followed by the project title.

❷ This section describes the work that will be done with FY24 capital funds.

❸ Each icon that appears in this section indicates the link between the capital project and the City Council's broader goals. See Section I for a list of City Council goals and corresponding icons.

❹ This section describes how the project will financially impact the operating budget (if at all).

❺ The 5-Year Appropriation Plan displays funding sources for out-year allocations for the project.

❻ This section describes how future funding allocations will be used.

❼ Projects include an image to provide further context for the work that will be done.

❽ This section describes how prior year funding for the project (if any exists) was used.

CITY OF CAMBRIDGE PROFILE
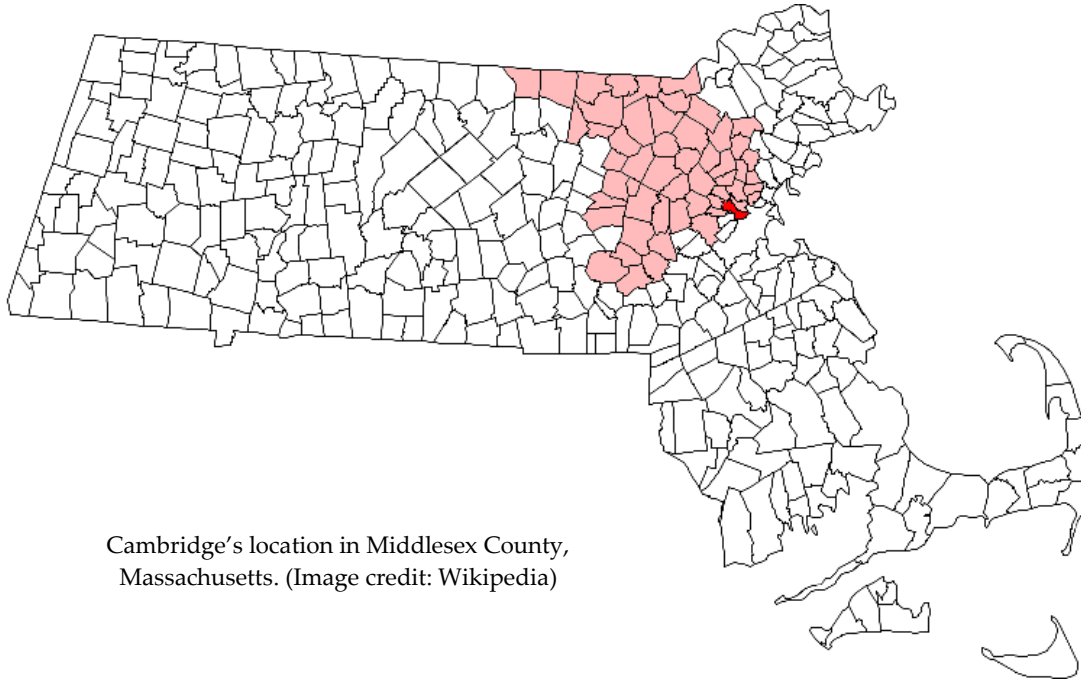
Cambridge's location in Middlesex County, Massachusetts. (Image credit: Wikipedia)

The City of Cambridge is located in southeast Middlesex County across the Charles River from the City of Boston and occupies a land area of 6.43 square miles. Cambridge is bordered by the Towns of Watertown and Belmont on the west and the Town of Arlington and the City of Somerville on the north. The 2020 U.S. Census reported 118,403 residents in Cambridge.

Originally inhabited by the Algonquin Native American tribe, which had largely vacated the area years earlier, the region which now includes Cambridge was settled by Europeans from the Massachusetts Bay Company in 1630. Cambridge was founded as Newtowne in 1630 and served as the capital of Massachusetts Bay Colony until 1634. The name was changed to Cambridge in 1638, and it became a city in 1846. Since 1942, the City has had a council-manager form of government with nine City Councilors elected at-large every two years.
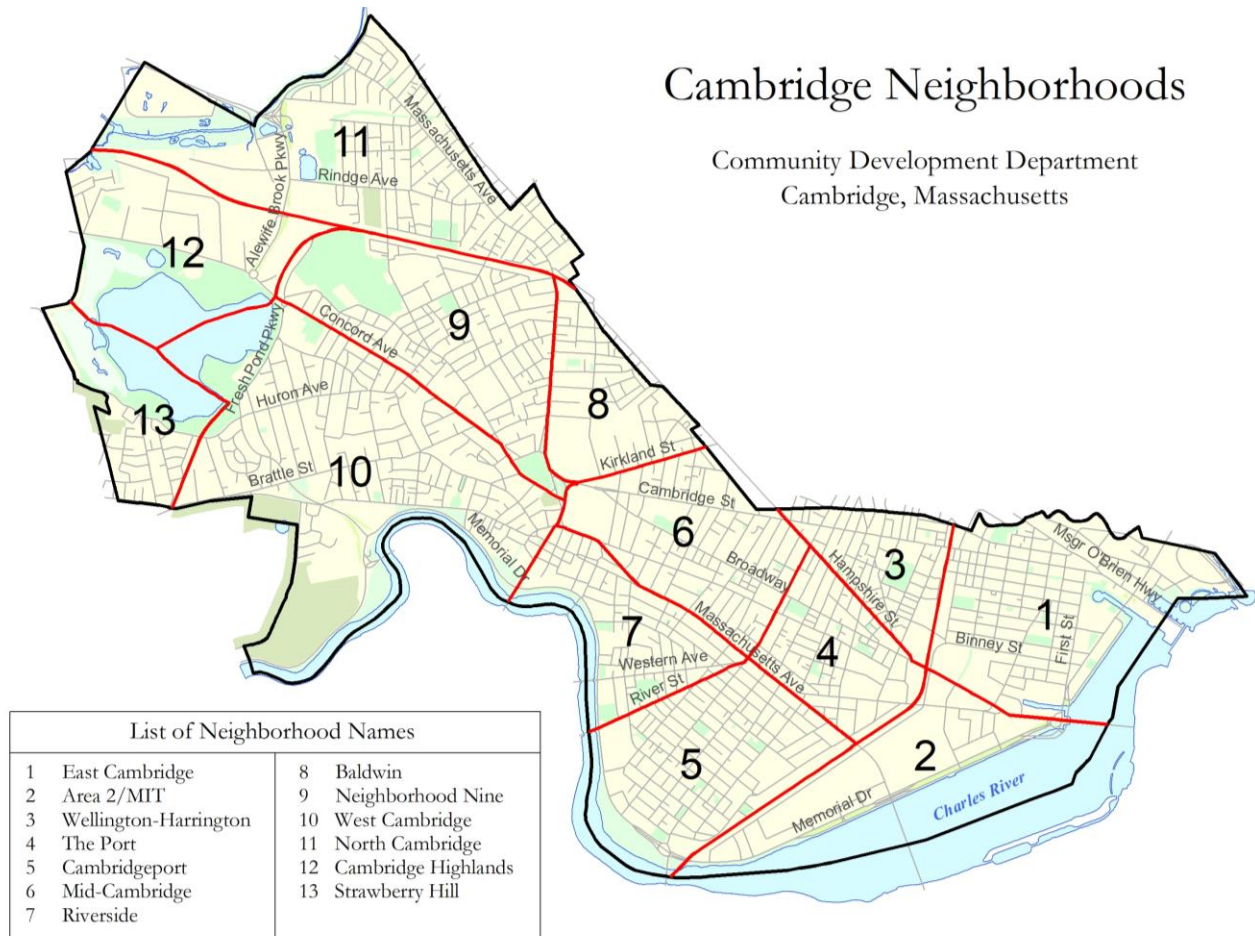
Cambridge is widely known as the University City. Harvard, America's oldest university, was established here in 1636, six years after the City itself was settled. It is also home to the Massachusetts Institute of Technology (MIT), Lesley University, and the Hult International School of Business. More than one-fifth of residents are students, and approximately one in six of all jobs are at these institutions. Yet Cambridge is more than a university city, it features high-tech workers and professionals, political activists, street musicians, and immigrants from around the world.

DEMOGRAPHIC SUMMARY

- Cambridge residents live closely together; only 8 U.S. cities with a population of 50,000 or more are denser. (Source: 2020 U.S. Census Bureau).

- Cambridge is a city of thirteen neighborhoods, ranging in population from 1,646 (Cambridge Highlands) to 15,372 (North Cambridge) (Source: 2020 U.S. Census Bureau). Most neighborhoods have their own community organizations.

CITY OF CAMBRIDGE PROFILE

Cambridge Neighborhoods

Community Development Department
Cambridge, Massachusetts

| List of Neighborhood Names	
1 East Cambridge	8 Baldwin
2 Area 2/MIT	9 Neighborhood Nine
3 Wellington-Harrington	10 West Cambridge
4 The Port	11 North Cambridge
5 Cambridgeport	12 Cambridge Highlands
6 Mid-Cambridge	13 Strawberry Hill
7 Riverside	

- Cambridge is ethnically diverse. 55% of residents are White Non-Hispanic. Minority residents are highly diverse, with no single race, language group, country of origin, or ethnic identity dominant. (Source: 2020 U.S. Census Bureau)

- 29% of residents are foreign born. Of those, over 46% were born in Asia, 22% were born in Europe, and 19% were born in Latin America and the Caribbean. (Source: 2017-21 American Community Survey (ACS))

- 35% of residents speak a language other than English at home. Of these, 19% speak Spanish, 38% speak another Indo-European language, and 32% speak an Asian language. The remainder use a wide variety of languages. (Source: 2017-21 ACS)

- Cambridge is a city of renters. 67% of all households rent; 33% own. (Source: 2017-21 ACS)

- Cambridge residents have a median household income of $112,565 and a median family income of $147,492. (Source: 2017-21 ACS)

- The Census recorded 47,777 households in the most recent five-year ACS. Of these, 37% are single person households, one of the largest proportions in Massachusetts; 41% are family households; 10% include unmarried partners, and 12% consist of roommates. (Source: 2017-21 ACS)

- 19,584 families reside in Cambridge; 40% are families with minor children. (Source: 2017-21 ACS)

- 80% of residents have a four-year college degree and 50% also have a graduate degree. Only 4% of residents age 25 or older lack a high school diploma. (Source: 2017-21 ACS)

CITY OF CAMBRIDGE PROFILE

ECONOMIC SUMMARY (SOURCE: CDD)

- The City's 2021 per capita personal income of $91,795 is equivalent to the Boston metro area average and higher than the Massachusetts and U.S. averages (Source: US Bureau of Economic Analysis, 2022).
- 2022 Quarter 2 employment totaled 144,355 jobs, with private sector employment comprising 95.5% of total jobs. (Source: MA DUA, 2023)
- Cambridge's December 2022 unadjusted unemployment rate is 2.0%, a small decrease from the prior year. The rate remains lower than those of the Boston Primary Metropolitan Statistical Area, Massachusetts, and the United States. (Source: MA DUA, 2023)
- Cambridge continues to maintain a high job to resident ratio, with 1.17 jobs for each resident. (Source: CDD, 2023)
- Professional and business services lead the way among employment sectors, followed by education and health services. (Source: MA DUA, 2023)
- Led by Harvard University and MIT, the higher education sector continues to drive the job market, employing more than 21,500 people. Preeminent research institutions like Harvard, MIT, the Broad Institute, and the Whitehead Institute act as a magnet for commercial investment in the city and drive innovation. (Source: CDD, 2023)
- Cambridge continues to maintain and strengthen its position as a national leader in the life sciences and high tech. As of 2022, over 400 firms in different aspects of the industry are headquartered or have facilities in Cambridge. 12 of the 20 largest biotechnology companies in Massachusetts have a major presence in Cambridge, two more have announced plans to relocate to Cambridge, and five of the six largest all either have their HQ or major regional or national offices here - Takeda, Sanofi, Biogen, Novartis, and Pfizer. Other large employers include Alnylam Pharmaceuticals and Moderna. (Source: Mass Bio, 2022; CDD, 2022)
- High tech sector employment within the top 25 employers includes Akamai, CarGurus, Google, Hubspot, and Phillips North America. Several tech giants such as Amazon, Apple, Facebook, and Google also have a presence in Cambridge. (Source: CDD, 2022)
- Underpinning the boom in real estate investment activity is the city's increasing volume of venture capital and angel capital investments in startups and growing companies.

Commercial Districts
Cambridge, Massachusetts
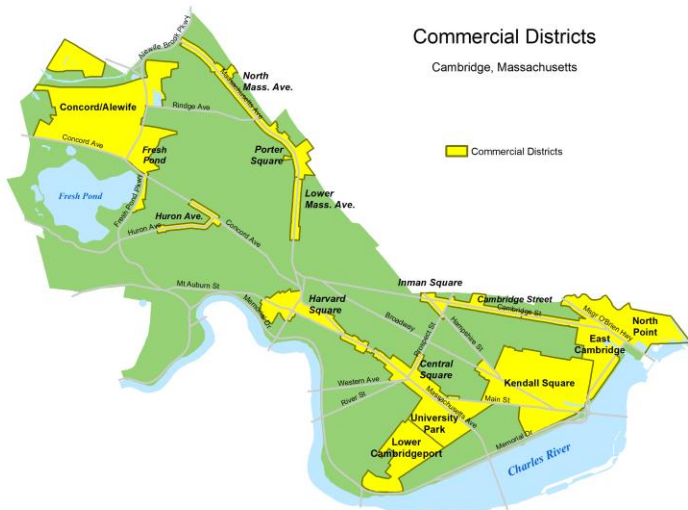
COMMUNITY INFORMATION	
Number of City Pools	2
Number of Community Schools	12
Number of Parks & Play Areas	84
Number of Public Golf Courses	1
Number of Senior Citizen Centers	2
Number of Youth Centers	5

CITY OF CAMBRIDGE ORGANIZATIONAL CHART

CITY OF CAMBRIDGE VOTERS

CITY CLERK

CITY AUDITOR

MAYOR'S OFFICE

CITY COUNCIL OFFICE

CITY COUNCIL

SCHOOL COMMITTEE

SCHOOL SUPERINTENDENT

SCHOOL DEPARTMENT

CITY MANAGER

DEPUTY CITY MANAGER
- Animal Commission
- Capital Building Projects
- Consumers Council
- Emergency Management
- Inspectional Services
- License Commission
- Public Works
- Traffic, Parking & Transportation
- Water

ASSISTANT CITY MANAGER FINANCE
- Assessing
- Budget
- General Services
- Information Technology
- Purchasing
- Revenue
- Treasury

ASSISTANT CITY MANAGER COMMUNITY DEVELOPMENT
- Community Planning
- Economic Opportunity
- Environmental Planning
- Housing
- Transportation Planning
- Zoning & Development

ASSISTANT CITY MANAGER HUMAN SERVICES
- After School Programs
- Collaborative Community Partnerships
- Community Learning Center
- Council on Aging
- Disabilities Commission
- Early Childhood & Universal Pre-Kindergarten
- Preschool & Family Support
- Homelessness & Housing Stability
- Recreation
- Workforce Development
- Youth Programs

ADMINISTRATION
- Communications
- Community Engagement
- Equity & Inclusion
- Executive Office
- Human Resources
- Law
- Strategy & Implementation

PUBLIC SAFETY
- Emergency Communications*
- Fire
- Police

GENERAL GOVERNMENT
- 22 CityView
- Arts Council
- Commission on Immigrant Rights & Citizenship
- Community Safety
- Domestic & Gender-Based Violence Prevention Initiative
- Election Commission
- Historical Commission
- Housing Liaison
- Human Rights Commission
- LGBTQ+ Commission
- Libraries
- Peace Commission
- Police Review & Advisory Board
- Public Health
- Veterans' Services
- Women's Commission

*Reports to the Deputy City Manager

DEPARTMENT DIRECTORY

ANIMAL COMMISSION		Director: Christina Correia Address: 344 Broadway, 1st floor Phone: (617) 349-4376 Email: animalcommission@cambridgema.gov Website: http://www.cambridgema.gov/animal
ASSESSING		Director: Gayle Willett Address: 795 Massachusetts Avenue, 2nd floor Phone: (617) 349-4343 Email: assessors@cambridgema.gov Website: http://www.cambridgema.gov/assess
AUDITING		City Auditor: Joseph McCann Address: 795 Massachusetts Avenue, 1st floor Phone: (617) 349-4240 Email: jmccann@cambridgema.gov Website: http://www.cambridgema.gov/audit
BUDGET OFFICE		Director: Taha Jennings Address: 795 Massachusetts Avenue, 1st floor Phone: (617) 349-4268 Email: tjennings@cambridgema.gov Website: http://www.cambridgema.gov/budget
CAMBRIDGE ARTS COUNCIL		Executive Director: Jason Weeks Address: 344 Broadway, 2nd floor Phone: (617) 349-4380 Email: cambridgearts@cambridgema.gov Website: http://www.cambridgema.gov/arts
CITY CLERK		City Clerk: Diane LeBlanc Address: 795 Massachusetts Avenue, 1st floor Phone: (617) 349-4260 Email: clerk@cambridgema.gov Website: http://www.cambridgema.gov/cityclerk
CITY COUNCIL		Executive Assistant to the City Council: Naomie Stephen Address: 795 Massachusetts Avenue, 2nd floor Phone: (617) 349-4280 Email: council@cambridgema.gov Website: http://www.cambridgema.gov/ccouncil
CITY MANAGER'S OFFICE		City Manager: Yi-An Huang Address: 795 Massachusetts Avenue, 1st floor Phone: (617) 349-4300 Email: citymanager@cambridgema.gov Website: http://www.cambridgema.gov/cmanager

DEPARTMENT DIRECTORY

CITY MANAGER'S OFFICE		Deputy City Manager: Owen O'Riordan Address: 795 Massachusetts Avenue, 1st floor Phone: (617) 349-4300 Email: citymanager@cambridgema.gov Website: http://www.cambridgema.gov/cmanager
COMMUNICATION OFFICE		Director of Strategic Planning & Communications: Lee Gianetti Address: 795 Massachusetts Avenue, 1st floor Phone: (617) 349-3317 Email: lgianetti@cambridgema.gov Website: http://www.cambridgema.gov/pio
COMMUNITY DEVELOPMENT DEPARTMENT		Assistant City Manager for Community Development: Iram Farooq Address: 344 Broadway, 3rd floor Phone: (617) 349-4600 Email: cddat344@cambridgema.gov Website: http://www.cambridgema.gov/CDD
COMMUNITY SAFETY		Interim Director: Liz Speakman Address: 689 Massachusetts Avenue Phone: (617) 349-3290 Email: espeakman@cambridgema.gov Website: cambridgesafety.org
CONSUMERS' COUNCIL		Executive Director: Laura Nichols Address: 831 Massachusetts Avenue, 1st floor Phone: (617) 349-6150 Email: consumer@cambridgema.gov Website: http://www.cambridgema.gov/consumerscouncil
ELECTION COMMISSION		Executive Director: Tanya Ford Address: 51 Inman Street, 2nd floor Phone: (617) 349-4361 Email: elections@cambridgema.gov Website: http://www.cambridgema.gov/election
EMERGENCY COMMUNICATIONS		Director: Christina Giacobbe Address: 125 Sixth Street Phone: (617) 349-6911 Email: ecadminrequests@cambridge911.org Website: http://www.cambridgema.gov/ec1
EQUITY AND INCLUSION		Chief of Equity and Inclusion: Deidre Brown Address: 795 Massachusetts Avenue, 3rd floor Phone: (617) 349-4331 Email: dbrown@cambridgema.gov Website: http://www.cambridgema.gov/aff

DEPARTMENT DIRECTORY

FINANCE DEPARTMENT		Assistant City Manager for Fiscal Affairs and Public Investments: David Kale Address: 795 Massachusetts Avenue, 1st floor Phone: (617) 349-4220 Email: treasurer@cambridgema.gov Website: http://www.cambridgema.gov/finance
FIRE DEPARTMENT		Acting Fire Chief: Thomas Cahill Address: 491 Broadway Phone: (617) 349-4900 Email: fdcontact@cambridgefire.org Website: http://www.cambridgema.gov/cfd
HISTORICAL COMMISSION		Executive Director: Charles Sullivan Address: 831 Massachusetts Avenue, 2nd floor Phone: (617) 349-4683 Email: histcomm@cambridgema.gov Website: http://www.cambridgema.gov/historic
HUMAN RESOURCES		Director: Sheila Keady Rawson Address: 795 Massachusetts Avenue, 3rd floor Phone: (617) 349-4332 Email: skeady@cambridgema.gov Website: http://www.cambridgema.gov/personnel
HUMAN RIGHTS COMMISSION		Executive Director: Jennifer Mathews Address: 51 Inman Street, 2nd floor Phone: (617) 349-4396 Email: hrc@cambridgema.gov Website: http://www.cambridgema.gov/hrc
HUMAN SERVICE PROGRAMS		Assistant City Manager for Human Services: Ellen Semonoff Address: 51 Inman Street, 3rd floor Phone: (617) 349-6200 Email: askdhsp@cambridgema.gov Website: http://www.cambridgema.gov/dhsp
INFORMATION TECHNOLOGY DEPARTMENT		Director: Patrick McCormick Address: 831 Massachusetts Avenue, 2nd floor Phone: 617-349-9190 Email: pmccormick@cambridgema.gov Website: http://www.cambridgema.gov/itd
INSPECTIONAL SERVICES		Acting Commissioner: Peter McLaughlin Address: 831 Massachusetts Avenue, 1st floor Phone: (617) 349-6100 Email: inspectionalservices@cambridgema.gov Website: http://www.cambridgema.gov/inspection

DEPARTMENT DIRECTORY

LAW DEPARTMENT		City Solicitor: Nancy Glowa Address: 795 Massachusetts Avenue, 3rd floor Phone: (617) 349-4121 Email: nglowa@cambridgema.gov Website: http://www.cambridgema.gov/law
LIBRARY		Director: Maria McCauley Address: 449 Broadway Phone: (617) 349-4040 Email: mmcauley@cambridgema.gov Website: http://www.cambridgema.gov/cpl
LICENSE COMMISSION		Chairperson: Nicole Murati Ferrer Address: 831 Massachusetts Avenue, 1st floor Phone: (617) 349-6140 Email: license@cambridgema.gov Website: http://www.cambridgema.gov/license
MAYOR'S OFFICE		Mayor: Sumbul Siddiqui Address: 795 Massachusetts Avenue, 2nd floor Phone: (617) 349-4321 Email: ssiddiqui@cambridgema.gov Website: http://www.cambridgema.gov/mayor
PEACE COMMISSION		Executive Director: Brian Corr Address: 51 Inman Street, 2nd floor Phone: (617) 349-4694 Email: peace@cambridgema.gov Website: http://www.cambridgema.gov/peace
POLICE DEPARTMENT		Commissioner: Christine Elow Address: 125 Sixth Street Phone: (617) 349-3300 Email: pio@cambridgepolice.org Website: http://www.cambridgema.gov/cpd
POLICE REVIEW & ADVISORY BOARD		Executive Secretary: Brian Corr Address: 51 Inman Street, 2nd floor Phone: (617) 349-6155 Email: bcorr@cambridgema.gov Website: http://www.cambridgema.gov/prab
PUBLIC WORKS		Commissioner: Katherine Watkins Address: 147 Hampshire Street Phone: (617) 349-4800 Email: theworks@cambridgema.gov Website: http://www.cambridgema.gov/theworks

DEPARTMENT DIRECTORY

PURCHASING		Director: Elizabeth Unger Address: 5 Bigelow St. Phone: (617) 349-4310 Email: eunger@cambridgema.gov Website: http://www.cambridgema.gov/purchasing
SCHOOL DEPARTMENT		Superintendent: Dr. Victoria Greer Address: 135 Berkshire Street Phone: (617) 349-6400 Email: vgreer@cpsd.us Website: http://www.cpsd.us
TRAFFIC, PARKING & TRANSPORTATION		Acting Chief: Brooke McKenna Address: 344 Broadway Street, 2nd floor Phone: (617) 349-4700 Email: trafficfeedback@cambridgema.gov Website: http://www.cambridgema.gov/traffic
REVENUE/ TREASURY		Assistant Finance Director: Michele Kincaid Address: 795 Massachusetts Avenue, 1st floor Phone: (617) 349-4220 Email: treasurer@cambridgema.gov Website: http://www.cambridgema.gov/finance
VETERANS' SERVICES		Director: Neil MacInnes-Barker Address: 51 Inman Street, 2nd floor Phone: (617) 349-4760 Email: nmacinnes@cambridgema.gov Website: http://www.cambridgema.gov/vet
WATER DEPARTMENT		Acting Managing Director: Mark Gallagher Address: 250 Fresh Pond Parkway Phone: (617) 349-4770 Email: cwd@cambridgema.gov Website: http://www.cambridgema.gov/water
WOMEN'S COMMISSION		Executive Director: Kimberly Sansoucy Address: 51 Inman Street, 2nd floor Phone: (617) 349-4697 Email: ksansoucy@cambridgema.gov Website: http://www.cambridgewomenscommission.org
22-CITYVIEW		Director: Calvin Lindsay, Jr. Address: 454 Broadway Phone: (617) 349-4296 Email: clindsay@cambridgema.gov Website: http://www.cambridgema.gov/22cityview

BENCHMARKS – GENERAL GOVERNMENT

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

PER CAPITA PERSONAL INCOME

	2017	2018	2019	2020	2021	AVERAGE
United States	$56,943	$58,031	$59,598	$62,570	$64,100	$57,084
Massachusetts	$73,698	$75,196	$77,588	$82,048	$83,653	$74,325
Boston MSA*	$81,321	$83,232	$85,974	$90,266	$92,290	$82,074
Cambridge**	$80,646	$82,574	$85,766	$89,740	$91,715	$81,576
Cambridge as % of USA	141.6%	142.3%	143.9%	143.4%	143.1%	143.0%
Cambridge as % of MA	109.4%	109.8%	110.5%	109.4%	109.6%	110.0%

Source: US Department of Commerce, Bureau of Economic Analysis 2022. Note: All dollar amounts are adjusted to 2021 dollars using the Consumer Price Index Research Series Using Current Methods (CPI-U-RS).

*Boston-Cambridge-Quincy, MA-NH Metropolitan Statistical Area.

**Cambridge-Newton-Framingham, MA Metropolitan Division of the Boston-Cambridge-Quincy, MA-NH Metropolitan Statistical Area.

Annual Unemployment Rates
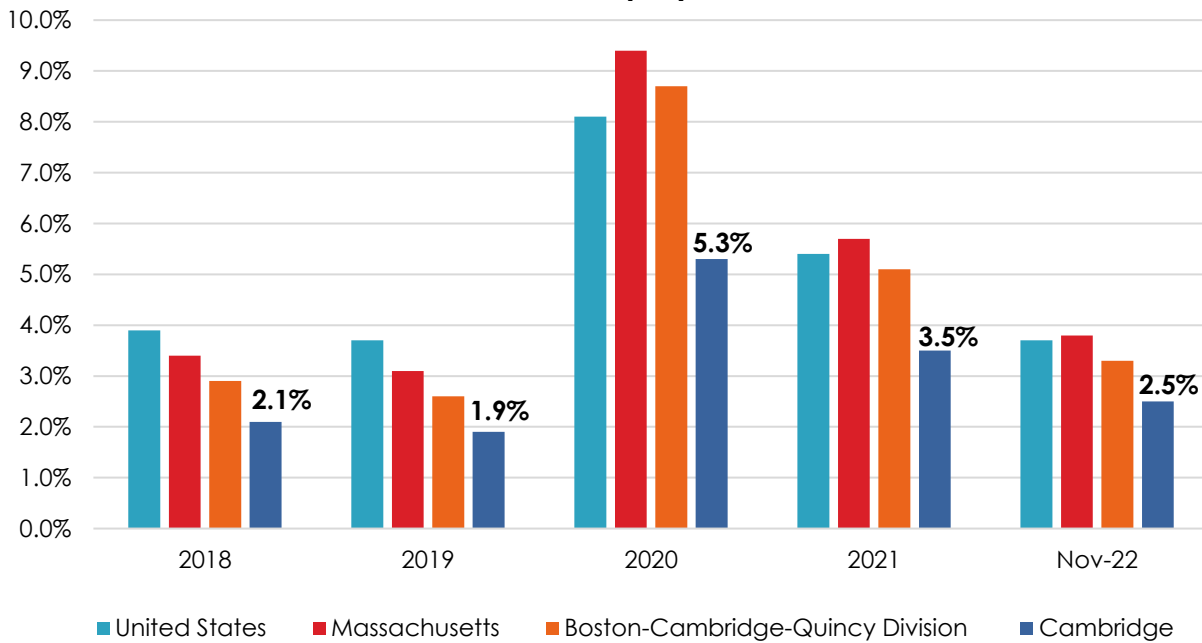
Source: Massachusetts Executive Office of Labor and Workforce Development, Labor Force and Unemployment Data, January 2023.

JOBS BY SECTOR

SECTOR	2020		2021	
Other Goods Producing	4	0.0%	2	0.0%
Construction	607	0.5%	659	0.5%
Manufacturing	2,483	1.9%	2,482	1.8%
Trade, Transportation & Utilities	8,253	6.2%	8,708	6.3%
Information	7,520	5.7%	7,632	5.5%
Financial Activities	3,866	2.9%	4,315	3.1%
Professional and Business Services	55,729	42.0%	58,972	42.5%
Education and Health Services	39,100	29.5%	40,171	29.0%
Leisure and Hospitality	6,197	4.7%	6,890	5.0%
Other Services	1,850	1.4%	2,081	1.5%
Government	7,129	5.4%	6,746	4.9%
TOTAL	132,738	100.0%	138,658	100.0%

Source: MA Executive Office of Labor and Workforce Development, 2022.

PRINCIPAL PUBLIC AND PRIVATE EMPLOYERS – DECEMBER 2022[1]

2022 Rank	Employer	2022 Employees	Industry	2021 Employees	2021 Rank
1	Harvard University	12,553	Higher Education	11,867	1
2	Massachusetts Inst. Of Technology	9,043	Higher Education	8,777	2
3	Takeda Pharmaceuticals/Millennium	3,634	Biotechnology	3,368	4
4	Cambridge Innovation Center[2]	3,499	Start Up Incubator	1,956	10
5	City of Cambridge[3]	3,480	Government	3,564	3
6	Novartis inst. for Biomedical Research	2,254	Biotechnology	2,239	6
7	Sanofi	2,200	Biotechnology	1,618	13
8	Broad Institute	2,119	Research & Development	2,092	7
9	Google	2,100	Software & Internet	2,000	8
10	Phillips North America	2,000	Electronics & Health Technology	2,000	9
11	Cambridge Health Alliance	1,934	Healthcare	1,829	11
12	Biogen	1,930	Biotechnology	2,317	5
13	HubSpot[4]	1,771	Software & Internet	1,309	16
14	Draper Laboratory	1,665	Research & Development	1,498	15
15	Akamai Technologies	1,533	Software & Internet	1,588	14

1. All figures collected between 09/22 and 12/22, unless otherwise noted. Employment at many Cambridge firms is dynamic, responding to changing market factors. Announcements affecting employment since the end of data collection are not factored into this table. All figures reflect employment within the City of Cambridge only. Whenever possible, totals are based on Full Time Equivalents (FTEs). Part-time workers are counted as 0.5 FTEs unless otherwise indicated by employer response.
2. The Cambridge Innovation Center (CIC) and The Engine are start up incubators. The CIC houses employees from 627 firms. The Engine houses employees from 89 firms.
3. The City of Cambridge figures include School Department employees.
4. HubSpot figure from Boston Globe Best Places to Work: 2022.

Source: Cambridge Community Development Department and cited employers, 2022.

BENCHMARKS – GENERAL GOVERNMENT

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

COMMUNITY	FY21	FY22	FY23
Cambridge*	**$5.85**	**$5.92**	**$5.86**
Brookline*	$9.80	$10.19	$9.97
Boston*	$10.67	$10.88	$10.74
Somerville*	$10.19	$10.18	$10.34
Arlington	$11.34	$11.42	$11.21
Belmont	$11.54	$11.56	$11.21
Watertown*	$12.25	$13.25	$13.58

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

HOUSING

TYPE OF HOUSING	FY23 MEDIAN VALUE	FY23 TAX BILL*
Condominium	$732,600	$1,534
Single Family	$1,618,400	$6,725
Two Family	$1,501,700	$6,041
Three Family	$1,737,900	$7,425

*Includes residential exemption.

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

COMMUNITY	FY21	FY22	FY23
Cambridge	**$11.85**	**$11.23**	**$10.38**
Brookline	$15.99	$16.56	$16.70
Somerville	$16.69	$16.85	$17.35
Newton	$20.12	$19.95	$19.07
Watertown	$22.97	$21.28	$19.73
Needham	$25.74	$26.43	$25.56
Boston	$24.55	$24.98	$24.68

BENCHMARKS – GENERAL GOVERNMENT

TOP 10 TAXPAYERS – FY23

#	PROPERTY OWNER	NATURE OF BUSINESS	ASSESSED VALUATION ($)	% OF TOTAL TAX BASE	REAL PROPERTY TAXES ($)	% OF TOTAL TAX LEVY
1	Mass. Institute of Technology	Education*	$7,876,821,500	11.1%	$81,761,407	15.4%
2	Alexandria Real Estate	Commercial	$3,614,846,000	5.1%	$37,522,102	7.1%
3	BioMed Realty Trust	Commercial	$2,278,491,100	3.2%	$23,650,738	4.4%
4	Boston Properties	Commercial	$1,954,843,100	2.7%	$20,291,271	3.8%
5	DivcoWest	Commercial	$1,413,859,800	2.0%	$14,675,865	2.8%
6	Healthpeak	Commercial	$1,254,624,800	1.8%	$13,023,005	2.4%
7	Presidents and Fellows of Harvard College	Education*	$849,057,650	1.2%	$8,813,218	1.7%
8	MBA-Rogers Street, LLC	Commercial	$842,929,600	1.2%	$8,749,609	1.5%
9	RREEF American Reit II Corp	Commercial	$641,895,900	0.9%	$6,662,879	1.3%
10	Novartis Pharmaceuticals	Commercial	$485,282,900	0.7%	$5,037,237	0.9%
	TOTAL FOR TOP 10 TAXPAYERS		$21,212,652,350	29.8%	$220,187,331	41.4%
	TOTAL FY23 ASSESSED VALUATION		$71,139,912,521			
	TOTAL FY23 TAX LEVY				$531,600,922	

*Note: Assessed valuation may include both commercial and residential property, which are taxed at different rates. Does not include payments in lieu of taxes. Source: City of Cambridge, Assessing Department.

Assessed Valuation

Source: City of Cambridge, Assessing Department.

City of Cambridge per Capita Revenue and Expenditures

Bar chart showing Total Revenues per Capita (blue) and Total Expenditures per Capita (red):
- FY22 Actual: $6,440 / $6,289
- FY23 Projected: $7,011 / $6,680
- FY24 Budget: $7,462 / $7,462

Legend: ■ Total Revenues per Capita   ■ Total Expenditures per Capita
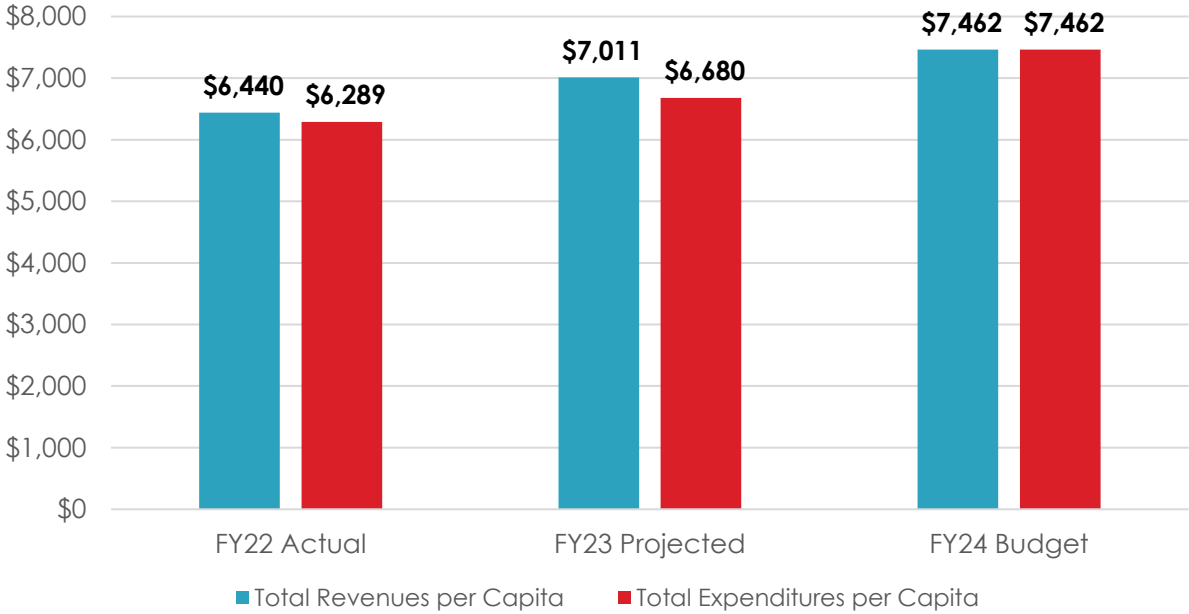
Note: The 2020 U.S. Census figure of 118,403 was used as the population for these calculations.

General Fund Balances

Bar chart (Millions ($)) showing Unassigned Fund Balance (red) and Total Fund Balance (blue):
- FY18: $256 / $369
- FY19: $265 / $388
- FY20: $226 / $364
- FY21: $223 / $344
- FY22: $210 / $321

Legend: ■ Unassigned Fund Balance   ■ Total Fund Balance
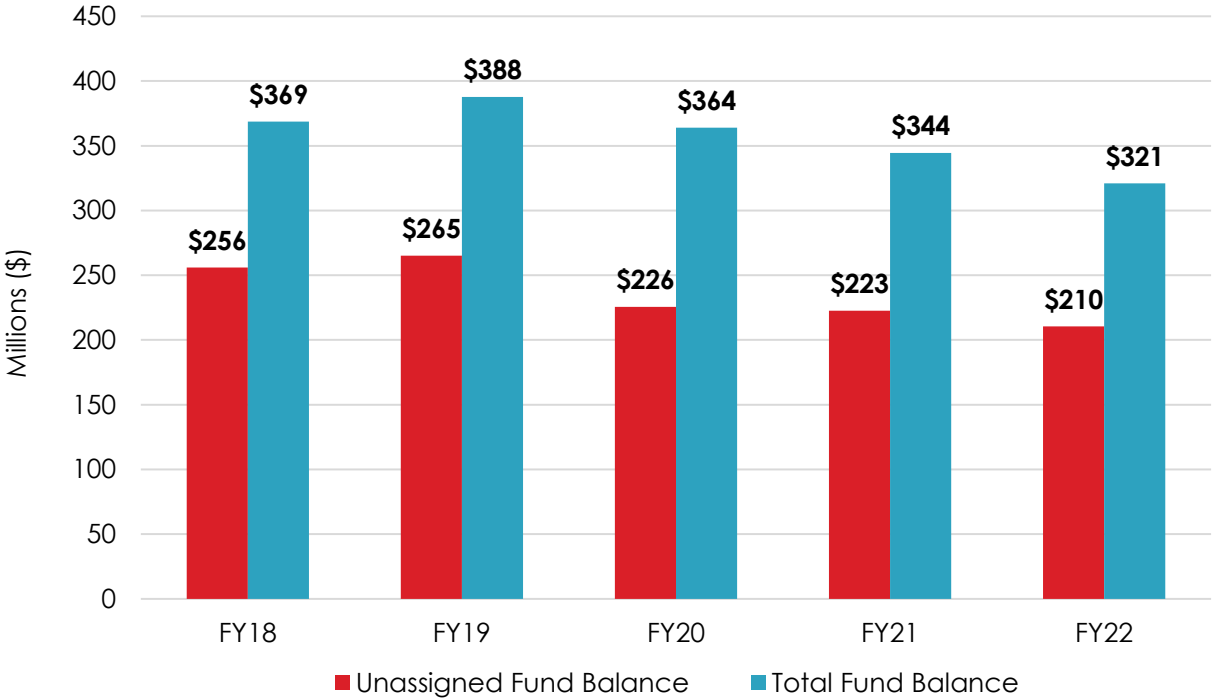
Note: The General Fund serves as the chief operating fund of the City.

BENCHMARKS – GENERAL GOVERNMENT
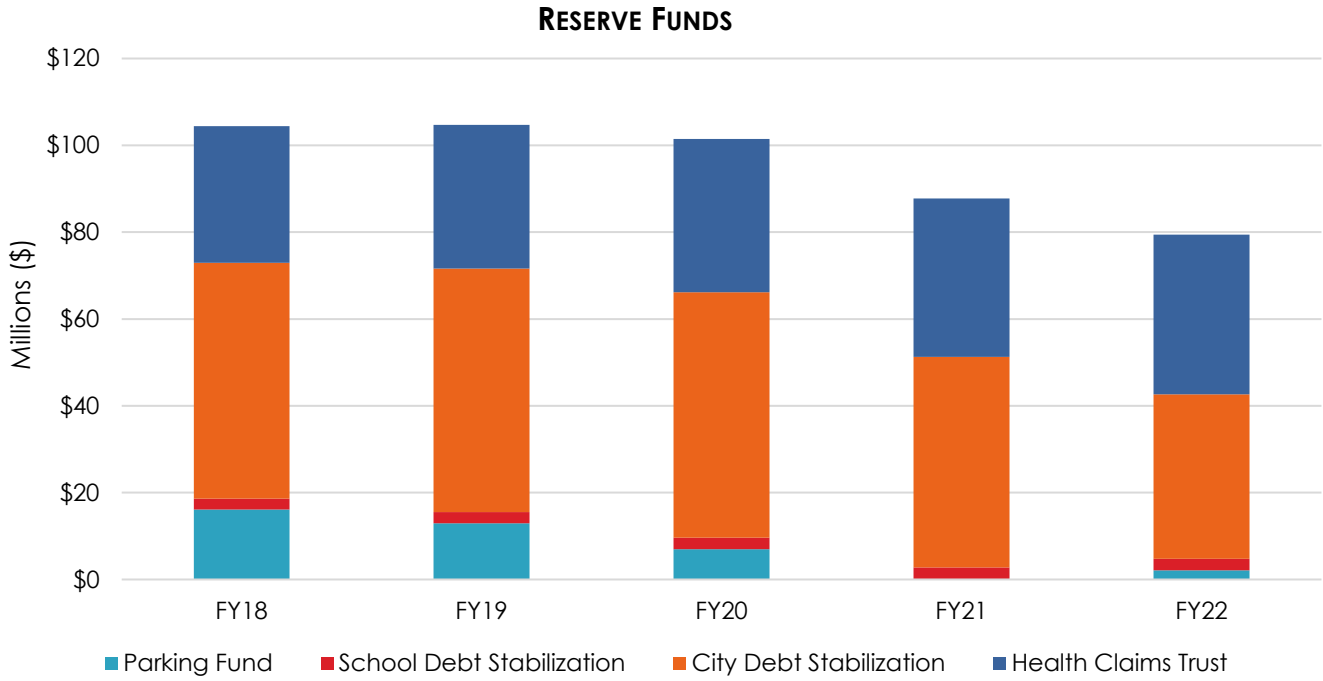
RESERVE FUNDS

*Fiscal Year 18 reserve fund changed to a cash basis. Reserve funds protect the City from unexpected expenses and potential shortfalls in revenue. Source: City of Cambridge, Finance Department.

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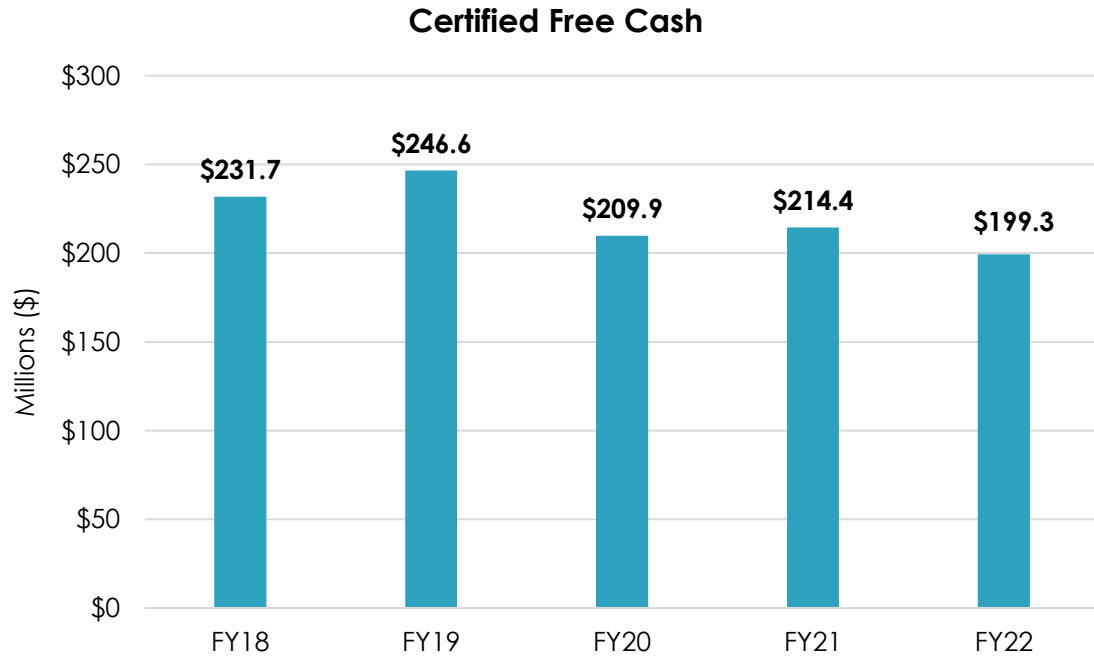
Note: Certified Free Cash is funds available from the operations of the previous fiscal year that are certified by the MA Department of Revenue's Director of Accounts as available for appropriation. Remaining funds include unexpended Free Cash from the previous year, receipts in excess of estimates shown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

BENCHMARKS – GENERAL GOVERNMENT

Births Recorded in Cambridge

Year	Births
2018	4,381
2019	4,243
2020	4,021
2021	4,041
2022	4023
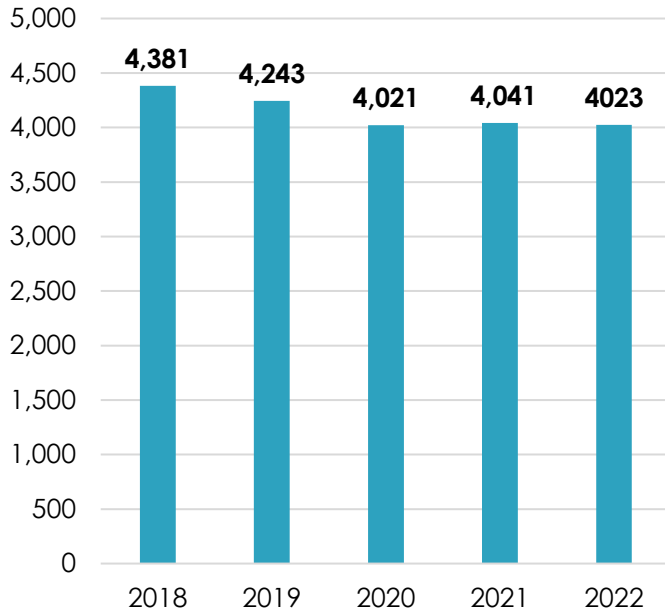
Births Recorded in Cambridge in 2022
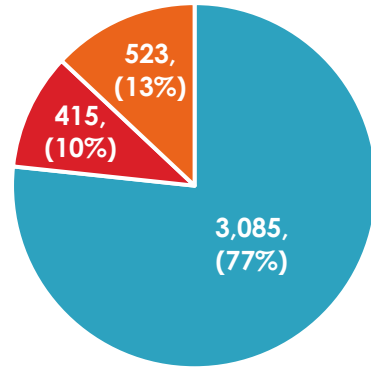
- 3,085, (77%) — Non-residents born in Cambridge
- 415, (10%) — Cambridge residents born in Cambridge
- 523, (13%) — Cambridge residents born outside of Cambridge

Cambridge Marriage Licenses & Domestic Partnership Filings
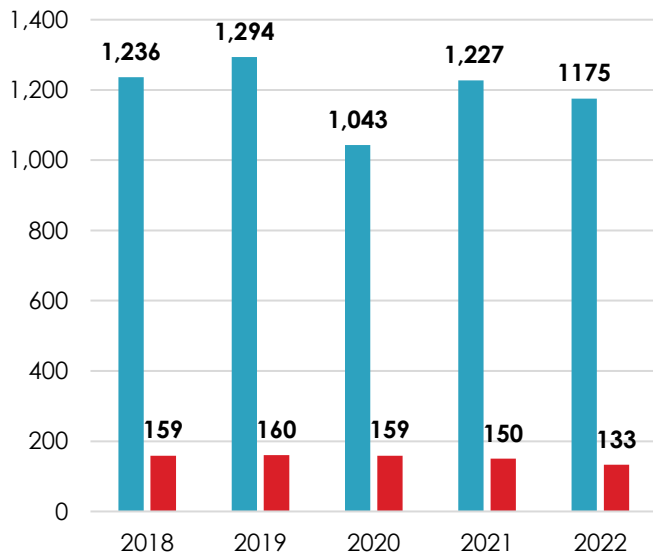
Year	Marriage Intentions	Domestic Partnerships
2018	1,236	159
2019	1,294	160
2020	1,043	159
2021	1,227	150
2022	1175	133

Voters in Municipal Elections
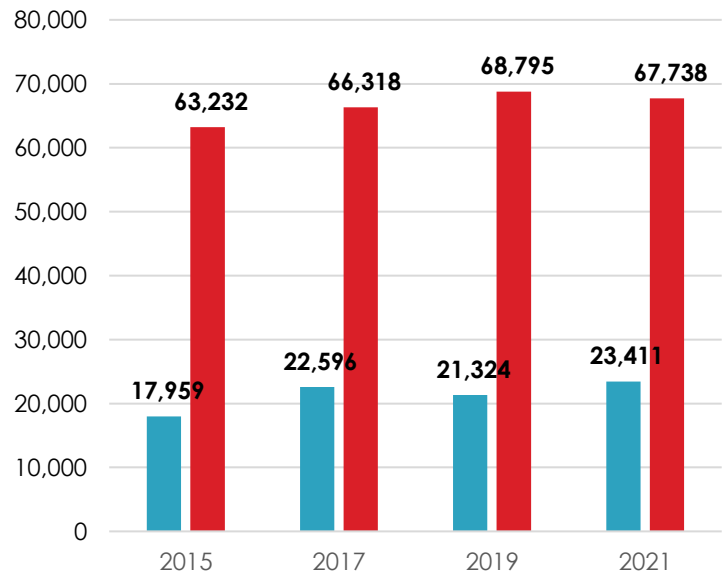
Year	Number of residents who voted	Number of residents registered to vote
2015	17,959	63,232
2017	22,596	66,318
2019	21,324	68,795
2021	23,411	67,738

Newly Registered Voters in Cambridge

FY	Value
FY19	19,786
FY20	29,887
FY21	31,288
FY22	23,887
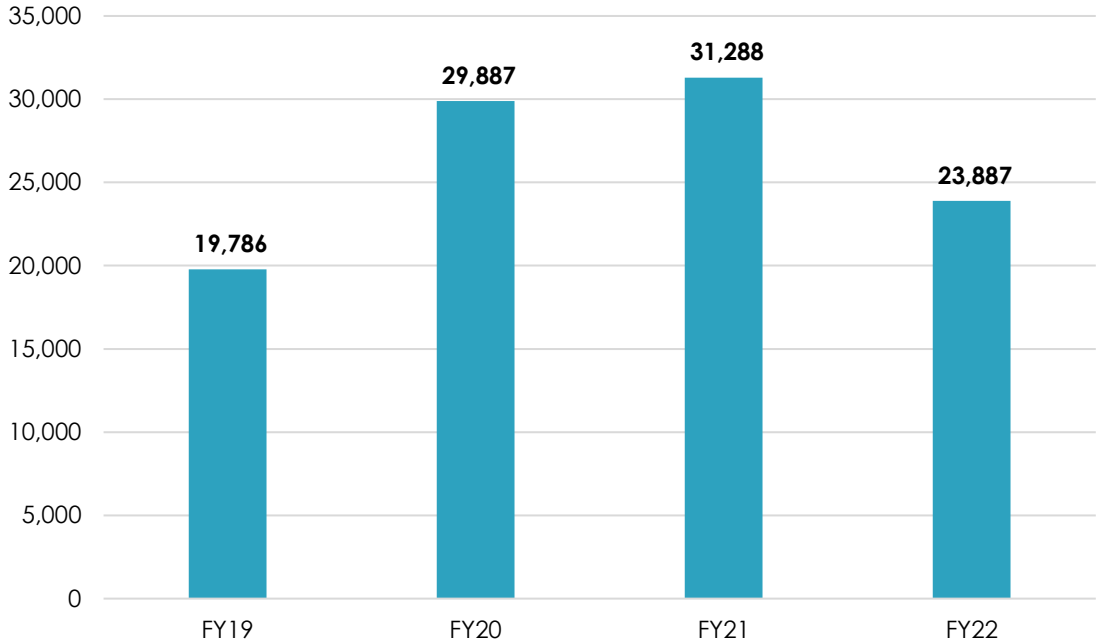
Early Voting Ballots Processed

Period	Value
2018 (November)	11,925
2020 (September and November)	70,113
2022 (September and November)	59,521
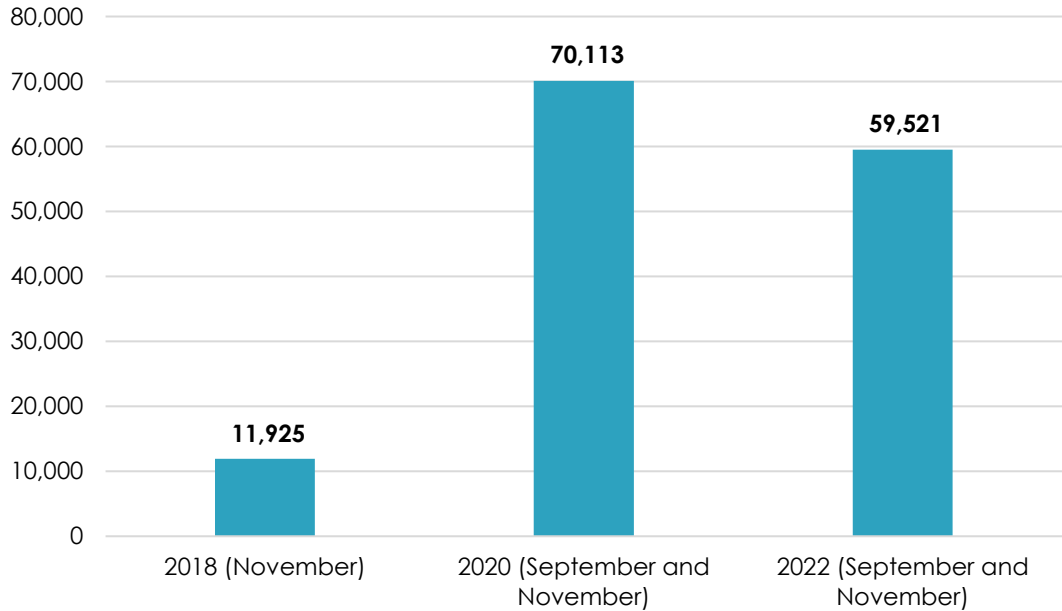
Note: 2020 and 2022 include the September Primary Election and November Election.

BENCHMARKS – GENERAL GOVERNMENT

Participatory Budgeting Voters
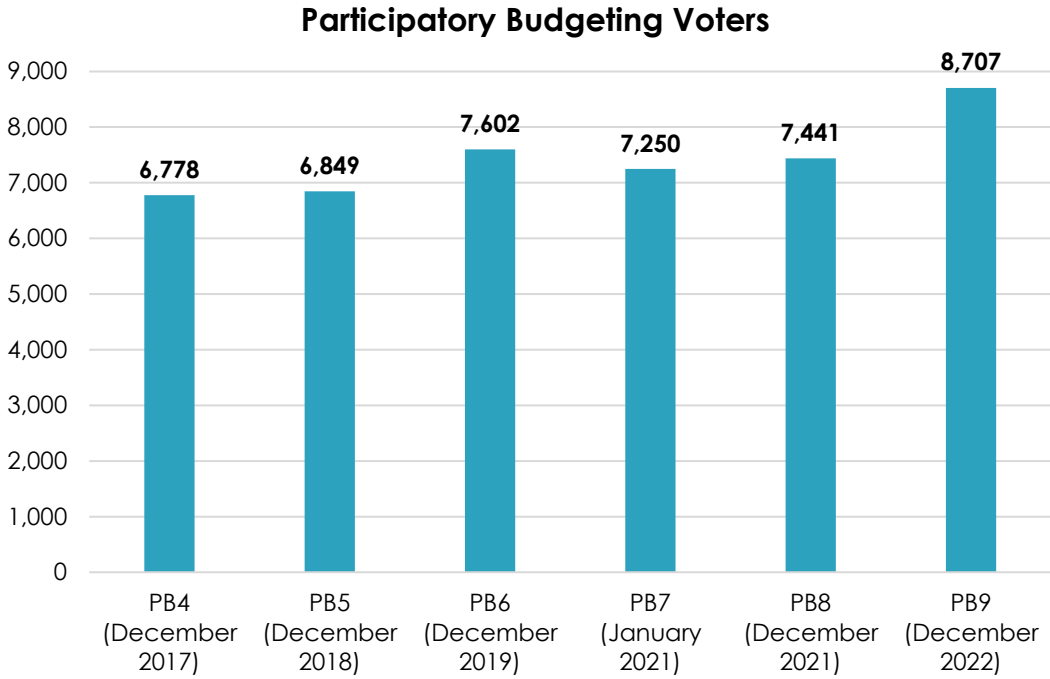
Note: All Cambridge residents age 12 and older, regardless of citizenship, can vote in the City's annual Participatory Budgeting (PB) process.

Public Records Requests Answered
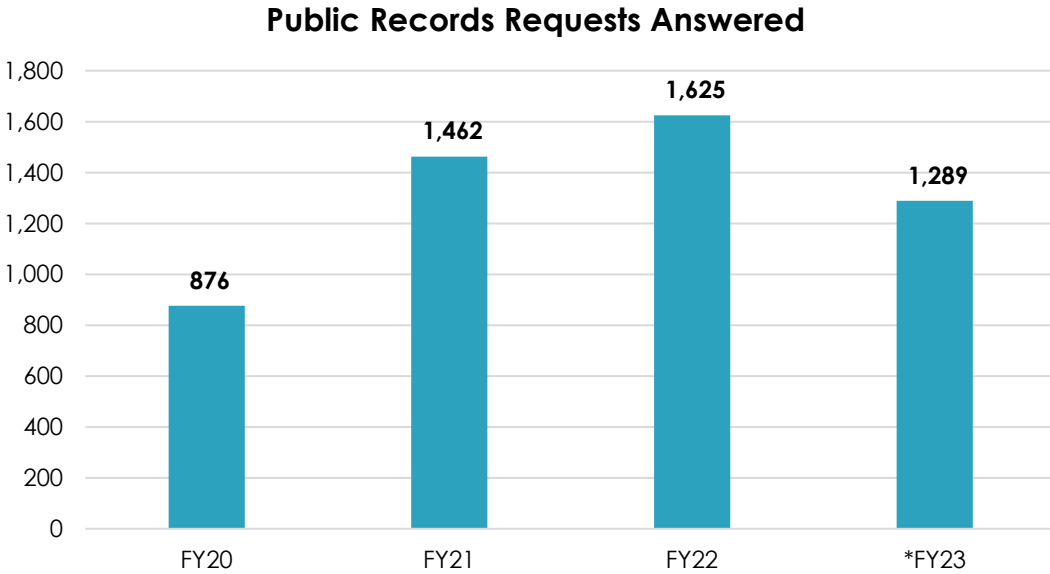
*Note: FY23 shows public records requests answered between July 1, 2022, and March 31, 2023.

BENCHMARKS - Public Safety

10-Year Emergency Communications Historical Incident Data

Category	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	% Change ('21-'22)
Fire Ops	5,527	5,450	6,010	5,912	5,811	6,190	6,309	5,924	5,680	6,566	16%
Administrative	9,561	9,067	9,415	9,296	9,062	8,925	10,691	12,598	11,158	12,520	12%
Medical	11,391	11,263	11,144	11,033	11,096	12,347	11,758	11,670	10,520	12,483	19%
Assist Public	16,470	16,221	16,390	12,183	17,263	14,977	16,139	22,376	20,001	22,202	11%
Traffic/MV-Related	13,804	14,454	14,251	17,014	13,071	18,189	18,567	14,124	11,878	14,389	21%
Crime & Directed Patrol	58,821	54,578	51,636	42,816	40,802	44,129	47,489	51,747	44,763	55,037	23%
Total	**115,574**	**111,033**	**108,846**	**98,254**	**97,105**	**104,757**	**110,953**	**118,439**	**104,000**	**123,197**	**18%**

Total Fires — bar chart showing Building Fires and Non-building Fires for 2018–2022:
2018: 70 / 1,003; 2019: 73 / 965; 2020: 71 / 907; 2021: 65 / 812; 2022: 59 / 999
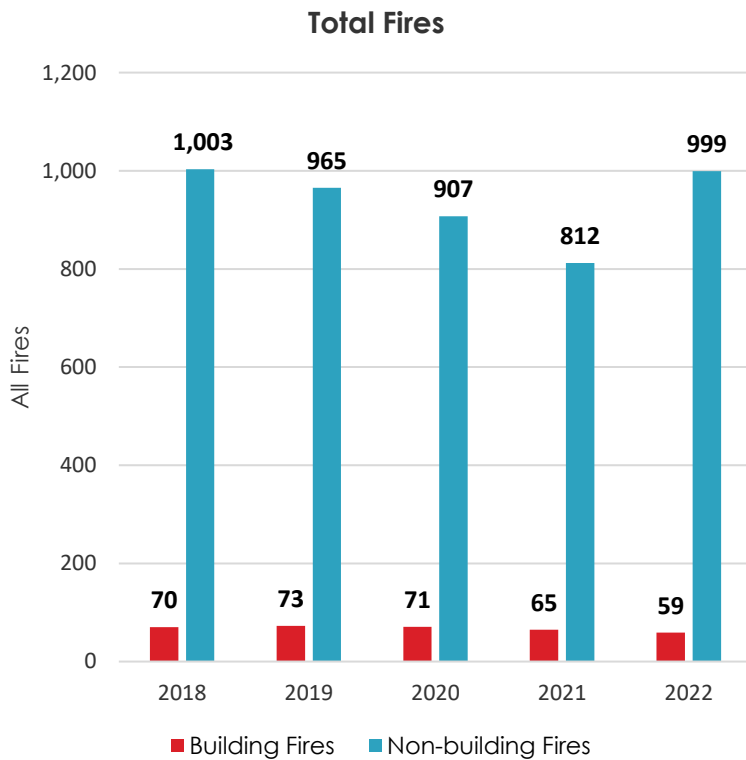
Emergency Communications: FY22 Incident Categories (123,197 Total Incidents) — pie chart:
CRIME 45%, ASSIST PUBLIC 18%, TRAFFIC/MV-RELA 12%, ADMIN 10%, MEDICAL 10%, FIRE OPS 5%
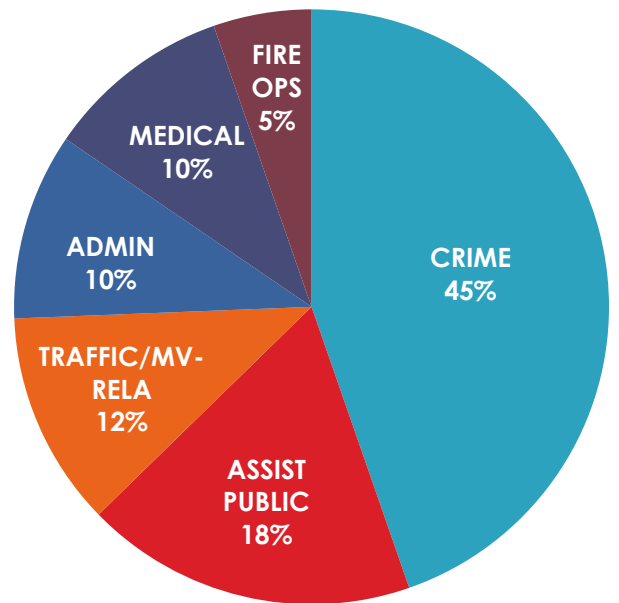
Note: Building Fires include fires where actual fire damage was sustained by the building or structure. Non-Building Fires include rubbish fires, brush fires, grass fires, vehicle fires, and cooking fires contained to the stove or oven.

55 Years of Crime in Cambridge
Part I Index Crimes* Reported to the Police Annually

Crime peaked in **1974** with 10,715 total incidents reported.

1990 was the most violent year in Cambridge, with 1,077 incidents reported.

Crime rose again in Cambridge in **2022**, up 11% to 2,894

Crime reached a 55-year low in **2019** with 2,259 serious crimes reported.

Property Crime

Violent Crime
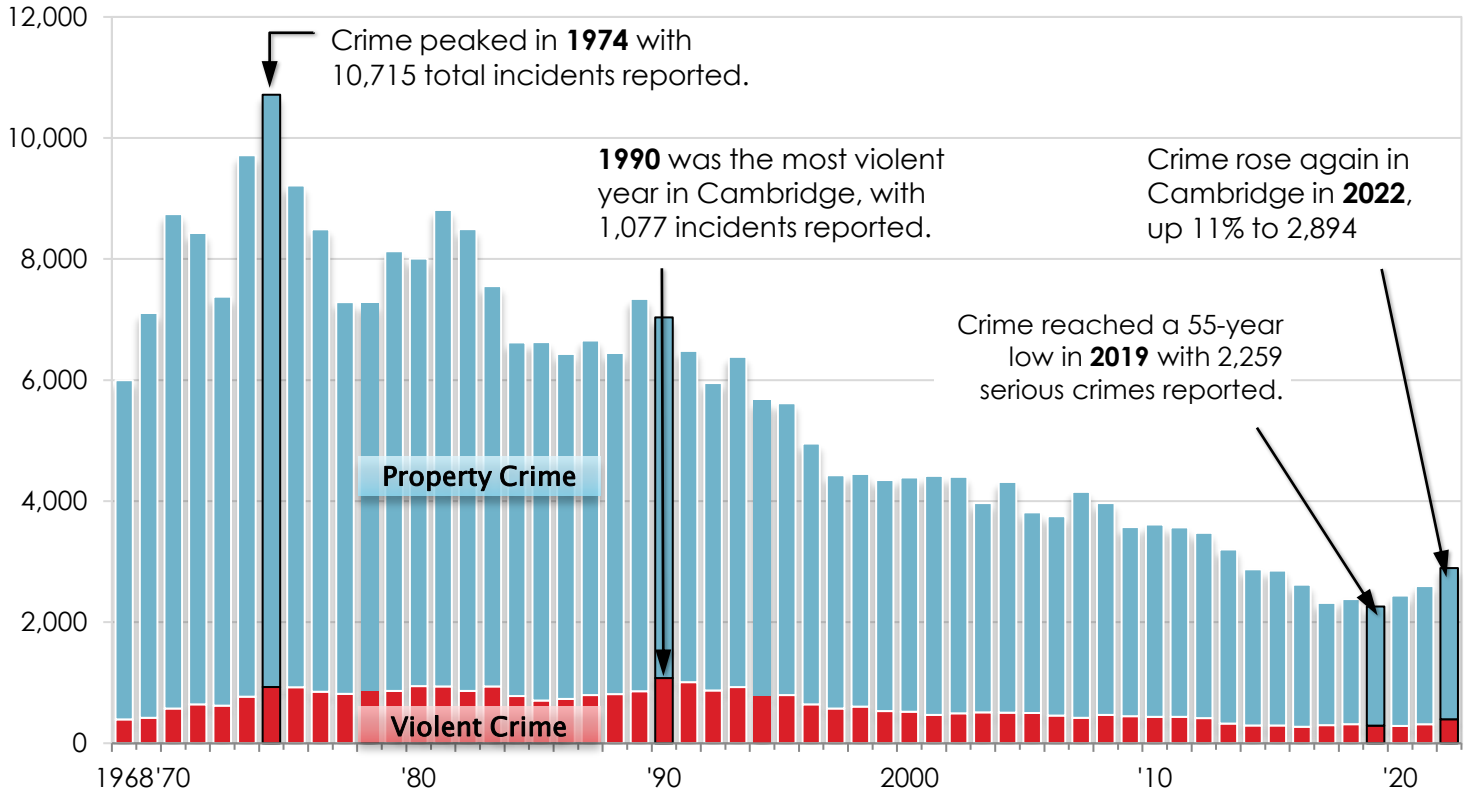
*Serious crime refers to Part I "Index" crimes, the seven serious crimes which the FBI's Uniform Crime Reporting (UCR) Program collects statistics on.

Crime Comparison to Nearby Communities (2021)

Community	Violent Crimes	Property Crimes
Cambridge	314	2,283
Lawrence	360	849
Lowell	366	1,500
Lynn	444	830
New Bedford	615	1,658
Quincy	303	1,166
Somerville	152	923

■ Violent Crimes ■ Property Crimes
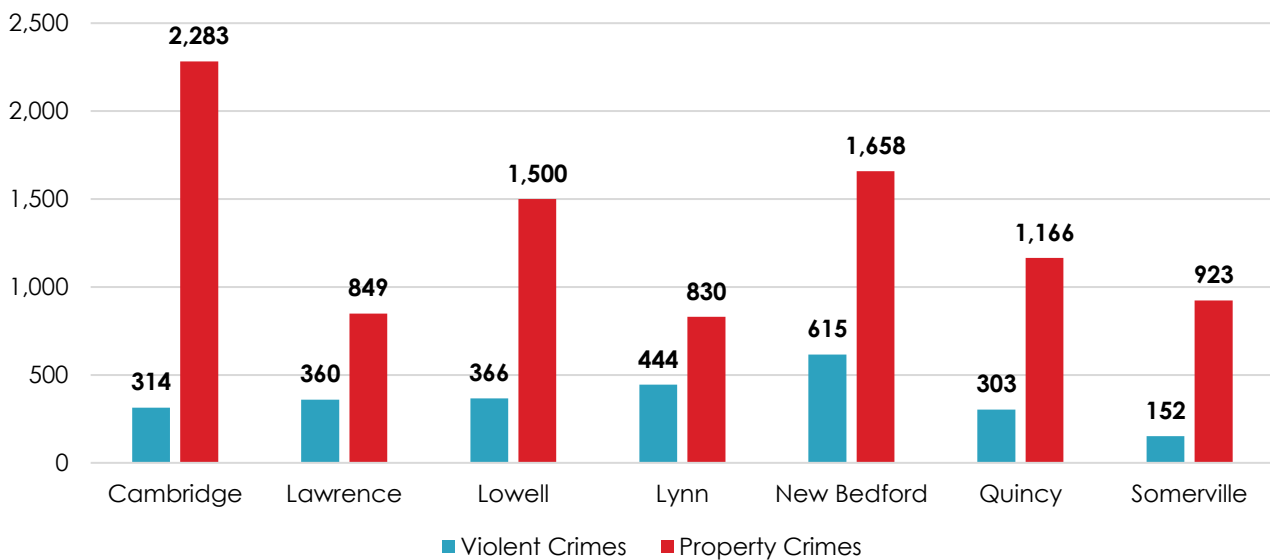
Note: This table is based on information from the FBI's Uniform Crime Reports and the latest available data available for comparison was from 2021.

BENCHMARKS – PUBLIC SAFETY

COMPARISON OF 2021 AND 2022 CAMBRIDGE CRIME INDEX

CRIME	JAN - DEC 2021	JAN - DEC 2022	PERCENT CHANGE
Murder	**1**	**0**	**-100%**
Rape	**36**	**43**	**19%**
Robbery	**68**	**95**	**40%**
Commercial	11	18	64%
Street	57	77	35%
Aggravated Assault	**209**	**258**	**23%**
Total Violent	**314**	**396**	**26%**
Burglary	**197**	**258**	**32%**
Commercial	72	53	-26%
Residential	124*	205	65%
Larceny	**1,958**	**2,088**	**7%**
From Building	146	216	48%
Motor Vehicle	446	465	4%
From Person	106	122	15%
Of Bicycle	623	481	-23%
Shoplifting	192	298	55%
From Residence	350	381	9%
Of MV Plate	27	23	-15%
Of Services	6	15	150%
Misc.	62	87	40%
Auto Theft	**129**	**152**	**18%**
Total Property Crime	**2,283**	**2,498**	**9%**
Crime Index Total	**2,597**	**2,894**	**11%**

*One residential burglary was removed from the 2021 Cambridge Crime Index.

FY22 ECC Call Type Volume

- ● Police/Fire Non-Emergency Lines
- ● 7 Digit Emergency Lines
- ● No Class of Service (undetermined)
- ● 911 Wireless (cell phone callers)
- ● 911 Wireline (Landline callers)
- ● 911 Text
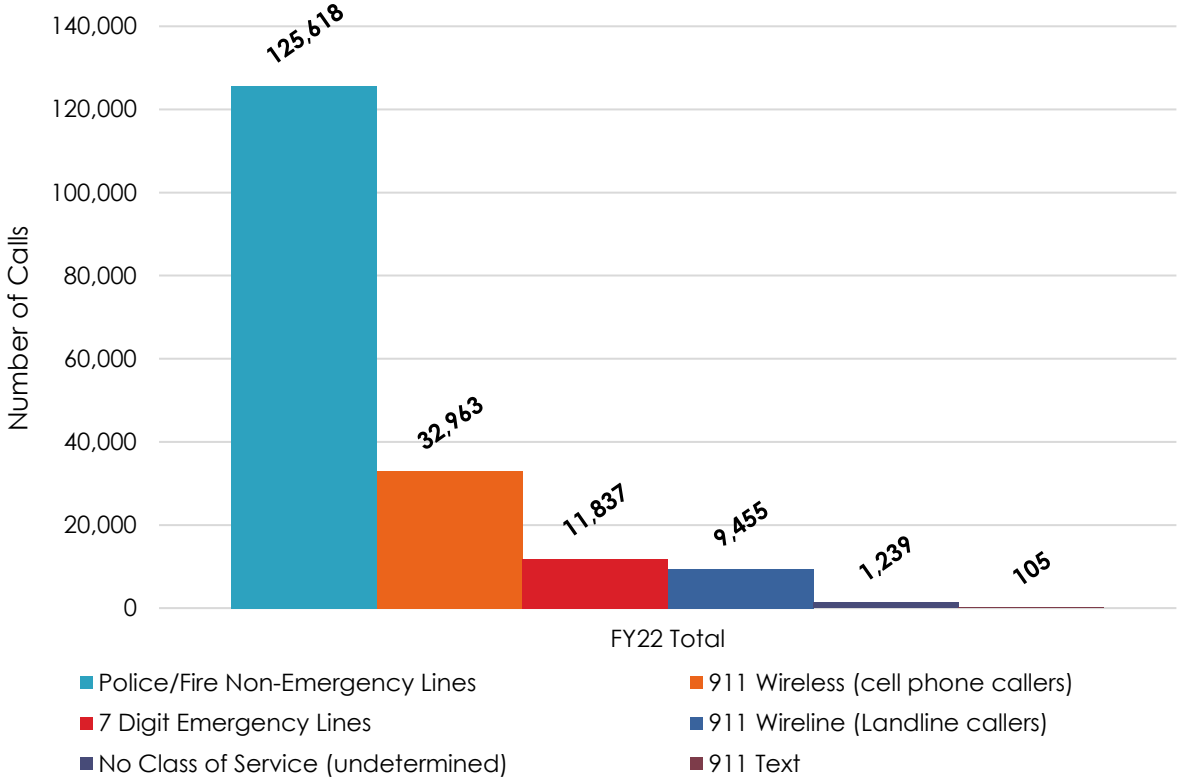
Reportable Motor Vehicle Crashes - Fiscal Year 2018-2022

- ● Motorist vs. Motorist
- ● Motorist vs. Pedestrian
- ● Motorist vs. Bicyclist
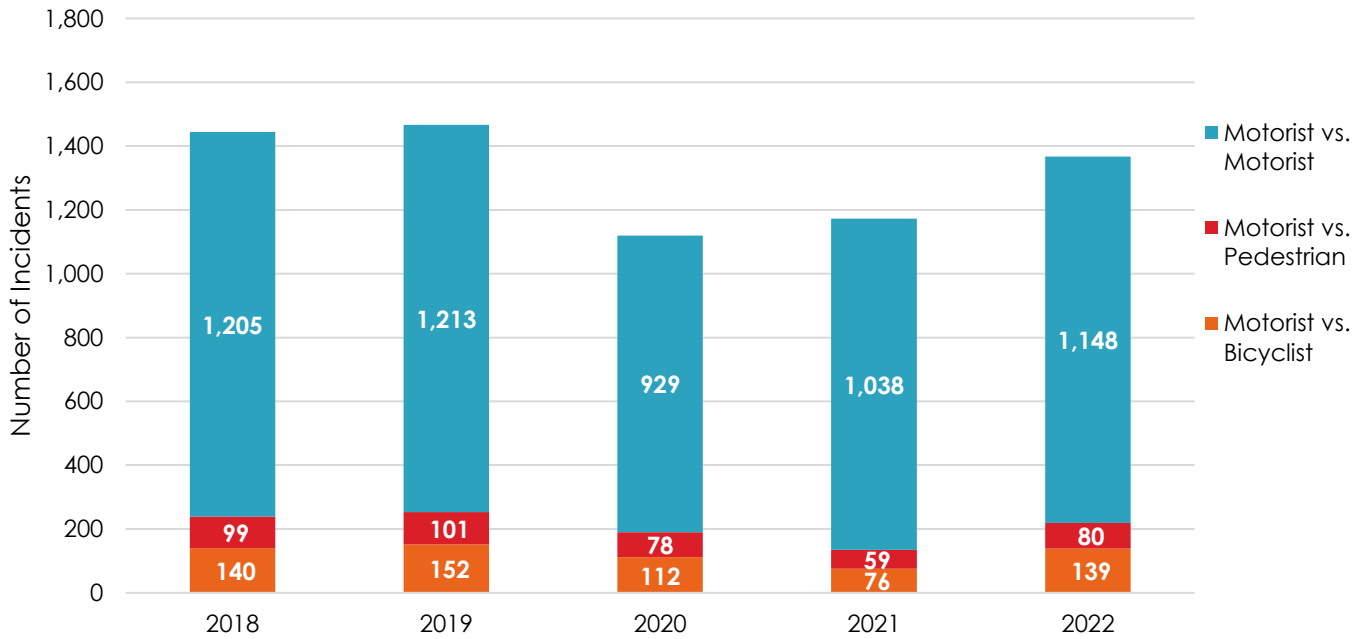
Crashes Resulting in EMS Transport per 100k Residents

Number of Incidents

Year	Value
2018	260
2019	194
2020	152
2021	128
2022	166

- Crashes requiring EMS Transports per 100k Residents
- 2018-2022 Average EMS Transports
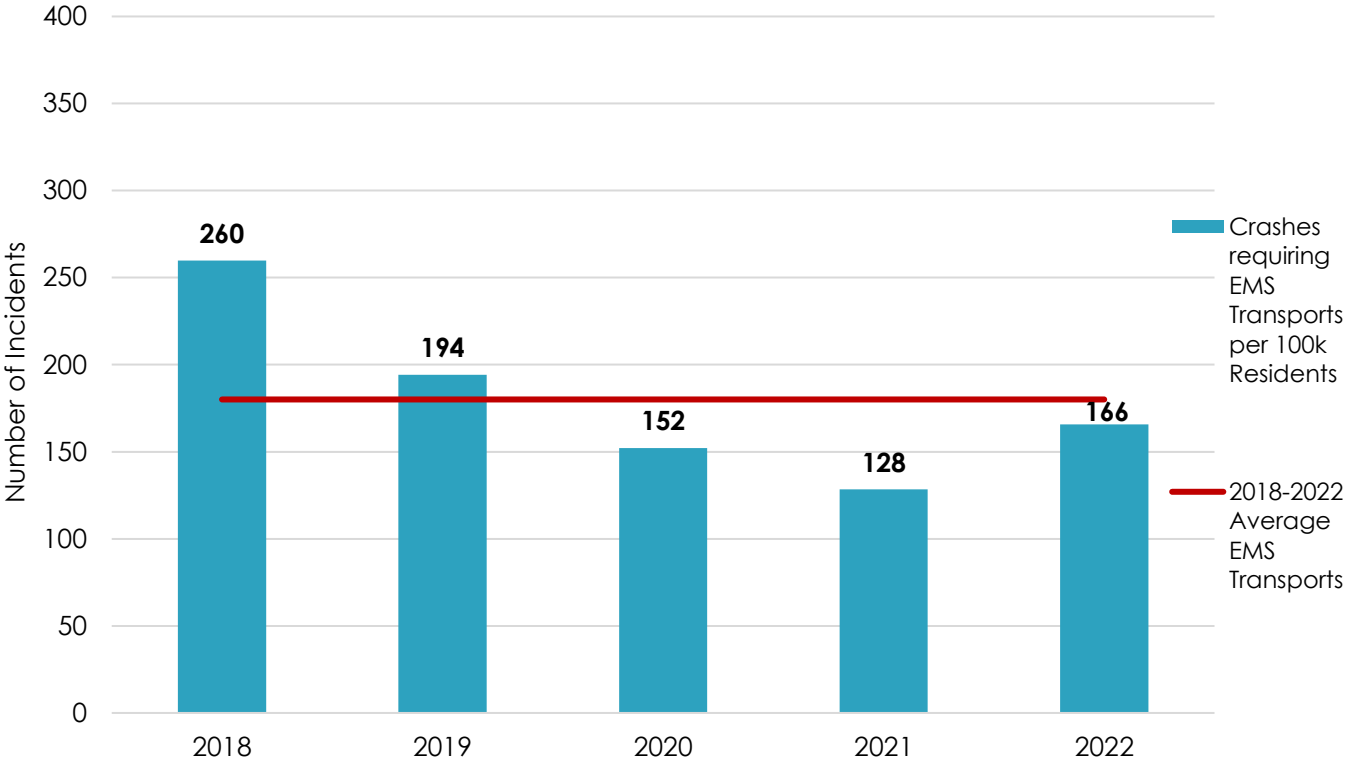
All Reportable Crashes per 100k Residents

Number of Incidents

Year	Value
2018	1,267
2019	1,238
2020	946
2021	991
2022	1,167

- Crashes per 100k residents
- 2018-2022 Average

Estimated Municipal Operations GHG Emissions with 100% Renewable Electricity

2022: 38% reduction from 2008 baseline

70% reduction from 2008 baseline

Legend: Electricity | Nat Gas | Oil | Propane | Gasoline | Diesel | B20 | Other

Y-axis: Metric Tons CO2 (0 to 30,000)
X-axis: 2008 to 2030
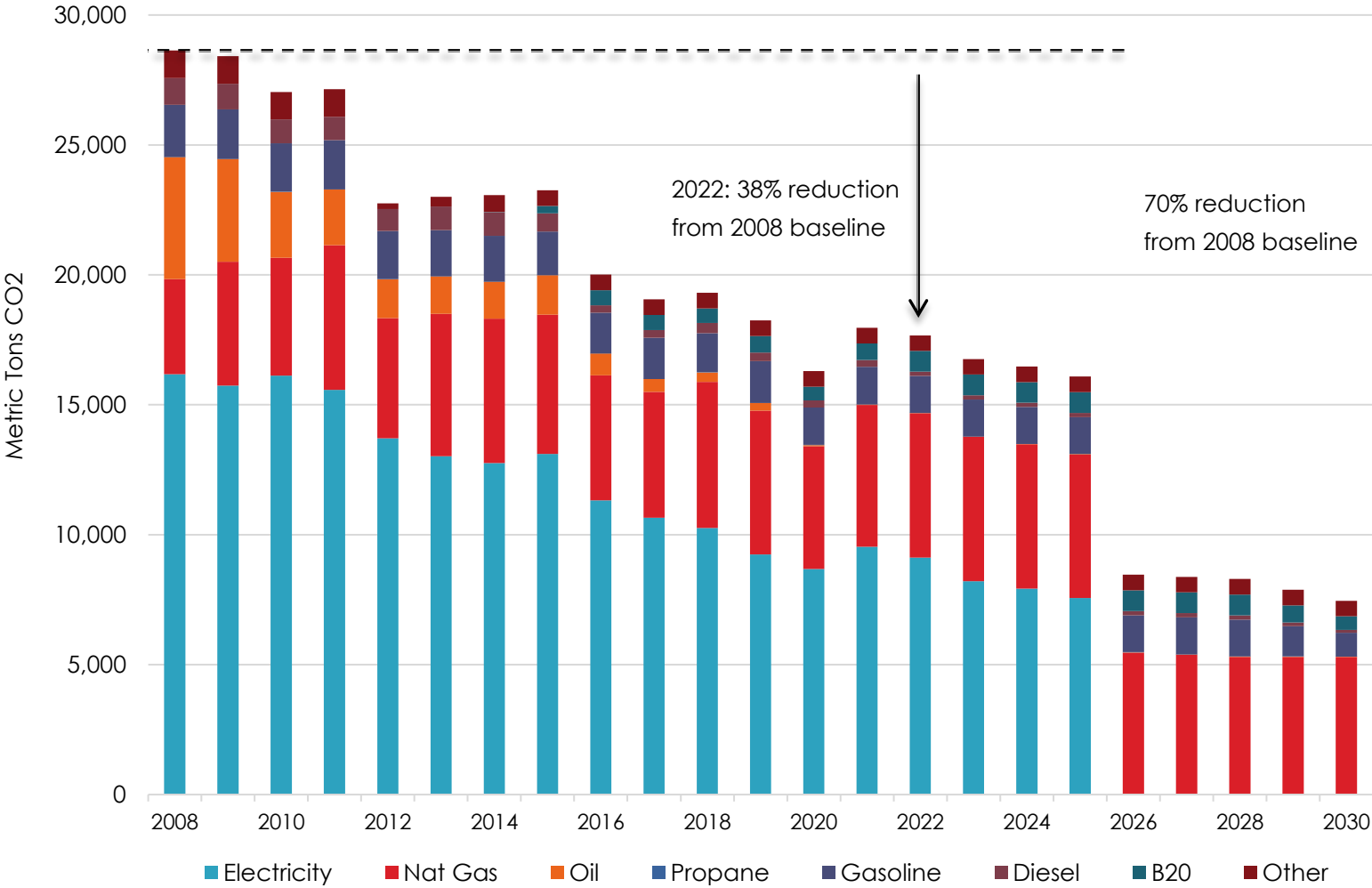
Note: In 2022, the City reduced greenhouse gas emissions (ghg) from municipal operations 38% below 2008 levels. The chart also depicts the significant impact of the planned procurement of 100% renewable electricity supply from a new renewable system with a commercial operation date on or about Dec. 2025.

SOLID WASTE REDUCTION (AVERAGE POUNDS OF TRASH PER HOUSEHOLD PER WEEK)

WHAT'S IN THE AVERAGE HOUSEHOLD'S 15.4 POUNDS OF TRASH EACH WEEK?

ORGANICS │Primarily food waste:		4.5 lbs.
COMINGLED CONTAINERS, PAPER │ Could be in recycling toter:		2.0 lbs.
TEXTILES/METAL/ELECTRONICS │ Drop off recycling options exist:		2.0 lbs.
OTHER TRASH │Can't reuse, compost, or recycle:		6.9 lbs.

8.5 LBS OF MATERIAL SET OUT IN CURBSIDE TRASH COULD BE DIVERTED THROUGH EXISTING PROGRAMS

Y-axis: Average pounds of trash per household per week

Data points:
- 2008 BASELINE: 22
- 2021: 16.6
- 2022: 15.4
- 2030 goal: 12
- 2050 Goal: 4

In 2022 the curbside organics program saw a 25% increase in tonnage. In the first year of the textiles recovery program, the City diverted 162 tons of clothes/textiles. In FY24 the City will update the Zero Waste Master Plan to identify additional actions to reach the 2030 and 2050 goals.

Note: The City is working to reduce trash through initiatives such as curbside organics collection, textiles recovery, and continued efforts to improve curbside recycling rates. The chart above shows the City's progress in meeting the goals of the Cambridge Zero Waste Master Plan, which calls for reducing residential trash 80% by 2050 from a 2008 baseline.

BENCHMARKS – COMMUNITY MAINTENANCE AND DEVELOPMENT

Commonwealth Connect is the City's online and app-based reporting service, allowing residents to directly connect with City departments to report issues. Residents can choose from over 40 service categories that are sent directly to the appropriate departments.

TOP FIVE* COMMONWEALTH CONNECT CATEGORIES
REPORTED FY22

- Missed Recycling, 953
- Missed Trash, 1,740
- Icy or Unshoveled Sidewalk, 970
- Missed Compost, 1,072
- Pothole, 1,124
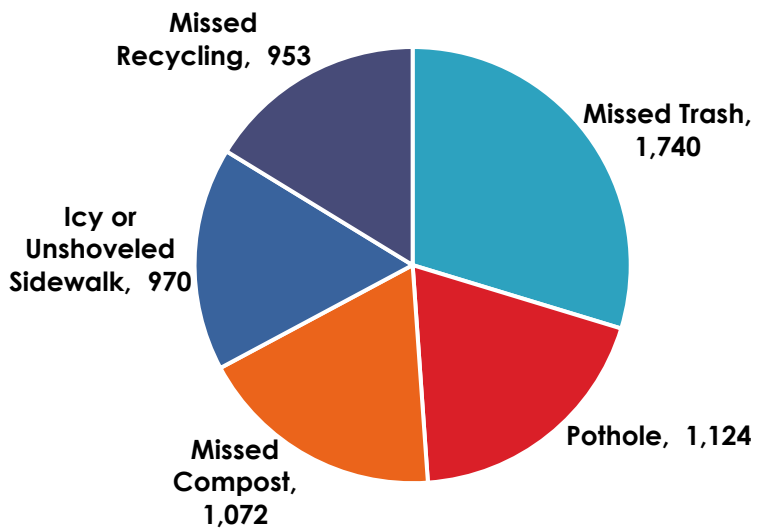
*The "Other" category was one of the Top 5 categories for FY22, however, since issues reported into that category vary greatly, it was excluded from this chart.

Each category of requests is assigned a Service Level Agreement (SLA). The SLA establishes a set amount of time in which residents can reasonably expect a request to be resolved. Public Works' goal is to address 80% of requests within their given category's service level agreement. Because of pandemic related restrictions, Public Works provided more limited services in certain areas during FY22.

PERCENTAGE OF ISSUES RESOLVED WITHIN SERVICE LEVEL
AGREEMENT (FY21 vs. FY22)
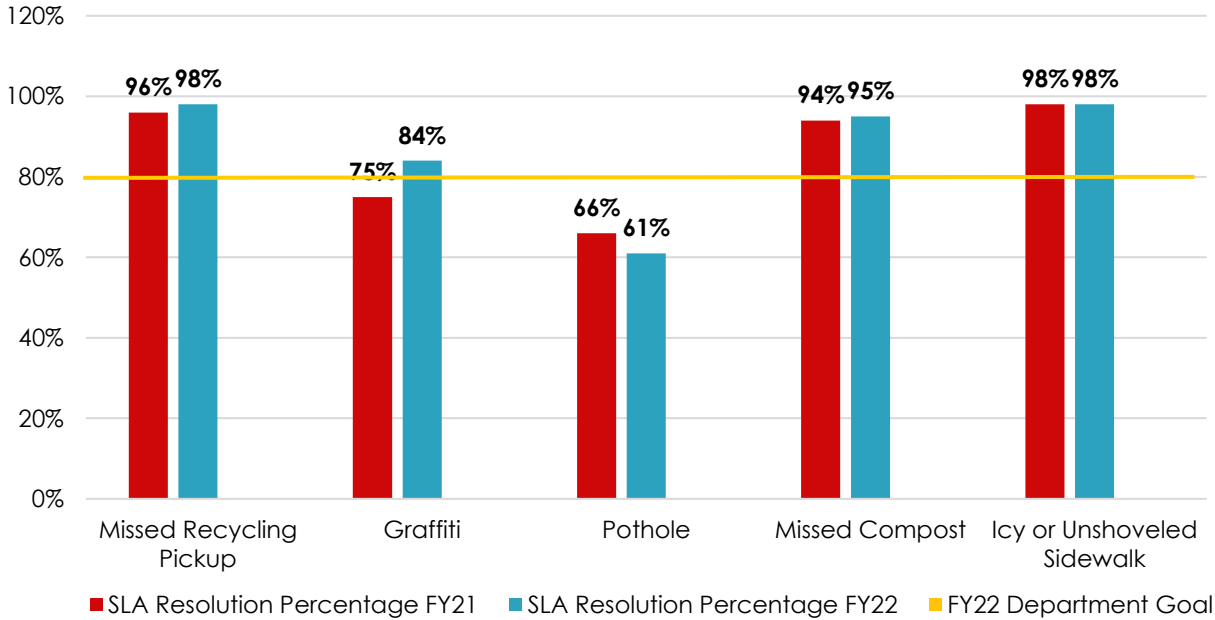
Category	SLA Resolution Percentage FY21	SLA Resolution Percentage FY22
Missed Recycling Pickup	96%	98%
Graffiti	75%	84%
Pothole	66%	61%
Missed Compost	94%	95%
Icy or Unshoveled Sidewalk	98%	98%

Legend: ■ SLA Resolution Percentage FY21 ■ SLA Resolution Percentage FY22 ▬ FY22 Department Goal

Water Leaks Repaired

FY	Value
FY17	40
FY18	64
FY19	46
FY20	47
FY21	47
FY22	54

Total Water Quality, Treatment, and Watershed Tests Performed

FY	Value
FY18	65,276
FY19	75,220
FY20	72,932
FY21	87,917
FY22	72,304

Park Access

Quarter-Mile Walking Distance from Park Entrances

Cambridge, Massachusetts

Open Space
- City Park or Playground
- DCR-Owned Park
- Privately-Owned Park
- Public School Grounds
- **Quarter-Mile Walking Distance**
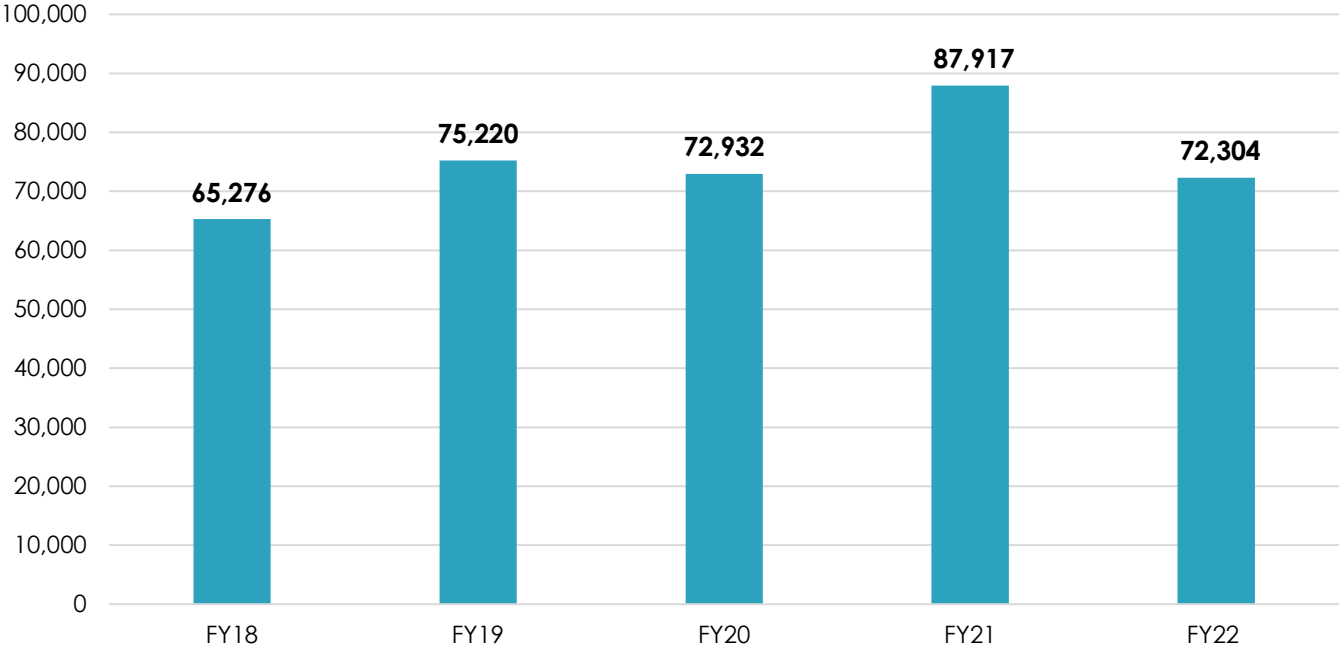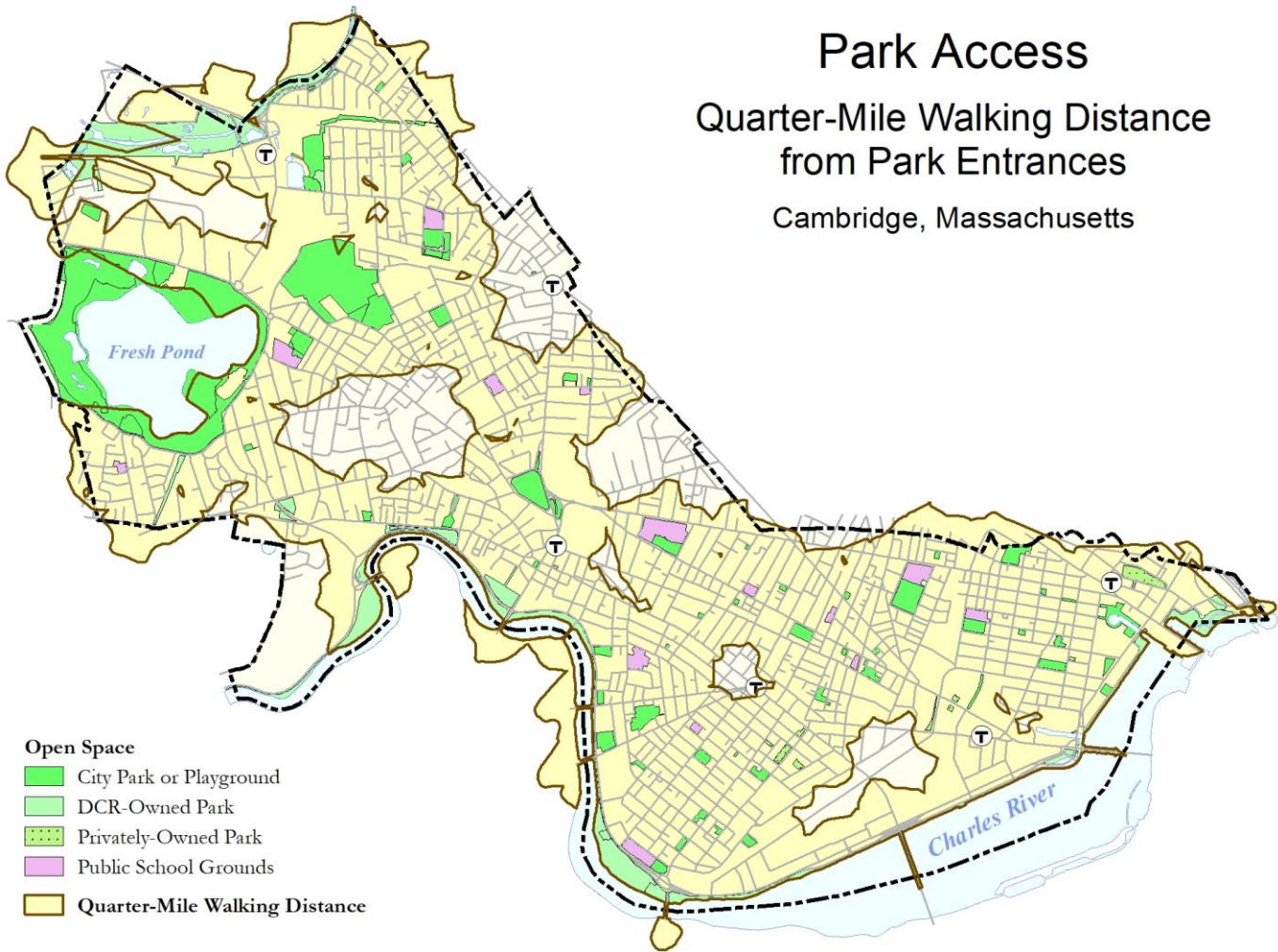
Transit Access

Half-Mile Walking Distance from Subway
and Quarter-Mile Walking Distance
from 7-Day, All-Week Bus Service

Cambridge, Massachusetts

Fresh Pond

Charles River

Walking Distances from Transit

Half-Mile from Subway Station

Quarter-Mile from Bus Stop with
   7-Day-a-Week Service
   (shown outside of subway catchment only)

MBTA Bus Routes Entering Cambridge

MBTA Subway Lines and Stations

(T) Red Line   (T) Green Line

(T) Orange Line   (T) Blue Line
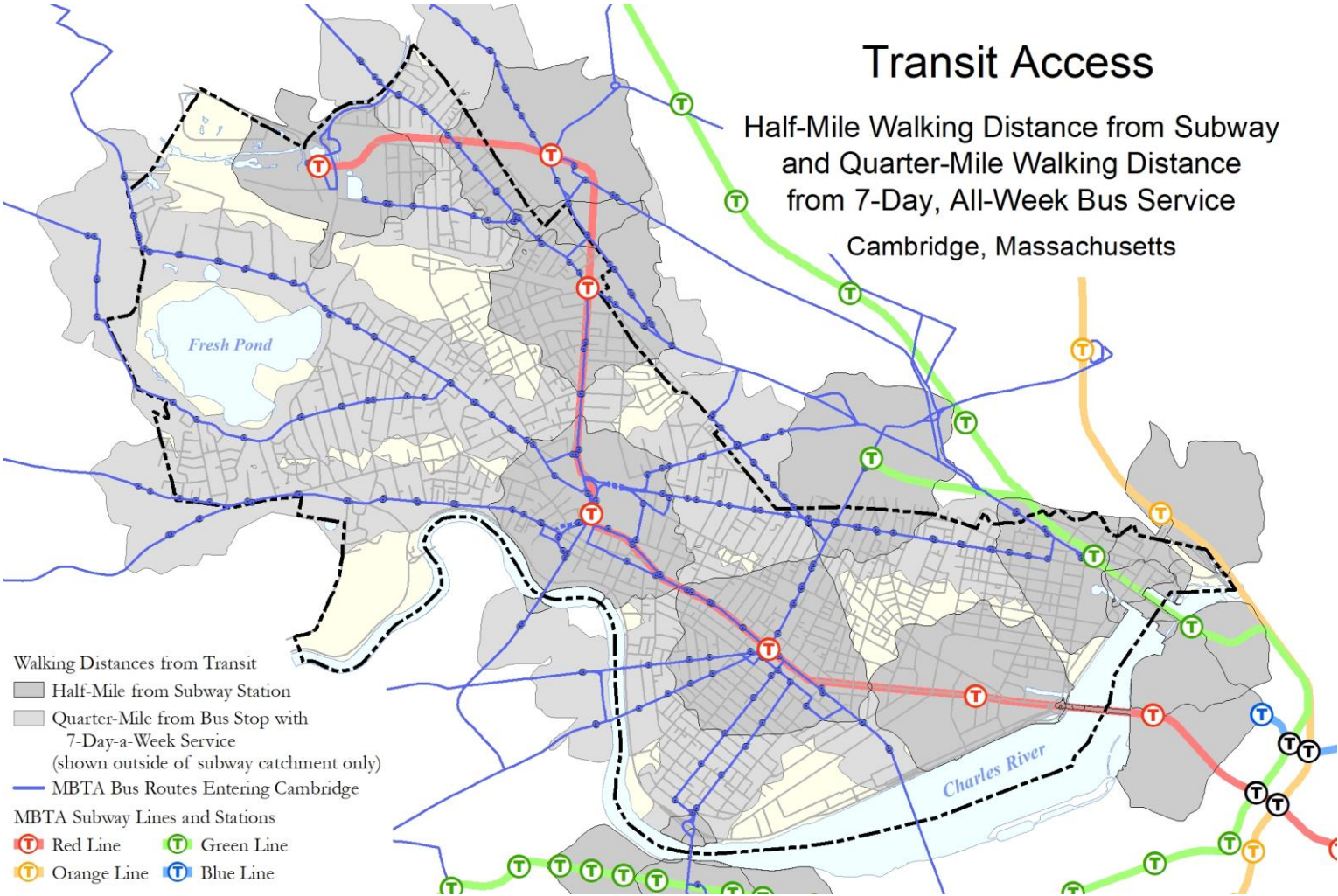
Transit Ridership
(Measured by Boardings at Stations and Bus Stops)
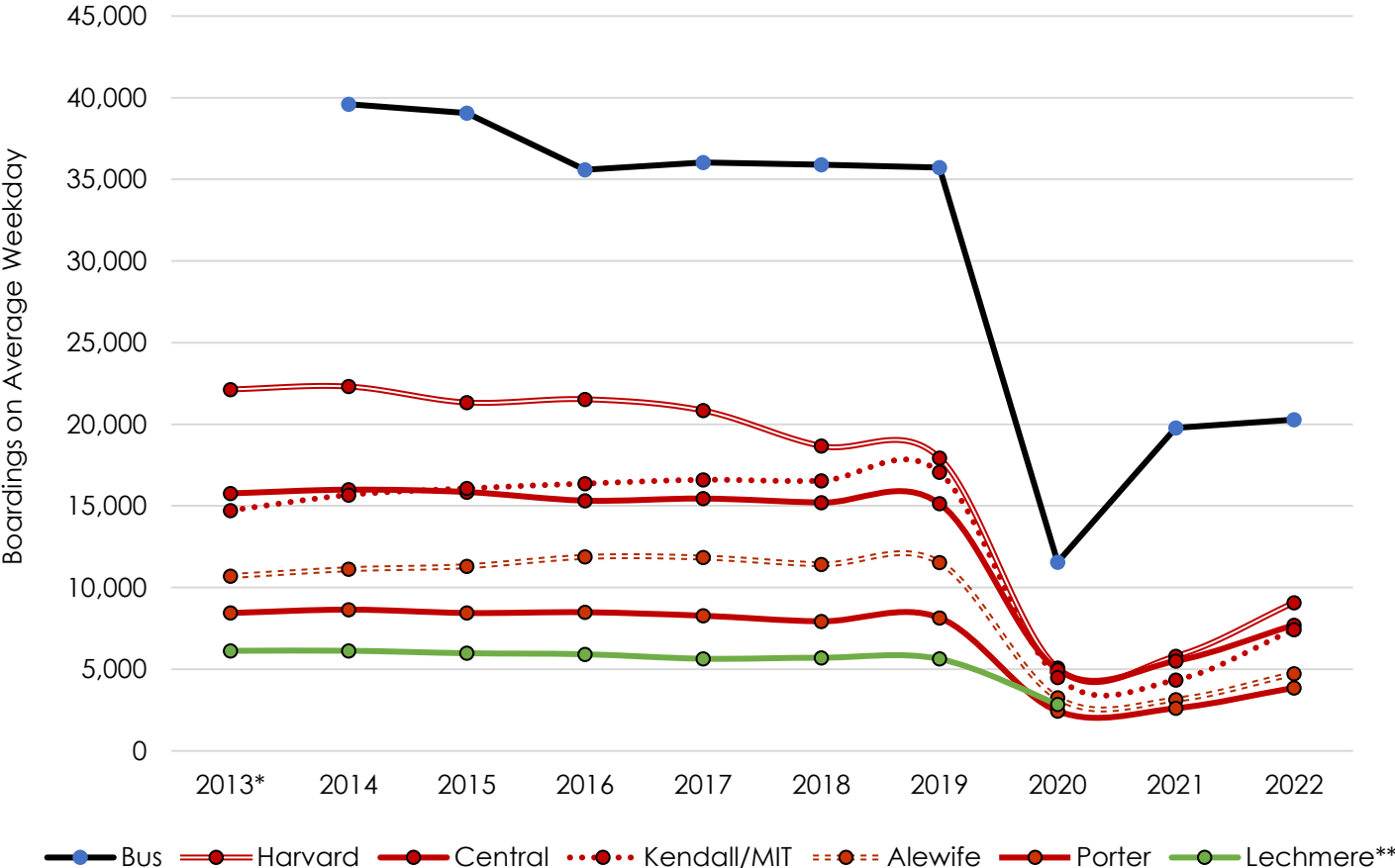
* = Bus data was not available for 2013.

** = Lechmere station was closed for part of 2021 and 2022. Full service did not resume until 2023.

Note: Boardings at bus stops and subway stations remain well below historical ridership.

Primary Mode of Travel to Work for Cambridge Workforce

Legend: 1990 Census | 2000 Census | 2010 Five-Year ACS | 2021 Five-Year ACS

Drive Alone — 23.1%
Transit — 22.3%
Walk — 22.2%
Work at Home — 20.3%
Bike — 6.8%
Carpool — 3.3%
Other — 2.0%
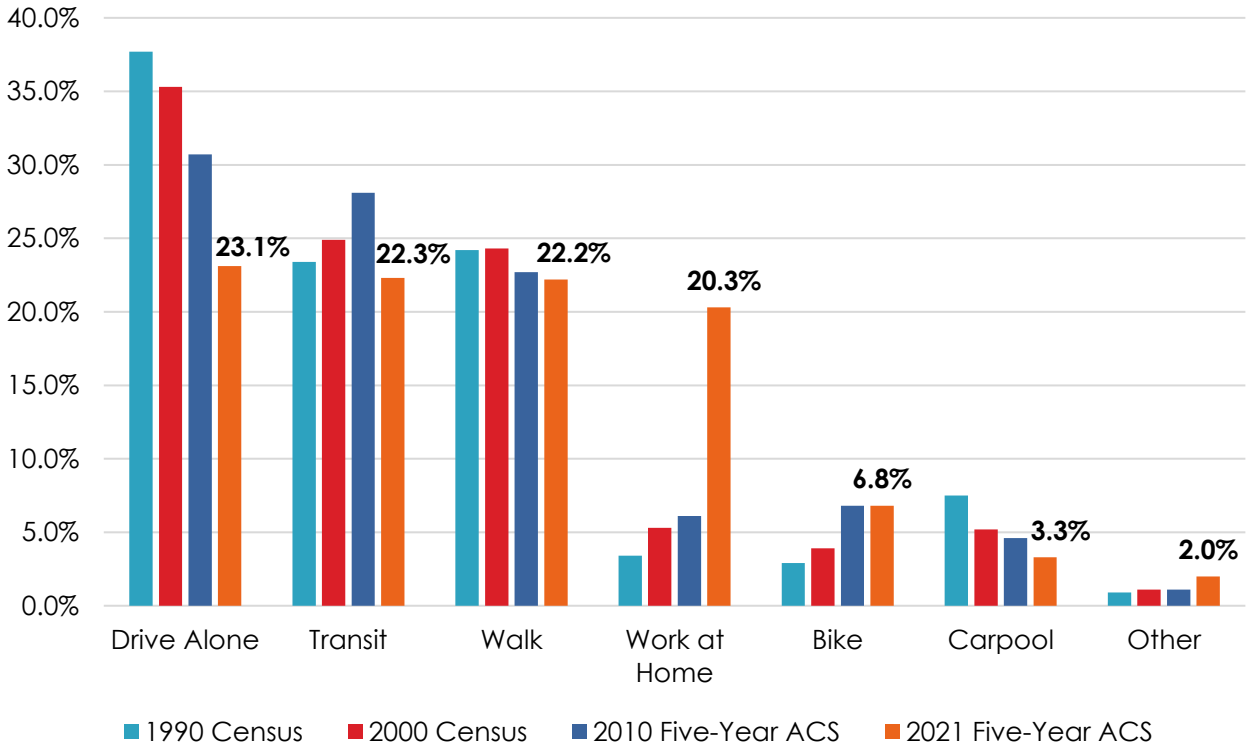
Number of Vehicles Available to Households

Legend: 1990 Census | 2000 Census | 2010 Five-Year ACS | 2021 Five-Year ACS

No Vehicle Available — 32.7%
1 Vehicle Available — 48.7%
2 Vehicle Available — 15.7%
3+ Vehicles Available — 2.8%
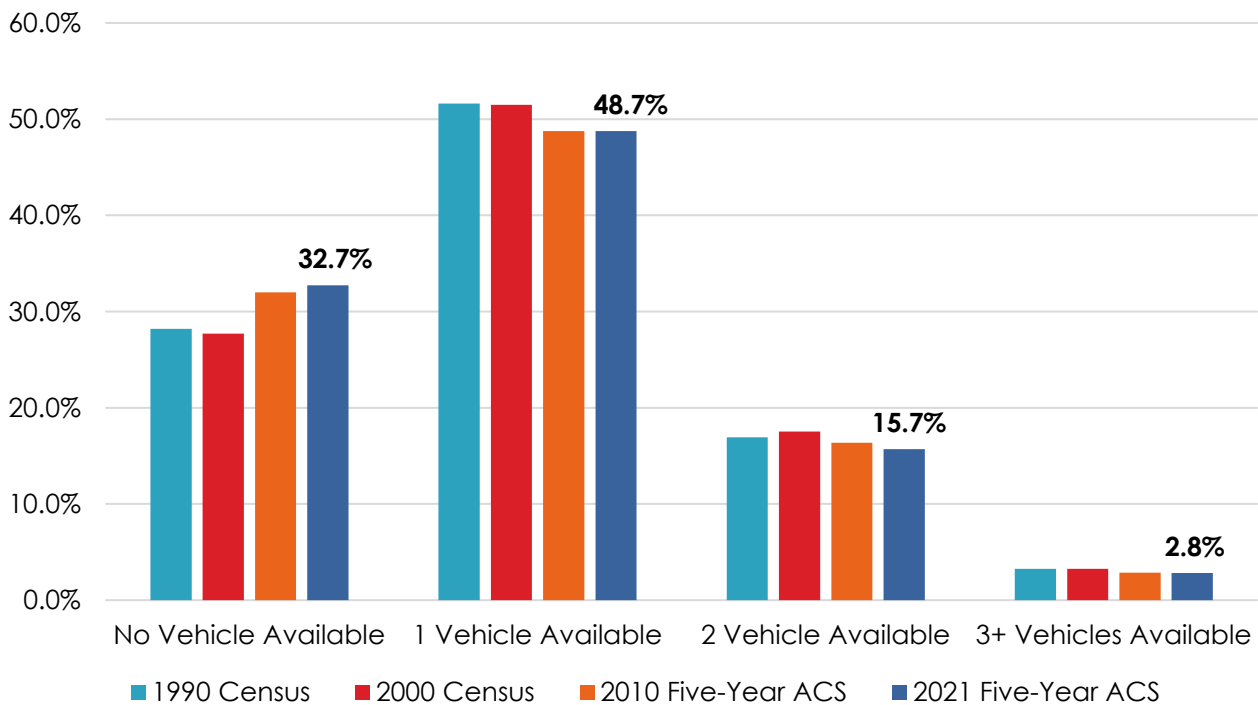
Affordable Housing Creation & Preservation
(Cumulative Units)

Legend:
- Housing Preservation: Recapitalization + Rehab
- Housing Preservation: Expiring Use
- New Affordable Housing: Inclusionary
- New Affordable Housing: City-funded

Cumulative totals by fiscal year:
- FY05: 197
- FY06: 395
- FY07: 579
- FY08: 656
- FY09: 733
- FY10: 896
- FY11: 1,046
- FY12: 1,581
- FY13: 1,787
- FY14: 1,925
- FY15: 2,242
- FY16: 2,350
- FY17: 2,545
- FY18: 2,824
- FY19: 2,879
- FY20: 3,363
- FY21: 3,587
- FY22: 3,792
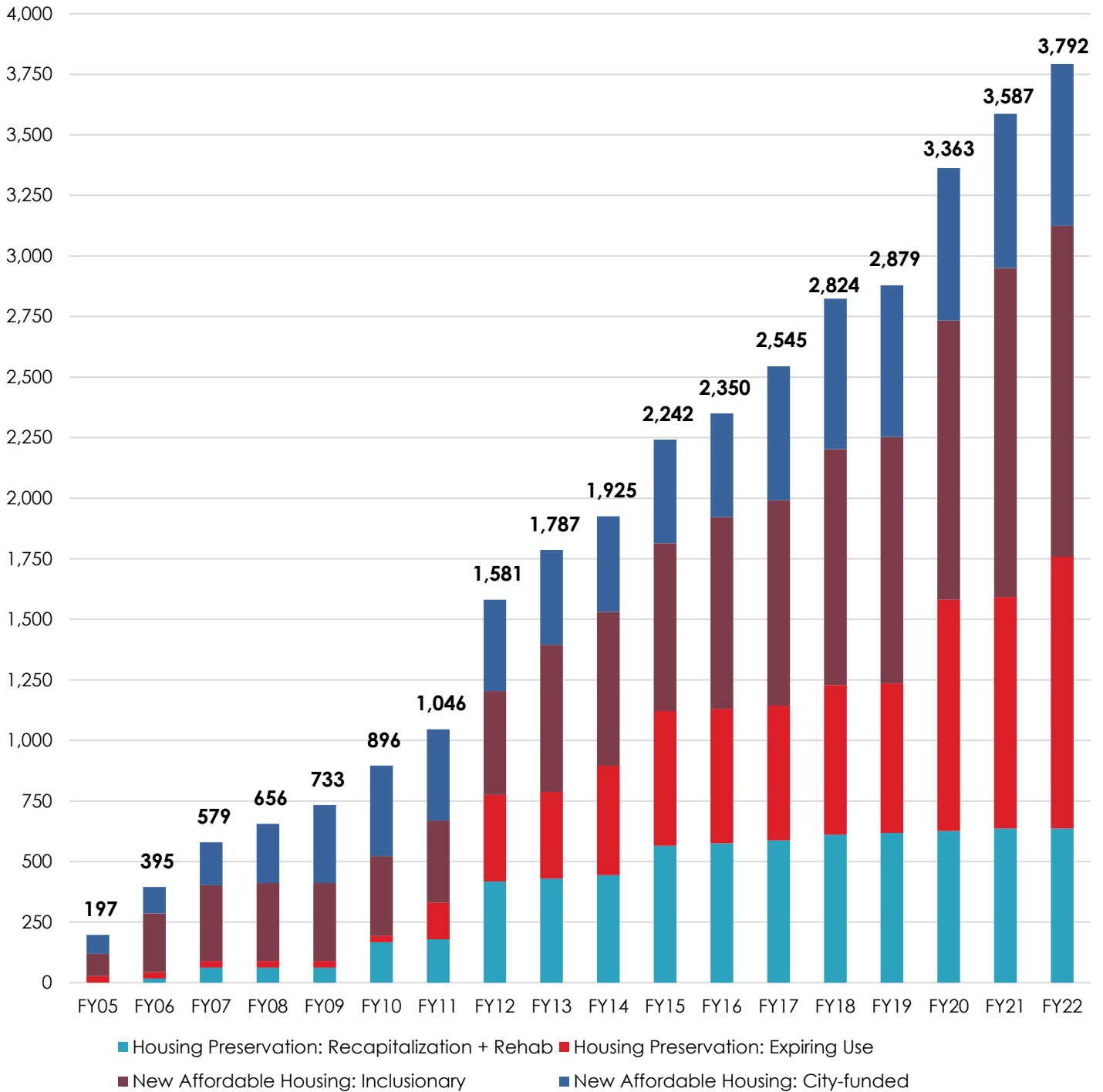
Newly Housed Applicants - Inclusionary Rental Housing

Fiscal Year	Value
FY12	40
FY13	69
FY14	80
FY15	123
FY16	198
FY17	74
FY18	91
FY19	149
FY20	134
FY21	127
FY22	173
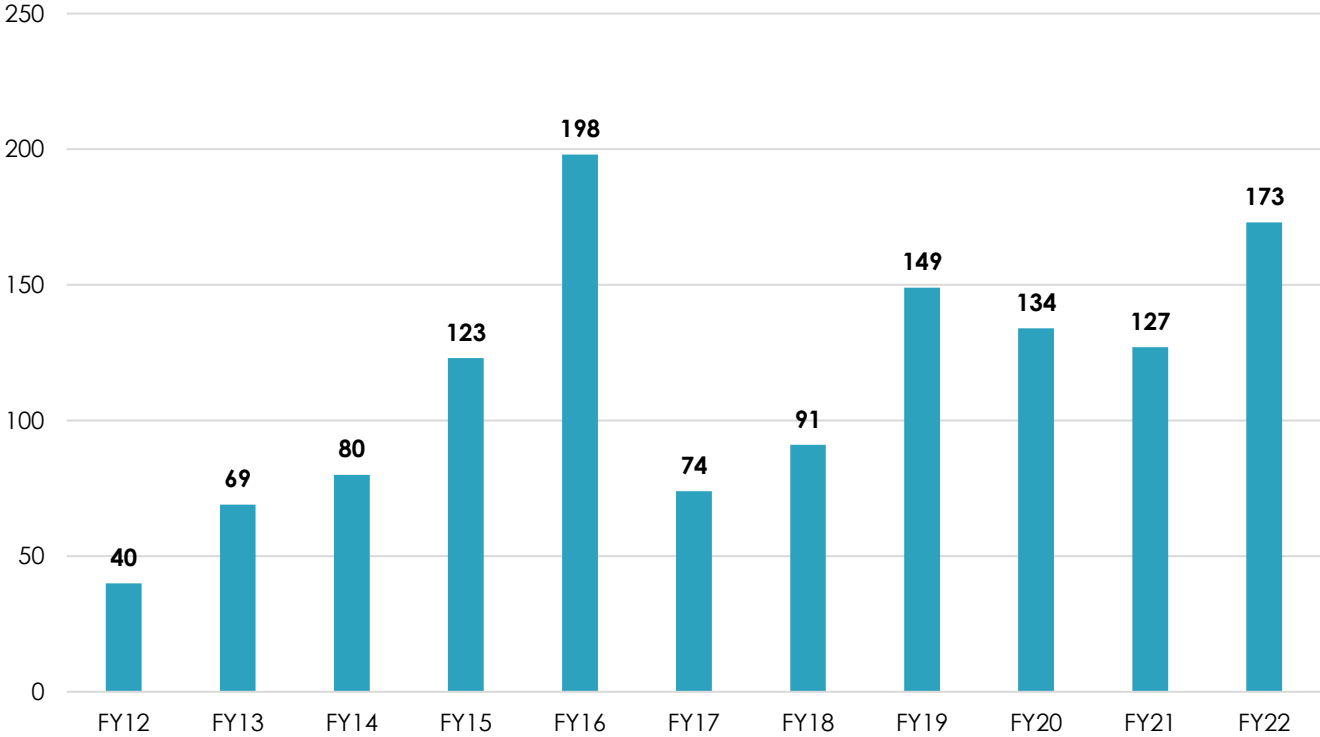
Purchasers of City-Assisted Affordable Homes

Fiscal Year	Value
FY12	8
FY13	25
FY14	22
FY15	16
FY16	10
FY17	12
FY18	18
FY19	20
FY20	16
FY21	8
FY22	16

FY22 REGIONAL LIBRARY USE

Location	Total Annual Hours (All locations)	Program Attendance	Circulation	Circ. Per Capita	Borrowed from other Libraries	Lent to Other Libraries	Total Operating Income per Hour Open
Arlington	4,913	14,442	939,396	20.29	175,250	121,926	$632.81
Brookline	7,893	11,018	1,048,686	16.60	206,032	165,174	$576.72
Cambridge	13,477	46,490	1,709,304	14.44	242,760	217,620	$1,211.24
Lexington	3,017	16,932	855,878	24.84	132,460	157,608	$1,110.73
Newton	3,358	23,094	1,418,899	15.96	252,828	277,989	$1,939.14
Quincy	6,070	15,216	732,818	7.21	45,530	26,811	$622.07
Somerville	8,211	10,321	509,834	6.29	101,475	55,282	$374.78
Waltham	3,109	15,876	474,332	7.27	79,937	72,454	$1,049.51
Watertown	3,513	11,976	755,924	21.40	94,907	78,711	$1,044.75
Wellesley	6,440	7,510	517,471	17.51	253	87,796	$499.89
Worcester	8,509	16,200	643,205	3.11	33,881	66,628	$999.78
Average	6,228	17,189	873,250	**14**	124,101	120,727	$915

BENCHMARKS – HUMAN RESOURCE DEVELOPMENT

HUMAN SERVICE PROGRAM STATISTICS

- The Community Learning Center, the City's adult basic education provider, offers classes and programs to Cambridge residents to help them improve their English skills, prepare to earn a high school equivalency credential, or increase the skills necessary to successfully enroll in post-secondary education and trainings. The CLC supports residents to become US Citizens and offers them education and career advising. Services in FY23 were provided in-person and in a hybrid model to over 800 students. The Community Learning Center is planning again for over 800 students to attend classes in FY24.

- Last summer approximately 818 youth ages 14 through the summer after they finished high school were employed through the Mayor's Summer Youth Employment Program. The program provided opportunities for teens to gain valuable work experience in public sector and nonprofit jobs during the summer.

- Since 2008, the Cambridge Works transitional jobs program has enrolled 284 residents with significant barriers to employment. Participants are between 18-35 years old and have not been able to find or keep jobs. Supported entirely by City funds, the program places participants in a worksite for 13 weeks to learn basic job readiness skills. The program also provides participants with weekly case management support and professional development classes to improve communication, resume writing, computer, networking, and interview skills.

- The City leads and coordinates the Cambridge Continuum of Care, a comprehensive network of 60 individual programs from 30 organizations that work to meet the needs of people experiencing or at risk of homelessness.

- This year the Center for Families continued to provide families with children prenatal to age eight with universal strength-based parenting education and support, activities that promote the parent-child relationship, early childhood development programming, home visiting, Cambridge Dads, and access to information, resources, and support to over 675 families. Families also received intensive parent support through the Baby University Program, where over 20 parents of children three and under participated in a 14-week series that included a combination of virtual and in-person workshops, playgroups, and home visits. More than 50% of active alumni participate each year as program alumni in ongoing home visits, workshops, field trips, and family events.

POSITION LIST

SUMMARY BY DEPARTMENT	FY22 STAFF POSITIONS	FY23 STAFF POSITIONS	FY24 STAFF POSITIONS	FY24 TO FY23 VARIANCE
GENERAL GOVERNMENT				
City Clerk	10	11	11	0
City Council	10	10	10	0
Election Commission	10	11	11	0
Executive	16	22	31	9
Finance	90	94	94	0
Human Resources	12	12	16	4
Law	16	16	16	0
Mayor	5	6	6	0
Public Celebrations	6	6	6	0
PUBLIC SAFETY				
Animal Commission	5	5	5	0
Community Safety	0	6	10	4
Emergency Communications	55	58	58	0
Fire	285	294	300	6
Inspectional Services	29	30	31	1
License Commission	11	11	11	0
Police	330	334	334	0
Traffic Parking & Transportation	89	91	93	2
COMMUNITY MAINTENANCE AND DEVELOPMENT				
Cable Television	4	4	4	0
Capital Building Projects	0	0	6	6
Community Development	67	72	76	4
Historical Commission	6	7	7	0
Peace Commission	1	1	1	0
Public Works	261	268	272	4
Water	59	60	60	0
HUMAN RESOURCE DEVELOPMENT				
Commission on the Status of Women	2	2	2	0
Human Rights Commission	3	4	4	0
Human Services	188	198	209	11
Library	83	88	91	3
Veterans' Services	2	3	3	0
GRAND TOTAL	**1,655**	**1,724**	**1,778**	**54**

There is a detailed listing of new positions on p. I-19.

POSITION LIST

City Clerk	Positions
Administrative Coordinator	1
City Clerk	1
Clerk of Committee	1
Deputy City Clerk	1
Office Manager	1
Principal Clerk	5
System Administrator	1
Total	**11**

City Council	Positions
Administrative Project Assistant	1
Executive Assistant to City Council	1
Council Aide	8
Total	**10**

Election Commission	Positions
Assistant Director	1
Clerk & Typist	1
Election Commissioner	4
Executive Director	1
Operations Manager	1
Senior Clerk & Typist	3
Total	**11**

Executive	Positions
Administrative Coordinator	1
Assistant to City Manager	1
Assistant to City Manager/Community Relations	1
Chief of Equity and Inclusion	1
Chief of Staff	1
Chief of Strategy and Implementation	1
City Manager	1
City Manager's Housing Liaison	1
Deputy Chief Operating Officer	1
Deputy City Manager	1
Digital Media Marketing Manager	1
Director of Community Engagement	1
Director of Equity and Inclusion	1
Director of Media Relations and Content Strategy	1
Director of Strategic Planning and Communications	1
Domestic & Gender-Based Violence Prevention Coord.	1
Emergency Management Director	1
Executive Assistant to City Manager	1

POSITION LIST

Executive	Positions
Executive Assistant to the Deputy City Manager	1
Equity and Inclusion Analyst	1
Equity and Inclusion Investigator	1
Housing Advocate	2
Housing Liaison Project Coordinator	1
Housing Search Case Manager	1
Internal Communications Manager	1
Internal Engagement Program Manager	1
Planning & Transportation Demand Management Officer	1
Project Assistant	1
Public Information Officer	1
Strategy Manager	1
Total	**31**

Finance	Positions
Administration - Assistant City Manager for Fiscal Affairs	1
Assessing - Administrative Assistant	1
Assessing - Assessment Analyst	2
Assessing - Assistant to Board of Assessors	1
Assessing - Commercial Appraiser	1
Assessing - Commercial Assessor	1
Assessing – Cust. Service Representative/Deed Specialist	1
Assessing - Customer Service Supervisor	1
Assessing - Deputy Director/Assessor	1
Assessing - Director of Assessment	1
Assessing - Manager of Assessing Operations	1
Assessing - Senior Assistant Assessor	1
Assessing - Senior Asst. Assessor for Field Operations	1
Auditing - Account/Financial Reporting Analyst	1
Auditing – Assistant City Auditor	1
Auditing - Auditing Analyst	1
Auditing - City Auditor	1
Auditing – Manager of Fiscal Reporting	1
Auditing - Principal Accounting Financial Analyst	1
Auditing - Senior Account Clerk	3
Budget - Budget Director	1
Budget - Deputy Budget Director	1
Budget - Principal Budget Analyst	1
Budget - Budget Analyst / PB Coordinator	1
General Services – Machine Operator	1
IT – Administrative Assistant	1
IT - Assistant Director of IT Administration	1
IT - Assistant Director of IT Infrastructure	1

POSITION LIST

Finance	Positions
IT - Audio Visual Project Manager	1
IT - Audio Visual Technician	1
IT - Building Security Engineer	1
IT - Business Analyst/Project Manager	3
IT - Chief Information Officer	1
IT - Database Administrator	1
IT - Data Analytics & Open Data Program Manager	1
IT – Digital Equity Broadband Project Manager	1
IT - Enterprise Applications Specialist	2
IT - Geographic Information Systems (GIS) Manager	1
IT - GIS Programmer Analyst	1
IT - GIS Technical Specialist	1
IT - MIS Project Manager	1
IT – Network Administrator	1
IT - Network Engineer	1
IT - Network Manager	1
IT – Junior Web Developer	1
IT - Systems Administration Manager	1
IT - Systems Administrator	3
IT - Technical Support Specialist	5
IT - Technical Support Supervisor	1
IT - Technology Training Coordinator	1
IT - Physical Security Systems Engineer	1
IT - Project Portfolio Manager	1
IT- Web Designer	1
IT - Web Developer	1
IT - Web Manager	1
Purchasing - Administrative Assistant	1
Purchasing - Assistant Purchasing Agent	2
Purchasing – Buyer	3
Purchasing - Construction & Sustainability Specialist	1
Purchasing - Purchasing Agent	1
Revenue - Administrative Assistant	2
Revenue - Assistant Finance Director	1
Revenue – Assistant Manager of Collections	1
Revenue – Associate Finance Director	1
Revenue - Cashier Coordinator	1
Revenue - Customer Service Supervisor	1
Revenue – Cust. Service Supervisor & Tax Title Liaison	1
Revenue – Finance Assistant	1
Revenue – Fiscal Affairs Analyst	1
Revenue – Manager of Revenue & Treasury Operations	1
Revenue - Senior Account Clerk	1

POSITION LIST

Finance	Positions
Treasury - Business Production Analyst/Proj. Mngr.	1
Treasury - Cash Reconciliation Analyst	1
Treasury - Director of Payroll	1
Treasury – Payroll Analyst	2
Treasury - Project/Cash Manager	1
Treasury – Finance Revenue Analyst	1
Total	**94**

Human Resources	Positions
Account Coordinator	1
Administrative Assistant	1
Assistant Director of Recruitment	1
Assistant Director of Benefits & Compensation	1
Chief People Officer	1
Deputy Director Personnel	1
Benefits Customer Service Representative	1
Employee Benefits Services Rep.	1
Employee Relations Specialist	1
Employment Resource Specialist	1
Labor Services Analyst	1
Personnel Director	1
Personnel Specialist	1
Asst. Dir. of Learning and Development	1
Training & Development Specialist	1
Workers' Compensation Claims Manager	1
Total	**16**

Law	Positions
Administrative Assistant	2
Assistant City Solicitor	8
Assistant Public Records Access Officer	1
City Solicitor	1
Deputy City Solicitor	1
First Assistant City Solicitor	1
Office Manager	1
Public Records Access Officer	1
Total	**16**

Mayor	Positions
Chief of Staff	1
Communications Manager	1
Community Outreach Manager	1
Director of Constituent Services	1

POSITION LIST

Mayor	Positions
Education Liaison	1
Executive Assistant to the Mayor	1
Total	**6**

Public Celebrations	Positions
Arts Council Director	1
Community Arts Administrator	1
Community Arts Director	1
Director of Art Conservation	1
Public Art Administrator	1
Public Art Programming Director	1
Total	**6**

Animal Commission	Positions
Animal Commission Director	1
Animal Control Officer	4
Total	**5**

Community Safety	Positions
Administrative Coordinator	1
Data Analyst	**1**
Director of Community Safety	1
Community Safety Program Coordinator	1
Crisis Response Specialist	4
Licensed Social Worker	2
Total	**10**

Emergency Communications	Positions
Administrative Coordinator	1
Application & Database Manager	1
Assistant Director of Operations	1
Assistant Director of Public Safety IT	1
Assistant Director of Training & Administration	1
Deputy Director of Public Safety IT	1
Emergency Communications Director	1
Emergency Communications Supervisor	7
Emergency Telecommunications Dispatcher	31
Enterprise Applications Specialist	1
Infrastructure Manager	1
Licensed Social Worker	1
Manager of Public Safety Technical Support	1
Network Manager	1
Project Manager	1

POSITION LIST

Emergency Communications	Positions
Program Manager Business Analyst	1
Public Safety Technical Support Specialist	3
Radio Telecommunications Manager	1
Radio Telecommunications Senior Systems Administrator	1
Systems Administrator	1
Total	**58**

Fire	Positions
Administrative Assistant	2
Administrative Officer	2
Budget Analyst	1
Fire Apparatus Repairperson	3
Fire Captain	17
Fire Chief	1
Fire Deputy Chief	13
Fire Fighter	204
Fire Lieutenant	55
Fiscal Manager	1
Payroll Analyst	1
Total	**300**

Inspectional Services	Positions
Administrative Assistant	5
Assistant Commissioner	1
Building Inspector	5
Code Inspector	1
Commissioner	1
Compliance Inspector	1
Manager of ISD Operations	1
Plumbing & Gas Inspector	2
Project Coordinator	1
Records Coordinator	1
Sanitary/Housing Inspector	6
Senior Architect	1
Senior Building Inspector	1
Wire Inspector	2
Zoning Specialist	1
Associate Zoning Specialist	1
Total	**31**

POSITION LIST

License Commission	Positions
Administrative Assistant	3
License Investigator	2
Permit Coordinator	1
Consumer Information Specialist	1
Director of Consumer's Council	1
Executive Officer	1
License Commission Chair	1
Office Manager	1
Total	**11**

Police	Positions
Assistant Fleet Manager	1
Case Manager	2
Clerk	4
Crime Analyst	2
Deputy Director of Planning Budget and Personnel	1
Deputy Superintendent	7
Director of Communications & Media Relations	1
Director of Outreach & Community Programming	1
Director of Clinical Support Services	1
Director of Planning, Budget, and Personnel	1
Director of Professional Standards	1
Domestic Violence Victim Advocate	1
Domestic Violence Victim Advocate Assistant	1
Facility Manager	1
Fiscal Affairs Analyst	1
Fleet Manager	1
Forensic Identification Specialist	1
Junior Accountant	1
Latent Fingerprint Examiner	1
Licensed Social Worker	2
Motor Equipment Repairperson	1
Payroll Coordinator	1
Personnel / HR Analyst	1
Police Commissioner	1
Police Lieutenant	19
Police Mechanic	2
Police Officer	221
Police Sergeant	38
Police Superintendent	2
Procedural Justice Informatics Analyst	1
Property Clerk	2
Office Manager	1

POSITION LIST

Police	Positions
Records Administrator	1
Senior Account Clerk	3
Senior Clerk & Typist	2
Senior Crime Analyst	1
Strategic Analysis Coordinator	1
Student Intern	3
Training Coordinator	1
Total	**334**

Traffic Parking & Transportation	Positions
Administrative Assistant	3
Administrative Hearings Officer	2
Assistant Director for Parking Management	1
Assistant Director for Street Management	1
Assistant Parking Services Manager for Operations	1
Assistant Parking Services Manager for Systems	1
Communications Manager	1
Director of Traffic, Parking & Transportation	1
Enforcement Compliance Supervisor	1
Engineering Manager	1
Engineering Project Manager – Bike Lanes	2
Engineering Technician	1
Fiscal & Administrative Manager	1
Operational Foreperson	1
Parking Control Officer	33
Parking Control Officer Assistant Supervisor	1
Parking Control Supervisor	2
Parking Enforcement Manager	1
Parking Services Manager	1
Parking Ticket Analyst	1
Parking Violation Cashier	6
Personnel Assistant	1
Senior Storekeeper	1
Street Occupancy Permit Cashier	1
Street Operations Manager	1
Street Permit Coordinator	1
Technology Project Manager	2
Traffic Engineer	3
Traffic Investigator	1
Traffic Maintenance Worker	12
Transportation Planner	1
Working Foreperson	6
Total	**93**

POSITION LIST

Cable Television	Positions
Associate Producer	1
Director of Cable Television	1
Master Control Operator	1
Videotape Editor	1
Total	**4**

Capital Building Projects	Positions
Asst. Director for System Performance and Turnover	1
Director of Construction	1
Director of Design	1
Director of Planning and Administration	1
Facilities Director	1
Senior Capital Project Manager	1
Total	**6**

Community Development	Positions
Administrative Assistant	5
Asst. City Manager for Community Development	1
Assistant Planner	2
Associate Planner	19
Business Production Analyst	1
Chief Fiscal Officer	1
Communications Manager	1
Community Energy Outreach Manager	0
Community Engagement Manager	1
Deputy Director	2
Director of Arts and Cultural Planning	1
Director of Community Planning	1
Director of Economic Development	1
Director of Environment & Transportation	1
Director of Housing	1
Director of Zoning	1
Federal Grants Manager	1
First-Time Homebuyer Coordinator	1
GIS Specialist	1
Office Manager	1
Project Planner	23
Senior Manager Zoning & Development	1
Senior Project Manager	6
Supervising Landscape Architect	1
Urban Designer	2
Total	**76**

POSITION LIST

Historical Commission	Positions
Archivist	2
Assistant Director	1
Executive Director	1
Preservation Administrator	1
Preservation Planner	1
Survey Director	1
Total	**7**

Peace Commission	Positions
Executive Director	1
Total	**1**

Public Works	Positions
Admin. - Accounting Manager	1
Admin. - Accounts Analyst	1
Admin. - Administrative Assistant	2
Admin. – Asst. Commissioner for Administration	1
Admin. - Commissioner of Public Works	1
Admin. - Community Relations Manager	1
Admin. - Deputy Commissioner of Public Works	1
Admin - Energy & Sustainability Analyst	1
Admin. - Fiscal Director	1
Admin. - Fiscal Project Manager	1
Admin. - Human Resources Manager	1
Admin. - Information Systems Manager	1
Admin. - Operations Manager	1
Admin - Operations Assistant	1
Admin - Operations Asst/Administration	1
Admin. - Personnel Analyst	1
Admin. - Project Manager Contracts	1
Admin. - Records Administrator	3
Admin. - Safety Officer	1
Admin. - Senior Administrator	3
Admin. - Technical Support Specialist	1
Buildings - Assistant Superintendent of Buildings	1
Buildings – Building Services Administrator	1
Buildings - Buildings Services Manager	1
Buildings - Carpenter	3
Buildings - Facilities Manager	1
Buildings - HVAC Technician	2
Buildings – HVAC Supervisor	1
Buildings - Laborer	9
Buildings - Painter	2

POSITION LIST

Public Works	Positions
Buildings - Plumber	2
Buildings - Projects Coordinator	1
Buildings - Senior Laborer	10
Buildings - Superintendent of Buildings	1
Buildings - Supervisor	1
Buildings - Supervisor of Building Systems	1
Buildings - Working Foreperson	6
Cemetery - Administrative Assistant	1
Cemetery - Cemetery Maintenance Craftsperson	2
Cemetery - Laborer	3
Cemetery - Motor Equipment Operator	1
Cemetery - Superintendent of Cemeteries	1
Cemetery - Working Supervisor	2
Electrical – Administrative Assistant	1
Electrical – Assistant City Electrician	1
Electrical – City Electrician	1
Electrical – Electrician	8
Electrical – Electrician Coordinator	1
Electrical – Electrician Coord./Tech	1
Electrical – Senior Electrical Manager	1
Engineering – Asst. Commissioner for Engineering	1
Engineering - Clerk of the Works	2
Engineering - Conservation Commission Director	1
Engineering - Co-op Student	3
Engineering – Dir. of Engineering Services/Sewers	1
Engineering - Engineer	4
Engineering – Engineering Inspector	2
Engineering - GIS Specialist	1
Engineering - Project Manager	3
Engineering - Stormwater Manager	1
Engineering - Senior Engineer	6
Engineering - Supervising Engineer	2
Engineering - Supervisor Landscaping Architect	1
Off Hours - Laborer	1
Off Hours - Motor Equipment Operator	3
Off Hours - Supervisor	2
Off Hours - Utility Cover & Catch Basin Builder	1
Off Hours - Working Foreperson	2
Off Hours - Working Supervisor	1
Parks - Assistant Parks Superintendent	1
Parks - Gardener	0
Parks - Laborer	3
Parks - Landscape Administrator	1

POSITION LIST

Public Works	Positions
Parks - Motor Equipment Operator	4
Parks - Parks Maintenance Craftsperson	11
Parks - Project Administrator	1
Parks - Superintendent of Parks	1
Parks - Supervisor	3
Parks - Working Foreperson	2
Parks - Working Supervisor	2
Recycling - Compliance Officer	2
Recycling - Director of Recycling	1
Recycling – Operations Assistant/ Solid Waste	1
Recycling - Recycling Program Manager	1
Recycling - Solid Waste Program Manager	1
Recycling - Waste Reduction Program Manager	1
Rubbish - Environmental Services Manager	1
Rubbish - Laborer	7
Rubbish - Motor Equipment Operator	22
Rubbish - Supervisor	1
Rubbish - Working Foreperson	1
Sewers – Engineer	1
Sewers – Laborer	1
Sewers – Senior Engineer	1
Sewers - Sewer Cleaner	3
Sewers - Sewer System Maintenance Supervisor	1
Sewers - Supervising Engineer	1
Streets - Administrative Assistant	1
Streets - Compliance Officer	2
Streets - Construction/Utility Inspector	2
Streets - Highway Maintenance Worker	7
Streets - Laborer	8
Streets - Motor Equipment Operator	14
Streets - Permit Coordinator	1
Streets - Superintendent of Streets & Bridges	1
Streets - Supervisor	1
Streets - Supervisor of Solid Waste Operations	1
Streets - Working Foreperson	2
Urban Forestry – Assistant Arborist	1
Urban Forestry - City Arborist	1
Urban Forestry - Forestry Worker	2
Urban Forestry – Laborer	1
Urban Forestry - Motor Equipment Operator	1
Urban Forestry - Supervisor	1
Urban Forestry - Superintendent of Urban Forestry & Landscaping	1

POSITION LIST

Public Works	Positions
Urban Forestry - Tree Climber	2
Urban Forestry - Tree Planter	2
Urban Forestry - Working Supervisor	3
Vehicles - Fleet Manager	1
Vehicles - Lead MER Worker	1
Vehicles - Master Mechanic	1
Vehicles - Motor Equipment Repairperson	6
Vehicles - Working Foreperson	1
Total	**272**

Water	Positions
Administrative & Fiscal Operations Manager	1
Assistant Distribution Manager	2
Construction Inspector	2
Cross Connection Supervisor	1
Customer Service Specialist	1
Director of Administration	1
Director of Distribution & Engineering	1
Director of Water Operations	1
Engineer	1
Facilities Manager	1
Fiscal Coordinator	1
Instrumentation & Maintenance Manager	1
Inventory Control Specialist	1
Laboratory and Administrative Assistant	1
Manager of Engineering	1
Managing Director	1
Meter Technician	1
Meter Technician Supervisor	1
Motor Equipment Operator	4
Motor Equipment Repairperson	2
Plant Operations Team Leader	4
Plant Operator	4
Production Manager	1
Project Administrator	1
Ranger	2
Reservoir Caretaker	2
Reservoir System Manager	1
Water Quality Supervisor	3
Water System Maintenance Craftsperson	8
Watershed Manager	1
Watershed Supervisor	1
Watershed Technical Assistant	1

POSITION LIST

Water	Positions
Working Supervisor	5
Total	**60**

Commission on the Status of Women	Positions
Executive Director	1
Project Coordinator	1
Total	**2**

Human Rights Commission	Positions
Executive Director	1
Director of Operations	1
Language Access Manager	1
Outreach and Referral Specialist	1
Total	**4**

Human Services	Positions
Admin. - Administrative Assistant	2
Admin. - Agenda for Children Activities Coord.	1
Admin. - Agenda for Children Coord. for Literacy	1
Admin. – Asst. City Manager for Human Services	1
Admin. - Assistant Director for Administration	1
Admin. – Asst. Director for Adult & Family Services	1
Admin. - Asst. Dir. for Children, Youth & Family Services	1
Admin. – CET Co-Leader	1
Admin. – CET Outreach Worker	1
Admin. – Communications Manager	1
Admin. - Disabilities Commission Executive Director	1
Admin. - Disability Project Coordinator	1
Admin. – Division Head Strategy	1
Admin. – Division Head Community Engagement	1
Admin. – Division Head HR and Fiscal	1
Admin. - Early Childhood Director	1
Admin – Family Support Worker	2
Admin. - Executive Project Assistant	1
Admin. - Family Policy Council Executive Director	1
Admin. - Find It! Manager	1
Admin. - Home Visit Coordinator	1
Admin. – Impact and Evaluation Advisor	1
Admin. - Inclusion Services Manager	1
Admin. - Inclusion Specialist	2
Admin. - IT System Administrator	1
Admin. - King Open Assistant Program Manager	1
Admin. - Office of College Success Coordinator	1

POSITION LIST

Human Services	Positions
Admin. - Operations Manager	1
Admin. - Personnel Administrator	1
Admin. - Program Quality Specialist	1
Admin. - Project Coordinator	1
Admin. - Senior Account Clerk	3
Admin. - Systems Coordinator	1
Admin. - STEAM Coordinator	1
Admin. - STEAM Quality Coordinator	1
Admin. – Admin Support Specialist	1
Admin. – Professional Development Coordinator	1
Admin. – School Readiness Coordinator	1
Admin. – Education Coach	2
Admin. – Marketing and Communications	1
Admin. – Director Community and Family	1
Admin. – Workforce Development	1
Admin.- Director of Education	1
Admin. – Operations/Business Manager	1
Admin. – Enrollment Manager	1
Admin. – Behavioral Health Specialist	1
Childcare - Afterschool Manager	1
Childcare - Childcare Coordinator	1
Childcare - Director	3
Childcare - Director/Teacher	4
Childcare - Childcare & Family Services Div. Head	1
Childcare - Head Teacher	10
Childcare - Preschool Manager	1
Childcare - Senior Account Clerk	1
Childcare - Teacher	20
Childcare – Teacher/Coordinator	3
Childcare – Universal Pre-K Coordinator	1
Childcare – Center for Families Case Manager	1
Community Learning Center - Assistant Director	1
Community Learning Center - Asst Dir for Curr/Staff	1
Community Learning Center - Bilingual Office Aid	1
Community Learning Center - Division Head	1
Community Learning Center - Fiscal Assistant	1
Community Learning Center - Program Assistant	2
Community Learning Center - Teacher	1
Community Schools - Administrative Assistant	1
Community Schools - Director	12
Community Schools - Division Head	1
Community Schools – Program Director	10
Community Schools – Program Manager	2

POSITION LIST

Human Services	Positions
COA - Activities & Volunteer Coordinator	1
COA - Administrative Assistant	1
COA – Case Manager	1
COA - Citywide Senior Center Director	1
COA - Director of Client Services	1
COA - Division Head	1
COA - Food Services Manager	1
COA - Intake & Referral Specialist	1
COA - Meals Coordinator	1
COA - North Cambridge Senior Center Director	1
COA - Senior Food Pantry Coordinator	1
Golf - Director	1
Golf - Golf Course Superintendent	1
Golf - Greens Assistant	1
Multi-Service Center - Assistant	1
Multi-Service Center - Case Manager	2
Multi-Service Center - Housing Search Case Manager	1
Multi-Service Center - Director	1
Multi-Service Center - Haitian Services Coordinator	1
Multi-Service Center - Housing Specialist	1
Multi-Service Center - Senior Case Manager	1
Multi-Service Center - Senior Clerk & Typist	1
OWD - Adult Employment Director	1
OWD - Career Counseling Coordinator	1
OWD - Career Counselor	1
OWD - Case Manager	1
OWD - Division Head	1
OWD - Employment Coordinator	1
OWD - Employment Services Coordinator	1
OWD – Green Jobs Coordinator	1
OWD - Job Developer	1
OWD - Program Assistant	1
OWD - Senior Job Developer	1
OWD - Senior Youth Programs Manager	1
OWD - Steam Internship Coordinator	1
OWD - Transitional Jobs Coordinator	1
OWD - Youth Services Specialist	1
Planning and Development – Division Head	1
Planning & Development - HMIS Project Manager	1
Planning & Development – Homelessness COC Planner	1
Planning & Development - Planner/Contract Mngr.	3
Recreation - Bus Driver	2
Recreation - Center & Aquatics Coordinator	1

POSITION LIST

Human Services	Positions
Recreation - Aquatics Manager	1
Recreation - Danehy Park Assistant Site Supervisor	3
Recreation - Danehy Park Site Supervisor	1
Recreation – Senior Assistant Site Supervisor	1
Recreation - Division Head	1
Recreation - Recreation Permit Coordinator	1
Recreation - Recreation Activities Coordinator	1
Youth - Division Head	1
Youth - Middle School Program Coordinator	1
Youth - Program Quality & Training Director	2
Youth - Special Projects Manager	1
Youth - Youth Center Director	5
Youth - Youth Center Program Director	9
Youth- Youth Connector	1
Total	**209**

Library	Positions
Assistant Director	3
Manager of Youth Services	1
Branch Manager	4
Building Custodian	2
Communications Coordinator	1
Deputy Director	1
Digital Equity Coordinator	1
Digital Equity Manager	1
Director of Library & Communications	1
Executive Assistant	3
Facilities Manager	1
Graphic Designer	1
Head Custodian	1
Human Resources Coordinator	1
IT Senior Technician	2
Librarian II	1
Library Assistant	11
Library Associate	9
Licensed Social Worker	1
Literacy Specialist	1
Manager of Adult Services	1
Manager of Borrower Services	1
Manager of Branch Services	2
Manager of Collection Services	1
Manager of Library Communications, Programs & Events	1
Manager of Finance & Operations	1

POSITION LIST

Library	Positions
Manager of Innovation & Technology	1
Manager of STEAM Program	1
Manager of the HIVE	1
Program & Event Coordinator	1
Senior Building Custodian	3
Senior Librarian	11
Senior Technician	1
Staff Librarian	17
Technical Support Manager	1
Total	**91**

Veterans' Services	Positions
Administrative Assistant	1
Director	1
Deputy Director	1
Total	**3**